

# WORKING TOGETHER TO SOLVE COMMUNITY PROBLEMS



## ANNUAL REPORT 2018 EMPOWERMENT FOR LIFE PROGRAMME PHASE III



IMPLEMENTING PARTNERS

FUNDING AGENCIES



**GHANA FRIENDS**  
Partnership for change



MINISTRY OF FOREIGN AFFAIRS OF DENMARK  
**DANIDA** INTERNATIONAL  
DEVELOPMENT COOPERATION



## ACKNOWLEDGEMENT

The Board of Directors, Management and Staff of Ghana Developing Communities Association (GDCA) and Youth Empowerment for Life (YEfL) are grateful to our cherished donors, partners, communities and traditional leaders for their immeasurable support throughout the period under review.

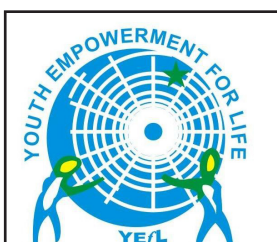
We wish to thank the MMDAs, departments of the Assemblies and all other agencies for their collaboration.

Our profound gratitude goes to all our development partners especially DANIDA and Ghana Friends.

Finally, we wish to acknowledge all those who have contributed in diverse ways, directly and indirectly towards the success of the E4L Programme in 2018.



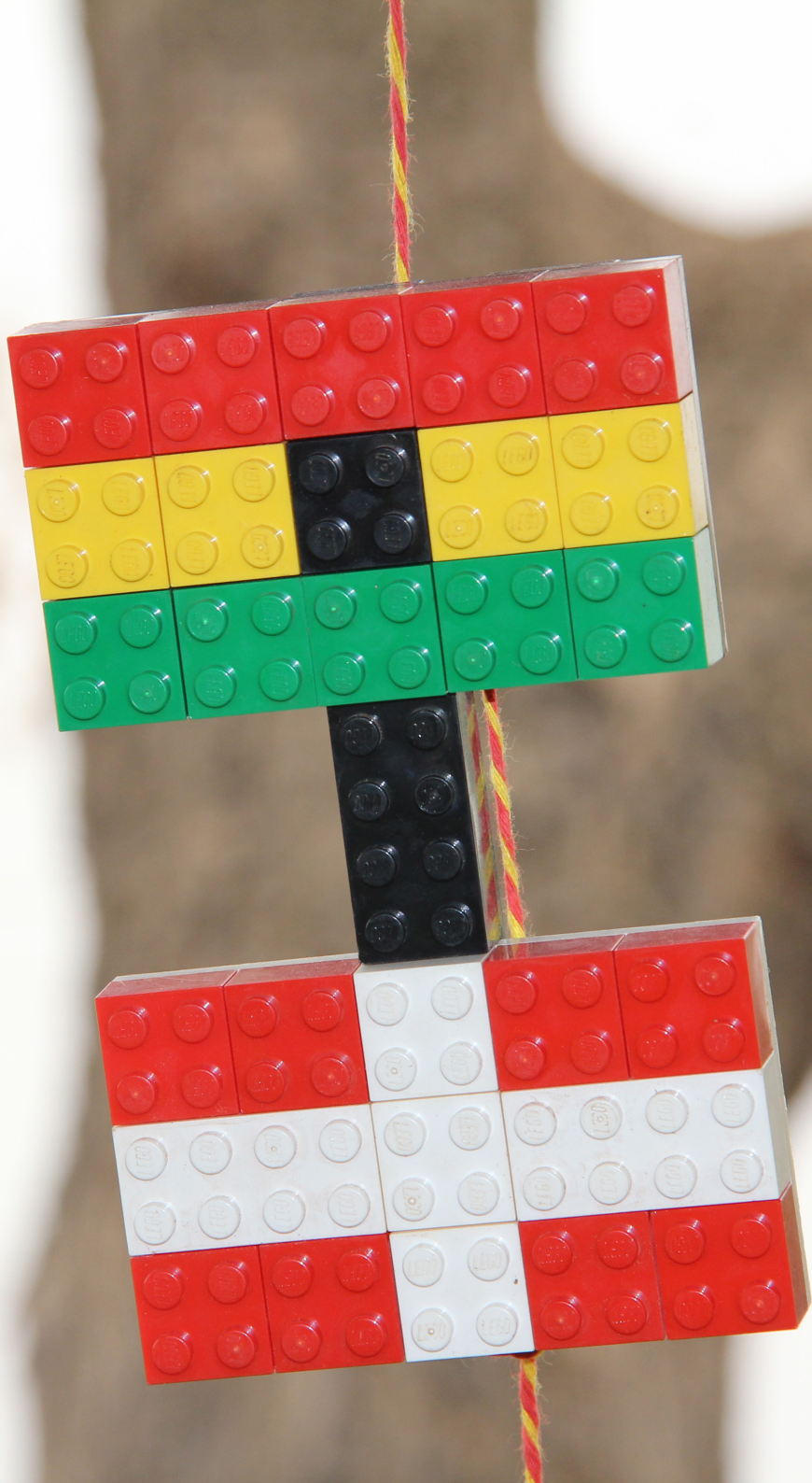
**GDCAGHANA.ORG**



**YEWFL-GH.COM**



**GHANAVENTSKAB.DK**





## FOREWORD

The year 2018 presented yet another opportunity for the E4L Programme to work with civil society groups, communities, partner institutions and local authorities in our quest to find best options to address development issues in the programme's operational area.

The Programme experienced review of some strategies and introduction of innovative ones in 2018 in response to emerging issues in the programme districts and the country at large. These changes also contributed greatly to the organizational growth of the civil society groups we work with as their technical capacities were built for effective implementation of the strategies.

Notable among the new strategies was the introduction of the economic governance component which sought to increase citizens' interest in revenue generation and utilization, and allowed citizens not only to participate in the monitoring of capital development projects, but also to ensure their communities get value for money. The acceptance of this new element in the programme has been overwhelming, especially from participating Municipal and District Assemblies, not least the communities.



Young people within the programme's catchment area were exposed to another friendly accountability platform that enhanced dialogue between them and duty bearers as the E4L Programme replicated the Youth Parliament concept in all the operating districts. These additions among others injected new energies and enthusiasm into the implementation of the programme in 2018 and eventually yielded positive dividends.

The venturing into Business Development is yet another step towards diversifying the programme approach to build on what has been achieved in building farmers' and women groups' technical and organizational capacities and taking the interventions to higher and more purposeful level.



In spite of the review and introduction of new strategies, the programme's overall programme approach, Communication for Social Change, which comprises community dialogue, REFLECT and CBO development road map, provided the needed framework and mechanisms for engaging stakeholders and delivering the programme activities.

This is to emphasize that the E4L Programme continues to build on the gains made since its inception in 2015 without losing track on the key learnings for strategic changes in its design and implementation in order to achieve its goal of “contributing towards making Ghana a democratic and just country, where all citizens have an influence on political processes and resources are distributed equally.”

To achieve this goal, the E4L Programme seeks to make civil society groups and organisations in Northern Region actively drive and influence social, economic, and political development initiatives and pursue their interests and rights. The programme partners namely GDCA, YEF and GV, through their unique partnership arrangement, keep contributing to these transformations using four well designed and thought out immediate objectives anchored on three main thematic areas – education, food security and livelihoods, youth empowerment with governance and gender as cross-cutting themes.

The programme achieved remarkable results in the year under review. Evidence abounds that the programme contributed greatly towards building a vibrant civil society in Northern Ghana that can mobilise citizens in their communities to address their development concerns.

As programme partners, we acknowledge that partnerships serve as a learning mechanism that teaches us to be better at what we do in order to achieve our goal. We will therefore continue to strengthen our bonds with the civil society groups, communities, the local authorities and traditional leaders to find workable solutions to community problems. I am hopeful that as you read this report you will get to know more about our approaches and strategies, key achievements and lessons in 2018.

Thank you.



ALHAJI OSMAN ABDEL-RAHMAN  
E4L PROGRAMME MANAGER AND EXECUTIVE DIRECTOR, GDCA

## TABLE OF CONTENT

Acknowledgement	i
Foreword	iii
Acronym	vii
Executive Summary	1
Introduction	3
Building organisational capacity of CBOs to address community issues	5
Equipping CBOs with technical capacity to drive social, economic development processes	11
CSOs have access to and influence democratic processes and advance their interests and rights through advocacy, dialogue and networking	26
Partner organisational capacity development and national advocacy	38
Programme management	48







**WORKING TOGETHER TO SOLVE COMMUNITY PROBLEMS**

## ACRONYMS

ACT	Advocacy and Communication Team
CBE	Complementary Basic Education
CHRAJ	Commission of Human Rights and Administrative Justice
CSOs	Civil Society Organizations
DADU	District Agricultural Development Unit
DCEs	District Chief Executives
DCs	District Co-ordinators
DEOC	District Education Oversight Committee
DEOT	District Education Oversight Team
DOVVSU	Domestic Violence and Victims Support Unit
DPP	District Partners Platform
E4L	Empowerment for Life
FAW	Fall Army Worm
FSCBOs	Food Security Community Based Organizations
GDCA	Ghana Developing Communities Association
GES	Ghana Education Services
HDWs	Hand Dug Wells
KLOE	Key Lines of Enquiry
LC	Local Committees
MERT	Monitoring, Evaluation and Reporting Team
MMDAs	Metropolitan, Municipal and District Assemblies
MMDCEs	Metropolitan, Municipal and District Chief Executives
MoE	Ministry of Education
MoFA	Ministry of Food and Agriculture
NCCE	National Commission for Civic Education
NGOs	Non-Governmental Organizations
PM	Programme Manager
PME	Participatory Monitoring and Evaluation
PTA	Parent Teacher Association
RC	REFLECT Circles
RF	REFLECT Facilitators
SADA	Savannah Accelerated Development Authority
SfL LCs	School for Life Local Committees
SfL	School for Life
SMC	School Management Committee
TAs	Technical Advisors
TOCAT	Technical Organizational Capacity Assessment Tool
TOs	Technical Officers
TOT	Training of Trainers
VA	Village Agents
VfM	Value for Money
VSLA	Village Savings and Loans Associations
YC	Youth Centres
YCMCs	Youth Centre Management Committees
YEA	Youth Employment Agency
YEfL	Youth Empowerment for Life
YGs	Youth Groups
YSU	Youth Speak Up

## EXECUTIVE SUMMARY

The implementation of E4L Programme in 2018 was characterised with excitement and anxiety as some aspects of the thematic strategies were reviewed based on learnings from the previous year and emerging development issues within the operational area. Whiles implementing partners were a bit nervous of the effectiveness the reviewed strategies and new learnings the review might bring, the CBOs were happy to try new things but equally anxious of what value the changes and innovations would add to improve upon their living conditions.

For instance, the adoption of the youth parliament concept in the programme districts to increase the voice of youth at the local governance level and the introduction of the economic governance component which sought to increase citizens' interest in revenue generation and utilisation whiles empowering them to monitor capital development projects in their districts, were not just innovations but additions that augmented the governance strategy and also brought some excitement into the programme implementation with remarkable results.

However, Communication for Social Change remained the overall programme approach. The approach which comprises Community Dialogue, REFLECT and CBO Development Road Map continued to provide the needed framework and mechanisms for engaging stakeholders and delivering the programme activities.

The Theory of Change is based on the premise that target groups are capable of making the change that is needed in their lives if they have the necessary capacities. This has worked well so far in the programme. The E4L Programme is implemented by Ghana Developing Communities Association (GDCA) and Youth Empowerment for Life (YEfL) with funding and technical support from Ghana Friends (GV) and the Danish International Development Agency (DANIDA).

The E4L Programme has demonstrated commitment to facilitating underserved citizens and groups in its intervention area to increase their participation in local governance and access to democratic decision-making processes. Members of CBOs now have a good knowledge about the local government structures and are using their awareness about local government structures, operations and practices to initiate processes by liaising with stakeholders to demand for developmental projects.

At the end of fourth year in the Phase III, the programme can conclude that 99% of the 240 E4L targeted CBOs are well managed and work collectively in promoting their rights and issues in their communities and districts. A higher proportion of the 240 targeted CBOs (83%) started community development initiatives in their various communities and districts in 2018.

There are increased numbers of issues communities' have raised and addressed, about 50% increase in issues the communities raised and addressed in 2017.



Most of the SMCs (90%) and PTAs (70%) were able to carry out their roles and responsibilities within 2018 for effective school governance. Also, 92% of food security and livelihood groups applied improved agronomic practices learnt through the Farmer Field School (FFS) introduced by E4L and have increased yield and household income. They have begun sharing their knowledge with other farmers. The programme has developed a well-tested entrepreneurship model, which is being applied to train young entrepreneurs in the districts. It can be concluded that 58% of 236 trained youth are self-employed and have increased household income (KLOE Survey, 2018). These young entrepreneurs are expanding and running their businesses. They also received a follow-up training in branding and marketing in 2018 to improve their businesses.

Despite these results, the appointment of new DCEs and transfers of District Directors of Education in the Programme area affected the activities of the DEOC and CBOs in the various districts. The fall armyworm which affected farms last year resurfaced this year. There were also delays in the supply of chemicals to control the fall armyworms. Inadequate market for farm produce/products (soya, rice, maize) still remained a challenge for the CBOs. The creation of the Nanton District out of the Savelugu Municipal posed administrative challenges in dealing with the district structures. The programme will therefore take pragmatic measures to address these challenges to avert any consequences this poses for the programme, the partner organizations and the CBOs.

It is worth mentioning that E4L Programme and its Partners, have recognized their potentials to facilitate community groups and district level organizations and committees to initiate and drive social, economic and political developments within their areas, and as such, will continue to learn from its' experiences within over the years and adapt to the changing political, social, economic and cultural contexts that they work in. The Programme and its Partners will therefore in the ensuing years, continue to work towards reaching its objectives of strengthening the organizational and technical capacities of its target groups and contribute to transforming Ghana into a just and democratic state.

## INTRODUCTION

The Empowerment for Life Programme (E4L) Phase III started in January 2015 after going through two successful Programme cycles. The Programme is implemented by Ghana Developing Communities Association (GDCA) and Youth Empowerment for Life (YEfL), both Non-Governmental Organizations (NGOs) in Ghana, with funding from DANIDA and Ghana Venskab (GV).

The Programme is currently in its fourth year of implementation and expected to run until the end of 2019. The Programme intervention is mainly in the Northern Region, but uses evidence from its work to pursue advocacy at the national, sub-regional and international levels. In the Northern Region, the Programme covers five administrative districts, namely; Saboba, Mion, Karaga, Kumbungu Districts and Savelugu-Nanton Municipal.

The Programme partners envisaged that by intervening with the E4L Programme, they will contribute to, support and lead national initiatives targeted at making Ghana a democratic and just country, where all citizens have an influence on political processes and resources are distributed equally. Specific to the Northern Region, the Programme interventions have an overall goal of facilitating Civil Society Groups and Organisations in Northern Region to actively drive and influence social, economic, and political development initiatives and pursue their interests and rights by the end of 2019.

To achieve these goals, the Programme seeks to address four immediate objectives in three thematic areas; Education, Food Security and Livelihoods and Youth Empowerment, with Gender and Governance as cross cutting themes.



## IMMEDIATE OBJECTIVES

1

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

2

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

3

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

4

**Partner organisations have the institutional capacity to be strong and active players in civil society and promote the interests and rights of local CSOs and groups locally, nationally and internationally through advocacy, partnerships and networking**



## **BUILDING ORGANISATIONAL CAPACITIES OF CBOs TO ADDRESS COMMUNITY ISSUES**

Community-based groups and organisations can play a crucial role in the development process in their communities depending on their abilities to come together to pursue their common goal. This remains one of the assumptions held by the implementing organisations of the E4L Programme.

The E4L Programme implements a number of strategies which support the CBOs to mobilise their communities to promote their rights and ensure community issues are raised and addressed. Where communities have the ability to offer solutions to their development challenges, the CBOs are encouraged to initiate community development projects that best address the challenges.

The CBOs supported under the E4L Programme are also empowered to serve as role models to other CBOs in terms of participation, inclusion, transparency and accountability in the way they work. In all this, conscious efforts are made to capacitate women and actively involve them in the functioning of the community groups.

### ***CBOs are well-managed and work collectively in promoting rights and issues***

In 2018, it was observed that almost all the targeted CBOs (99% of the 240 CBOs) have clearly defined purpose, methods of organization and internal functioning. The CBOs demonstrated they have a shared understanding of their organizational identity, vision, mission and values and could articulate them. Members of the groups were able to bring their communities together to promote their rights and issues in their communities and districts.

The CBOs, during the year under review, identified a number of community priority issues, mobilised the community people and engaged the duty bearers to address them. Issues relating to education, health, road infrastructure, youth development, electricity, potable water among others, were raised and addressed. E4L contributed to this change through coaching and mentoring and by building the capacities of these CBOs on community dialogue process, community mobilization and advocacy, civic education, resource mobilisation among others.

About 50 different cases documented under this outcome in 2018, across the E4L implementing districts, lent credence to the fact that CBOs promoted their rights and issues. One example of these outcomes in the Mion district is presented in case story 1 below.

*Case Story 1:*

**School Management Committee (SMC) in Sang Islamic Primary  
Improves School Governance**

In January 2018, in Sang in the Mion District the SMC in Sang Islamic Primary School which E4L works with met with the Ghana Education Service and succeeded in ensuring that all absentee teachers were given disciplinary transfers out of the school and new teachers posted to the school. This is the first time the SMC has been able to facilitate disciplinary transfers of all absentee teachers at the same time in the school.

These absentee teachers used to attend School only three days per week and were regularly late to school. After several warnings the teachers were given disciplinary transfers. Now the School has committed teachers who are punctual and regular to School. This is helping to improve teaching and learning and also serve as deterrent to the new teachers. The SMC is satisfied with the performance of the new teachers through their monitoring visits.

The 2018 KLOE survey found that there is a slight increase in leadership positions occupied by women than there were in 2017. For example, women now occupy 47% of all leadership positions in the CBOs compared to 45% in 2017. That is, an average of 3 leadership positions in the groups is occupied by women (KLOE Survey, 2018). Eleven different CBOs who had no women in their leadership elected women into leadership positions within the first two quarters of 2018. E4L contributed to this through gender trainings to reduce gender stereotypes and change people's attitudes towards women. It is the hope of the Programme that these changes would begin to transcend into the communities' structures and take effect in the way communities are managed. The positions women hold in the CBOs include Chairperson, Magazia, Assistant chairperson, Secretary, Assistant Secretary, Treasurer/Financial secretary and Organizer.

Even though the survey revealed an increased number of women in leadership positions, women still suffer various forms of gender stereotypes militating against their quest in holding leadership positions. Some of these includes: fear of ridicule and victimization, and inadequate motivation for women.

### ***CBOs initiate community development initiatives***

Majority (83%) of the 240 E4L target CBOs initiated community development initiatives in their various communities and districts over the period. CBOs mobilized their community members to initiate 42 community development activities. The CBOs are using knowledge gained from community dialogue process and others to mobilize their communities to take actions to address challenges in their communities. For example six communities namely, Jimli, Gumah, Yaabogu, Tijo, Sakoya and Tuya in the Jimli area council contributed different amounts of money ranging between GHC 4,500.00 to GHC 10,500.00 to de-silt their community dams. Similar examples exist in 25 other communities.

One of such development initiatives by the PTA in Mbatinga in the Mion District is reported in case story 2.

#### *Case Story 2:*

#### **Mbatinga PTA construct a three bedroom teachers accommodation**

In March 2018, in Mbatinga in the Mion district the PTA with the support of parents started the construction of a three-bedroom accommodation for Teachers in the community to make Teachers stay in the community and solve the issue of teacher absenteeism in the School. The teachers commute about 25km from Sang to Mbatinga to attend School and this lead to lateness to School and teacher absenteeism. The Construction of Teachers accommodation is envisaged to make teachers stay in the community which will reduce lateness and teacher absenteeism, increase the teacher-pupil contact hours and thereby promote quality teaching and learning.

The PTA contributed money and raised a three bedroom accommodation for Teachers after which they had media engagement with Sagani TV (which was telecasted) on the issue to solicit support from the Member of Parliament (MP), District Assembly (DA) and the general public. After the engagement was telecasted, the MP for Mion Constituency donated three (3) Packets of zinc to roof the building. That was the first time the PTA was able to construct a teachers' accommodation in the community and also to engage a media house on a community initiative, especially a TV station.





*Mbatinga PTA leads community to construct teachers' accommodation with locally available materials*



*Mbatinga teacher's bangalow near completion*

### ***There is increase in issues that the communities raise and address***

There are increased numbers of issues raised and addressed by the communities. Twenty two (22) new community issues were raised and resolved within 2018. Thus, there was 50% increase in issues the communities raised and addressed. Evidence of these could be seen among 20 communities and one example is reported in case story 3. These other issues are still being worked on by the CBOs to find solutions to them.



### *Case Story 3:*

## **Saboba Youth Centre Supports District Assembly to increase Revenue Mobilization**

In March, 2018 the Saboba Youth Centre in Saboba District raised the issue of low Internally Generated Funds (IGF) and the District Assembly's inability to mobilize revenue in the District and met with the DA to address this issue after debating it in their youth parliament.

With the knowledge that the DA IGF level determines the amount of DACF it receives the Youth centre set out to mobilize revenue for the DA. They held three radio discussions with District Assembly staff, their youth parliament and the CJs to sensitize the citizens on the need to pay their taxes and levies.

After the sensitization the youth embarked on the collection of bicycle and motorbike rates. This increased the DA IGF within the period. This is the first time the youth have been able to engage in revenue mobilization for the DA to boost its IGF. The Youth Centre plans to engage the DA to account for these funds and held its first meeting with the DA in May, 2018.

The E4L programme has groomed this group over the years by strengthening their organizational and technical capacities. The youth parliament concept started by the group was documented by E4L and this helped YEfL to win the STAR-Ghana project on youth parliament. YEfL's STAR-Ghana project has also contributed to improving the capacity and work of the Saboba Youth Parliament to engage duty bearers.



***The CBOs serve as role models in terms of participation, inclusion, transparency and accountability in the way they work***

The CBOs are also demonstrating good leadership, transparency and accountability in their work by holding their group leaders and duty bearers accountable for their stewardship. For instance, PTAs and SMCs have held headmasters accountable for their spending of schools' resources such as the capitation grant. This has been observed among 40 CBOs. One of such examples is that the Unborikpe Women group in Nglajodo of Saboba district is serving as a role model for other women groups as reported in case story 4 below.



***Case Story 4:***

**Unborikpe Women Group in Nglajodo Lead in  
Fixing Community Water Challenge**

In March, 2018 the Unborikpe women group in Nglajodo community in Saboba district led all women and men in the community to contribute money for the repair of a broken community borehole which serves as the only source of potable water for community members.

The women were able to manage the funds mobilized transparently and accounted for all the money spent in the process. This initiative of the women is a proof that women's participation in addressing community issues is increasing because this is the first time women have led such a process in Nglajodo.

## **EQUIPPING CBOs WITH TECHNICAL CAPACITY TO DRIVE SOCIAL AND ECONOMIC DEVELOPMENT PROCESSES**

The E4L Programme supports a number of civil society groups and organisations that focus on some specific development issues. The groups are basically categorized into education, livelihood and youth groups. The SMCs, PTAs and DEOCs, which are statutory bodies, are the main education groups that receive support from the programme. The livelihood groups include the farmer groups, rice processing groups, shea processing groups etc. The programme also support youth groups. Issues of gender and governance cut across all the group categories. This implies that beside the technical support tailored for the civil society groups based on their interest areas, all the groups also receive some assistance to handle governance and gender issues.

To measure the outcome of the technical capacity given to the civil society groups and organisations, the programme assessed a pack of indicators. These include the ability of the education groups to ensure effective governance at the schools and whether the programme's support enabled the food security and livelihood CBOs to increase household income. The others were the whether the youth used the entrepreneurial skills to gain self-employment and have increased household income, and finally, demonstration of increased household resilience against unexpected changes and shocks by the livelihood CBOs.

### ***Ensuring transparent and accountable school management for good learning outcomes***

It is worth mentioning that majority of the SMCs were able to carry out their roles and responsibilities within 2018 to ensure effective good governance principles and practices at their respective schools. Similarly, most of the PTAs understood and executed their roles and responsibilities in 2018. SMCs and PTAs know their mandate and the structures they are working with, and this has resulted to increased transparency and accountability. For example, the SMCs and PTAs could monitor and hold school authorities accountable for management of capitation grant, school feeding programme and other school resources. The E4L programme contributed to this process by building the capacities of the PTAs and SMCs on their roles and responsibilities, helped the groups to develop and in some instances review their actions plans while facilitating their networking.



## 4 QUALITY EDUCATION



Effective school governance promotes conducive teaching and learning environment and eventually result to good learning outcomes

Case story 5 below is one of such outcomes harvested at the Sang Zakaria Primary School.

### *Case Story 5:*

#### **Sang Zakaria Primary School PTA Acquired Office Equipment for the School**

In April 2018, The PTA in Sang Zakaria Primary School used their Capitation Grant to acquire some office equipment for the school.

Previously, the school used to print their examination questions outside the school and paid huge sums of money. But with the acquisition of the equipment, the school will no longer spend their capitation grant in printing exams papers. The tendency of exams questions leaking to pupils is high when the printing is done outside the school and therefore lowering education standard.

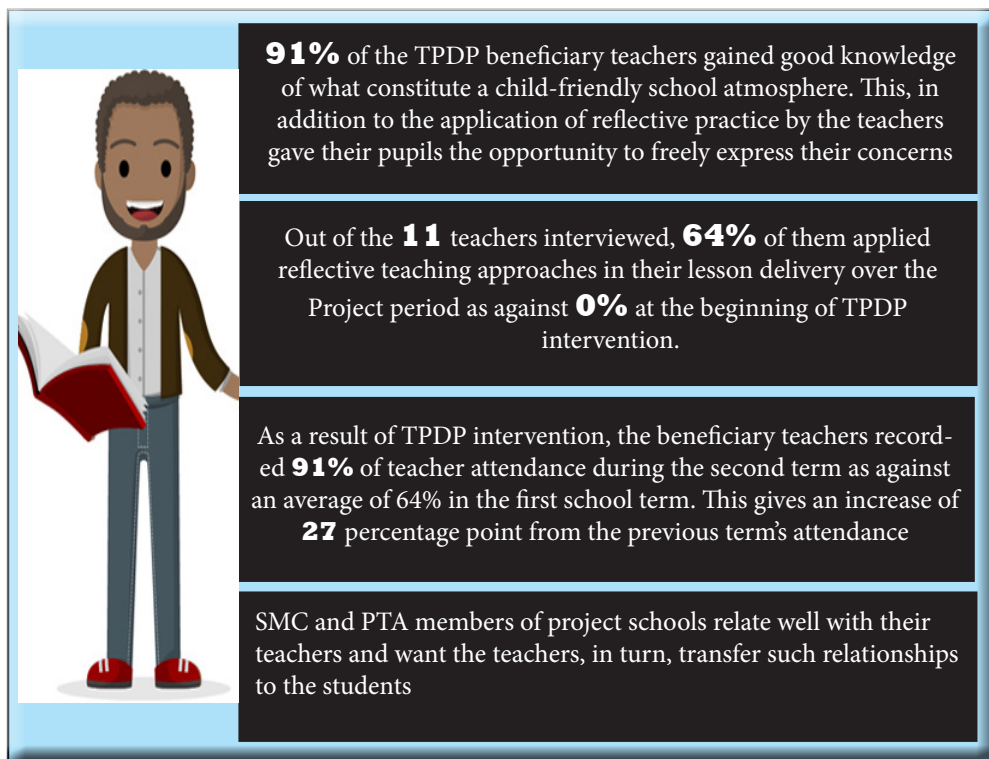
However, now that school does the printing itself, that will raise education standard in the district and in the school in particular and this will contribute to E4L objectives.



## *Piloting Teacher Professional Development Project*

Teacher Professional Development Project (TPDP) was an innovation introduced to test how the approach could strengthen the education strategy of the E4L Programme. TPDP seeks to strengthen relational competence of teachers and motivate active students in schools that will lead to achieving good learning outcomes at the primary school level. It also seeks to contribute significantly improve the quality of education provided to selected schools from deprived Districts in Northern Ghana.

In collaboration with GES and GNAT, the Project was piloted in Mion District in the 2017/2018 academic year covering two schools (Sang Al-Zakaria Primary and Gunsu AME Zion Primary) with 14 teachers benefiting from the Project. The following were some of the modest outcomes recorded at the end of the Pilot Project as at 2018:



Considering the relevance and impact of the pilot phase of the project, it was scaled up to cover three more schools (Sang Islamic, Zakpalsi and Salinkpang primary) in Mion District. In all, 66 teachers including their head teachers have benefited from the Project.



**“Of late, I have realised that my child’s grades are improving.  
Unlike six years ago, every parent now cares about what goes on in the  
school.”**

*-Mr. Alhassan Nassam, PTA Chairman,  
Kpong Anglican Primary School.*





*Shea butter ready for market*

### ***Food security & livelihood CBOs have increased household income***

Greater proportions (92%) of food security and livelihood groups apply improved agronomic practices learnt through the Farmer Field School (FFS) introduced by E4L and have increased yield and household income. For example, members of Nwogu Deishini Farmers Group demonstrated previous knowledge on sowing in rows for the 2018 Demonstration Farm. During a Farmer Field day session, members of the farmer shared their knowledge on planting in rows for other farmers in the Farmer Field School to benefit. They also guided their colleague farmers during the sowing of seeds in the demonstration farm. Women groups have more knowledge in their various areas of operation such as shea processing, rice processing, soya beans processing and soap making among others.

#### *Case Story 6:*

#### **Kpangmang Kawunisonda Framer Group at Didjo Established own Farm**

In June 2018, the Kpangmang Kawunisonda Farmer Group in Didjo based on the increased yield they had in the last farming season as a result of applying knowledge learnt from E4L facilitated FFS, cultivated a three acre maize farm for the group and applied the knowledge gained from the E4L facilitated Farmer Field Schools (FFS) by sowing in rows.

By setting up their own farm, the farmer group will be able to use money realised from the farm to fund the activities of the group. After being trained on resource mobilization techniques the group agreed to cultivate their own farm and apply knowledge from FFS for higher yields to raise funds for the group.

The results of the KLOE survey in 2018 indicated that FSCBOs indicated they spend their increased business income on their children's needs, home consumables, paying of medical bills, cooking utensils, expanding business by ploughing back their profits and others. This shows that most of the FSCBOs spend their increased incomes in maintaining their homes but also do not forget to reinvest their profits to expand their businesses. This is good for the sustainability of their businesses. The KLOE results also show that 85% of the FSCBOs have varied income sources and also have many sources of savings dominated by the VSLA (50%) – which enables them to borrow to expand their businesses.

## ***Youth are self-employed and have increased household income***

The programme has developed well tested working model for entrepreneurship that has proven to be successful. As a result 58% of 236 trained youth are self-employed and have increased household income (KLOE Survey, 2018). These youth were trained by E4L programme in 2016, 2017 and 2018 using the entrepreneurship boot camp model. Many of the youth have expanded and running their businesses within the period under review. They have established businesses such as selling of farm inputs (chemicals and fertilizers), selling of cell phone recharge cards, animal rearing and vegetable production and sale.



The figure above shows the number of youth who started and were able to sustain their businesses after receiving entrepreneurship training from E4L Programme using the programme's entrepreneurship bootcamp model. It is important to note that the entrepreneurship training usually takes place in the last quarter of the year. Therefore few trainees are able to start within same year. However, majority of them are able to start in the ensuing year. This explains why the percentage of youth who started their businesses in the 2018 appears to be low. In 2019, most of the trainees in that batch may start and add up to the numbers for 2018. The young entrepreneurs branding and marketing skills improved after the training and some of them have started opening up shops for their businesses. One of such young entrepreneurs is Fasilatu from Saboba district (*see Case story 7*).



*Case Story 7:*

**Youth are self-employed and expanding their businesses**

In Saboba in April 2018 Fasilatu expanded and running her business in a new shop. Before, Fasilatu had no shop for her business but she applied knowledge gained from the E4L entrepreneurship bootcamp training on networking, branding and marketing and succeeded in getting a shop by leveraging on her networks. Her new shop has even given her more market since customers are able to locate her easily. This has increased demand for her goods and thereby increasing her earnings.

Rashida and Dorothy have also expanded their businesses by adding selling of Indomie to their tea businesses. These female young entrepreneurs had no businesses prior to the E4L entrepreneurship boot camp trainings. Nkiikina Rebecca, Gladys Nampari, Seidu A. Karim and Kombian L Patrick from Saboba have also started businesses after participating in the 2018 entrepreneurship boot camp training.


***Female Young Entrepreneur (Fasilatu) in Saboba Expands Business***





“After the bootcamp training, I realised that the people of Sang travel to either Yendi or Tamale to take pictures. Others call photographers from same places during wedding and naming ceremonies. So, I bought this camera and started photography. I am recognised in my community and I am making it.

*- Adam Musah, Bootcamp beneficiary at Sang*



We were taken through how to process rice. We can now process our rice and sell for higher price than before E4L staff trained us.”

*- A member of a women's group in Karaga*



## ***CBOs have increased household resilience against unexpected changes and shocks***

Most (85%) of the 190 FSCBOs have varying income sources (KLOE Survey, 2018) which they rely on in case of shocks. They use mitigation measures such as relying on their savings/VSLA, taking loans, sell property, animals, borrowing from relatives among others. For instance in Savelugu/Kumbungu the households of 20 farmers and women groups have increased resilience against unexpected changes, stresses and shocks. This is demonstrated in the different livelihood options that the farmers and women are engaged in as resilience against unexpected changes. Some of the livelihood options engaged in include but not limited to; rearing of animals, chicken, dry season vegetable production, tree nursery among others.

VSLA is one of the greatest sources of resilience for most of the CBOs. Most of the CBOs E4L works with have added VSLA to their strategies. Within this year, 33 of the VSLAs had their share outs within the period under review. Data available through monitoring shows that the VSLA who had their share outs within the year 2018 contributed an amount of GH¢209,383.20 with an average share amount of GH¢796.



*Case Story 8:*

## **VSLA is Improving Household Resilience against Shocks**

The VSLA is encouraging a culture of saving and community mobilization and helping in bringing stronger community ties and community development. One of the VSLA group in Tuya at their share out said they did not know they could mobilize such an amount of money and this encouraged the establishment of another VSLA group in the community.

The VSLA group members who are mostly women get capital for their business and livelihood activities through borrowing from the VSLA groups. Women from Tiyumtaba VSLA group in Jimli have been able to engage in different business and livelihood activities because of loans from their group and they are taking advantage of the presence of a big market in Jimli and expanding their business. This according to the women is helping them withstand unexpected shocks because they have businesses they can rely on difficulties.

According to the women through VSLA, the groups are able to take better care of their families by supporting in the payment of their children's school fees and medical bills.





## STRATEGIC OBSERVATION

The community dialogue sessions which bring together parents, traditional authorities and opinion leaders make it difficult for the girls to voice their concerns and challenges affecting their education. The girls prefer to remain silent on the issues affecting their education for the fear of being punished by their parents and the elderly.

## INNOVATION

The radio discussions on girl child education have been effective. However, the use of English Language by the panel affects the programme listenership and their contributions to the discussion during the phone-in segment.

## LESSONS/BEST PRACTICE

Community members freely express themselves in open and less structured discussions. The informal nature of the discussions makes room for deeper thoughts and open discussions during community dialogue sessions.

## RECOMMENDATIONS

There is the need to create a different dialogue session for the girls. This will enable them to freely express themselves on the issues affecting their education.

The discussions should be done in Dagbanli to attract many listeners and also promote their contribution to the discussions.

The community dialogue sessions on girl child access and retention in school should be less structured. This practice will enable the participants to freely express their views and concerns on the issues affecting girl child education and their interest.



## ***Governance***

The strategy for the governance cross cutting thematic area under the E4L Programme works with CBOs, Networks and Peace Clubs on various governance issues within the groups and in relationship with the local government system. These include: CBOs' understanding of local governance, awareness of local government structures, knowledge of local government policies, and application of knowledge on local government structures as well as demand for accountability and transparency from duty bearers are the prime areas. The strategy continues to use a bottom-up approach in identifying, analysing and taking action on the development priorities of the beneficiary communities in that community development issues emanate from the communities through the groups to the duty bearers for redress.

It must be noted that CBOs are setting their own development priorities and are interfacing with relevant duty bearers such as the decentralized structures of the local government, CSOs, NGOs among others to sustainably meet their priorities. For example, the Kpano PTA in the Savelugu Municipal Assembly is noted to have engaged with the MP of the area on February 2018 to support in revamping the teachers quarters for the community. The group has also reengaged him and the Savelugu Municipal Assembly on 30th March 2018. Social accountability as a key strategy has been employed through the introduction of the Capital Project Monitoring (CPM) initiative. The Savelugu and Kumbungu District Assemblies through the District Steering Committee (DSC) of the CPM have represented three different projects for selection and one of the projects was selected and monitored. This is very relevant as it offers opportunity to the citizens to demand accountability from the duty bearers.

The programme strategy of building the capacity of the CBOs on the local government structure among others is contributing immensely to the realization of the development needs of the communities. The CBOs are able to channel their community needs to the right duty bearers for solution in the various districts of the E4L programme.

## STRATEGIC OBSERVATION

The strategy on the governance crosscutting thematic area has been strengthened with the introduction of Capital Project Monitoring Initiative in MMDAs.

## INNOVATION

The Social Accountability approach used in Capital Project Monitoring has now been extended to cover internal revenue generation (IGF) to promote local participation in revenue generation; management and utilization for improve accountability and transparency.

## LESSON/BEST PRACTICE

Project communities are now very conscious of their rights and obligations as a result of E4L programme interventions.

District Assembly projects funded by DDF are faster than those funded with District Assembly Common Fund (DACF) because funds for DACF usually do not get to the DAs on time for smooth implementation. Therefore there are delays in the execution of DACF projects.

## RECOMMENDATIONS

The E4L Programme should continue to engage with the CBOs to identify their priority issues and supported to monitor the MMDAs.

The E4L Programme should take keen interest in the Social Accountability (SA) pilot initiatives to ensure its success and relevance in all the E4L Districts.

Selection of projects for monitoring under the monitoring of capital development projects initiative should consider selecting projects funded by the DDF.



## **CSOs HAVE ACCESS TO AND INFLUENCE DEMOCRATIC PROCESSES AND ADVANCE THEIR INTERESTS AND RIGHTS THROUGH ADVOCACY, DIALOGUE AND NETWORKING**

The third leg of the E4L Programme focus on supporting the civil society groups or organisations to create opportunities for engagements between the citizens and duty bearers on their community issues. The groups are also equipped with the relevant skills such as advocacy, dialogue and networking skills advance their interests and rights.

In 2018, both the existing and new strategies of E4L Programme helped creating strategic opportunities like the DSCs meetings, youth parliamentary sessions among others to enable the citizens to engage the relevant authorities. The groups were to network, use their advocacy and dialogue skills to cause positive changes in their communities and the districts. This section of the report takes you through some of the areas the civil society groups were able to gain access to and influence the democratic processes for the benefit of their communities.

### ***Monitoring of capital development projects***

Monitoring of Capital Development projects in the E4L districts began after the District Steering Committees (DSCs) were inaugurated in 2017. The CBOs and Community/Citizen Journalists are represented in the DSCs.

DSCs meetings were facilitated quarterly in all E4L DAs during the period. Relevant guidelines were also provided to guide the discussions. The committees were oriented on the Capital Project Monitoring concept and the score card templates (the community scorecard and the CSO scorecard templates).

In Karaga, Mion, Kumbungu, Savelugu and Saboba the projects for monitoring were selected, project communities sensitized about the projects and they accepted the initiative and network of community monitors trained on the monitoring process and scoring of the projects using the scorecard methodology. The DSCs in which the youth and CBOs are represented were given access to information on the projects selected and monitored. They then used this information to inform the sensitization of the project communities.

Within 2018 the E4L program monitored capital projects in Nyerizegu, Zugu Yilkpani, Lamagdo, Biwaldo and Pugbung. These projects have been executed within stipulated time and issues of quality have been raised by citizens/ NCDMs for redress. The youth and citizens' access to information on the capital projects such as project specifications, cost of project, duration of project execution, among others



has improved transparency and youth/citizens' participation in local governance processes.

Most of the youth groups and youth centres indicated that the District Assemblies now recognize them and invites them to DA meetings. For example during the second quarter of 2018, members of the Kumbungu youth centre were invited by the Presiding Member of the Kumbungu District Assembly to participate in their General Assembly meeting. This was as a result of a meeting held with duty bearers in the Assembly on the need for youth participation and its relevance in the meetings of the Assembly.

Through the KLOE Survey it was realised that 65% of the Youth have access to information from the five DAs. Out of this number, 35% of the youth CBOs are able to monitor implementation of district plans (KLOE Survey, 2018). Some of the projects the youth have monitored include the Saboba-Yendi road, the Sang water situation and the Planting for Food and Jobs Policy implementation.

### ***Youth Centre Activation***

The Youth Centre Management Committees (YCMCs) were supported by the E4L programme to reactivate them. Specifically, they were supported by the District Teams to coordinate and participate in youth group meetings. They were also supported to develop action plans and to hold Annual General Meetings to elect new executives for the committees. The YCMCs were observed to have mobilized and improved their working relationship with the youth groups in the E4L operating districts during the period under review. For instance the Karaga YCMC had improved their relationship with 926 youth from 38 youth groups and individuals across the district who registered with the youth centre. The YCMCs succeeded in electing their executives during the period through their Annual General Meetings held. As part of the reactivation process, the YCMC in Savelugu facilitated the formation of youth federations for Savelugu and Kumbungu in 2018. Executives were elected to man the youth federations.

### ***Youth Parliament Replication***

The Youth Parliament approach was replicated in all the E4L districts. Youth Parliamentarians from the Youth Centres demonstrated good understanding and knowledge about the Youth Parliamentary proceedings by explaining and practising the procedures. The Youth Centres have been sensitized on the concept, youth parliamentarians identified and trained on the Youth Parliamentary proceedings. The replication was done in Savelugu/Kumbungu, Mion and Karaga districts. It is anticipated that the youth will use this concept to advance further their engagement with duty bearers to improve service delivery, transparency and accountability in their districts.

*Mohammed Chirga, CJ from  
the Karaga District, hosting E4L  
communtiy development radio  
programme on Zaa Radio*



### ***Youth groups produce radio programmes and use social media for advocacy***

New Community Journalists in Mion apply knowledge on social media and radio to address challenges in their communities. Five community journalists from Mion were trained by E4L on radio production and using social media to advocate for improvement in service delivery and to address youth issues in the Mion district. The programme adopted best practices from the YSU project and that is why community journalists have been identified from Mion district (which was not part of the YSU districts) and trained. The community journalists have started radio production in the period under review.

The radio programmes which were held weekly within 2018 discussed topics on areas like agriculture (access to fertile land by women, planting for food and jobs, inadequate tractor services etc.), sanitation (promoting household toilets in their districts), education (teenage pregnancy among school girls, inadequate classroom blocks, mobilising community members and resources for school infrastructure, drop out), road infrastructure, poverty, water supply, bush fires, peace promotion (promoting decorous campaign during intraparty elections), security issues (sensitizing communities on security issues in support of operation calm lives launched by RESEC), promoting youth centre concept, migration of youth among others.

The old CJs continuously demonstrated improvement in knowledge and skills on identification of issues, radio production and on-air presentation. Within the period under reporting, the CJs did not record any ethical breach in their work. They have also exhibited their ability to groom the new CJs in Mion District as they guide them on the WhatsApp platform. However, their presence on Facebook has reduced drastically due to “insufficient data” issues.

The Mion CJs have picked up with issue identification and radio production. They are still grasping the practicalities of handling the studio equipment and for that matter co-host with a professional presenter of the radio station who is grooming them. Three out of the five are actively using social media platforms to highlight community issues. The Karaga CJs have also been of immense support to the new CJs as they offered them the opportunity to witness and participate in some of their radio programmes during the training period. One of the Karaga CJs was a resource person during the training module 3 who shared practical experience with the new journalists and charged them to use the skills received to serve their communities.

*Case Story 9:*

**CJs prevents riot over Planting for Food and Jobs Programme**

Tension was brewing in the Karaga District because residents heard the second enrolment or registration onto the planting for food and jobs had begun in some districts except Karaga District. The CJs picked up signals that some people were disgruntled about the delay in announcing the second registration. The suspicion of politicians taking undue advantage to settle their cronies was heightened.

The CJs upon sensing the tension picked the issue up and after their investigation, invited the Karaga District Director of District Agricultural Development Unit Depart to respond to the public outcry. Apparently, the directive for the second registration was that any district that had not been able to recover 70%, must not register new beneficiaries.

The District Director took time to explain the terms and conditions in benefiting from the Planting for Food and Jobs Programme and the consequences for defaulting. A week later the director requested to appear on the radio programme again where he officially announced that the ban had been lifted and that his outfit had been able to retrieve beyond the minimum threshold and commended the CJs for helping the process by showing interest in the issue.

To him, the radio programme really helped since some beneficiaries after the programme voluntarily went to pay back. New beneficiaries, including the youth and women, have since registered and those who met the criteria have been enrolled into the programme. This will reduce unemployment among the people including the youth and women, increase household incomes and contribute to ensure food security in the district.

***Communities have increased primary school completion rate for girls***

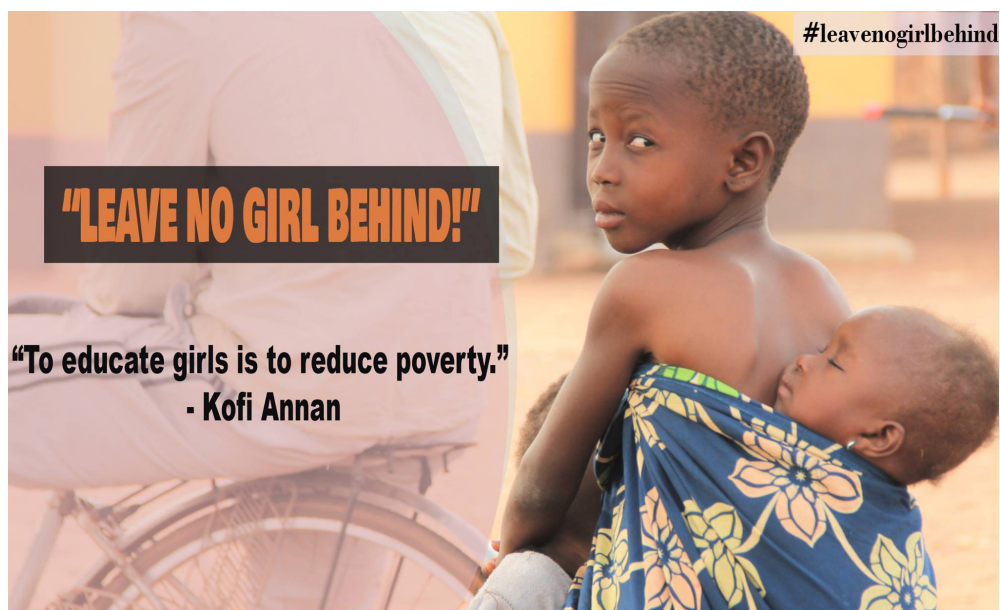
The E4L programme in the first half of 2018 produced a 10 minutes video documentary on girl child access and retention in school. The 10 minutes video documentary highlights the institutional and socio-cultural barriers inhibiting girl child education and the need to break these barriers. The documentary was screened in the Programme districts as part of a community dialogue session. It generated discussions around the topic of girl child education in the districts.



Gender Advocacy Teams were formed in all five programme districts through this process to help implement gender actions plans developed out of the discussions and dialogue process on girl child access and retention in schools. The action plans included activities such as formation of task force to deal with girls who stay late in the night, banning of “night dance” especially those organized for teenage pregnancy naming ceremonies. The communities believe this will help minimize teenage pregnancy and social vices and hence improve performance of the girl child in schools.

The E4L Programme launched a campaign on the theme “Leave No Girl Behind” to mark the International Children’s Day. The E4L Programme facilitated series of activities to mark this day in order to improve girl child enrolment and retention in schools. The campaign increased people’s awareness about the barriers to girls’ education and educated them about the need to ensure girls enrol and complete school.

The media engagements increased the programme’s presence in the region, on social media and also strengthened the rapport between E4L Programme and the media houses. This has fertilized the grounds for further collaborations. The feedback through phone-ins during TV and radio discussions showed that people were interested and got educated about the need to enrol and keep girls in school.





In this picture are two of the girls and a boy who had dropped out but returned to school after screening of the video documnetary and some teachers of the school St Charles JHS

*Case Story 10:*

**Two of the girls who dropped out of school  
willing and ready to go back to school**

In the Saboba District two of the girls who dropped out of school due to pregnancy agreed to go back to school in September, 2018 when school resumes.

The girls and their parents took this decision after the District Team facilitated the screening of the video documentary on girl child access and retention in schools and community dialogue sessions at Gbadagbam.

These girls became pregnant when they were in JSt Charles Junior High School (JHS) in Saboba and dropped out.

“My brother ,you should have done this earlier, a lot of the girls became pregnant, dropped out of school and now have up to 3 or more children. All these girls could have gone back to school if we got this knowledge at the time they dropped out” one of the parents lamented. “Anyway we will make sure the younger ones go back to school”, he assured the E4L staff.

Admission has been secured for these girls and the Reverend father who is the head of the school in the community promised to support the girls. The two girls and a boy have returned to school after these engagements.

## ***Farmer based groups advance their interests' through membership of associations or cooperatives***

Over the period, 35% of farmer based groups advanced their interests through membership of associations or cooperatives. For instance, farmer groups from Gu-nayili and Shebo met the District Agricultural Development Unit (DADU) on how to combat the fall army worm during this year's planting season. This is as a result of the fact that many of the farmers suffered crop losses from the attack of the fall army worms during the last cropping season. The DADU responded favourably and assured them that plans are under way to get chemical support from the government to combat the fall army worm in the up-coming planting season. They also encouraged the farmer groups to identify persons among them who could use the knapsack sprayer for the exercise. E4L facilitated the formation of these networks, built their capacities on community mobilization and advocacy and increased their knowledge through the farmer field schools. An example of such outcomes is reported in case story 11.

### *Case Story 11:*

#### **Farmer Networks and Associations Facilitate Farmers Access to Farm Inputs**

In the second quarter of 2018, a network of farmers in the Gupanarigu area council led by Koblikom farmer group in Gingani in the Kumbungu District met with the District Agricultural Development Unit (DADU) and demanded answers on the implementation of the Planting for Food and Jobs since most of the farmers in the area had difficulties registering for the fertilizer coupons.

The DADU responded favourably to the demands of the farmers' network and this enabled most of the farmers to register and acquire fertilizer coupons for the farming season. This is the first time the network succeeded in influencing the DADU to increase farmers access to the fertilizer coupons in the area.

## *The CBOs' activities lead to changes in practices, opinions and policies at various levels*

The Civil Society Groups and Organisations or CBOs were able to get recognition from District Assemblies, District Departments and other duty bearers in their districts. There were evidences that the duty bearers were responding to the CBOs demands for improvement in the delivery of services, provision of infrastructure, establishment of by-laws and changes in practices, transparency and accountability, human rights and democratic governance.

Communities are increasingly becoming gender aware and therefore taking steps to eliminate gender stereotypes. Within 2018, 24 communities formed Gender Advocacy Teams to advocate for girls enrolment and retention in schools as well as address issues on gender stereotypes to change people's attitudes in the communities. The changes observed in people's attitudes in the groups and in the communities is that women are now more involved in decision making and leadership at the group level and the community level. The changes in people's attitude in the groups in relation to women and men's roles in the communities observed is that men now assist their wives at home and also share their farm lands with them, men allow their wives to take leadership positions, women speak in public now without fear, female education is now encouraged, women accept leadership positions and attend PTA meetings.

Community leaders took up lead roles in promoting gender equity through mosques and churches. They encourage men to respect and accept women's views and decisions. Community leaders allow women to participate in community meetings, allow women to access farm lands for farming, allow women to take up leadership positions and consult women when taking decisions.



*Construction work on Gbullung -Kumbungu road in progress*



### **Contractor for Gbullung-Kumbungu road is on site**

Contractor for Gbullung-Kumbungu road is currently on site due to advocacy by the youth. The struggle for better roads got to its peak a month before the 2016 elections when the CJs used the radio and Facebook to mobilize thousands of youth for street demonstration to press home their demand for better roads. The Government then assured them that the road would be awarded for construction but lost power in December, 2016. Right after the election, the CJs tabled the issue for discussion on radio for a month and sustained the discourse till the new government awarded the roads on contract.

The Kumbungu District Assembly subsequently informed the CJs about the details of the contract awarded and the contractor has since been on site working to put the deplorable road connecting Gbullung area to Kumbungu in shape. When completed, farmers will be able to send their produce to Kumbungu and Tamale for sale. Residents will not struggle to access healthcare and other essential services in Kumbungu.

E4L has groomed the Gbullung Youth Association and built their organizational and technical capacities. The E4L also provided coaching and mentoring to these groups to give them voice to demand for their rights. The groups have received training from E4L in entrepreneurship, advocacy and community mobilization, community dialogue process, civic rights and responsibilities, strategic networking among others.

### **REFLECT**

REFLECT literacy participants who were enrolled in 2018 are beginning to recognize and pronounce words and write alphabets. Four (4) REFLECT circles and 8 Literacy classes were established this year after the E4L programme identified and trained 10 new REFLECT facilitators on the REFLECT methodology. The discussion sessions and literacy classes have started and already yielding results.

The old REFLECT circles and literacy classes have also remained functional and engaging duty bearers to address challenges that affect their communities.

For instance, the REFLECT circle and Tiyumtaba youth in Demong met the Health Directorate and a Mid-wife as well as accommodation has been provided for their Health Centre. The two groups identified lack of a Mid-wife, nurses and accommodation for the health workers as a challenge. They invited the District Health Director to a meeting at the Health Centre and demanded for a Mid-wife, nurses and accommodation for the health workers. The facility was built in March, 2018.

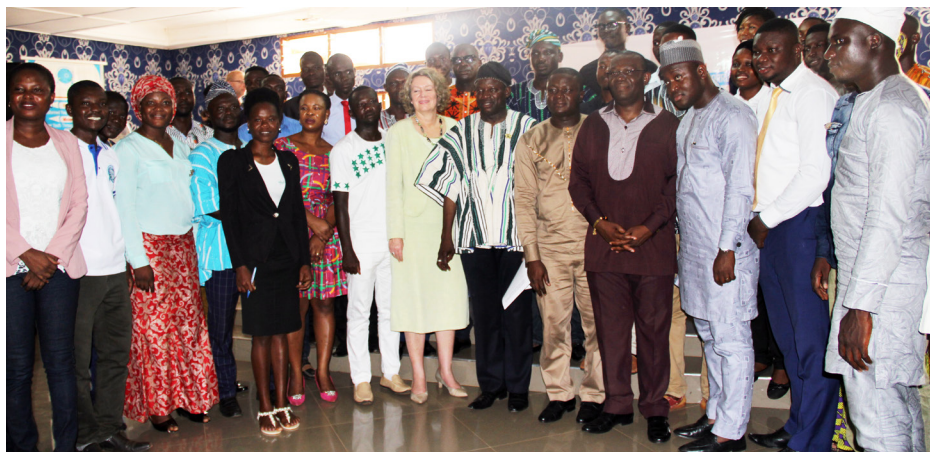


### ***Annual Youth Forum (AYF)***

The AYF brought together about 400 youth from 10 districts in the Northern Region including Community Journalists, Youth Parliamentarians, YCs, CSOs, government agencies and students from TACE and UDS. The Forum was graced by the Danish Ambassador to Ghana and the Northern Regional Minister as special guest of honours together with 3 members of parliament notably from the African Parliamentarians Network Against Corruption (APNAC) who witnessed the Youth Parliamentary sitting among others.

The AYF which was held under the theme Promoting The Voices Of Youth Against Corruption In Africa, led to the development of a communiqué on the role of the youth in fighting corruption, with the youth highlighting the need for mentorship and a coalition of youth against corruption. A link was established between the legislature (APNAC) and CSOs following the creation of platform for the youth to engage with these government officials and Civil Society present. There was learning and mentoring offered by the MPs to the youth and the YPs.

Further, the MPs guided the YPs on how to make their YPs more structured in terms of clear meeting calendars and establishing the authority of their parliaments. The AYF provided opportunity for the youth from the various districts to learn and share on what works around youth mobilization and demand for accountability and youth representation in decision making processes. The forum exposed them to practical tips in their involvement in the fight against corruption and to secure representation in decision making by the MCE for Sagnarigu, the Coordinating Director for TaMA and the Director for CDD in Tamale.



*A group picture of some dignitaries and youth parliamentarians at the 2018 Annual Youth Forum at Radach Lodge and Conference Centre in Tamale*



*Danish Ambassador To Ghana, H.E Tove Degnbol, addressing the participants at the 2018 Annual Youth Forum at Radach Lodge and Conference Centre in Tamale*

## ***Annual Regional CBOs Festival***

The 2018 edition of the Annual Regional CBOs festival was centered on the International Day for the Eradication of Poverty and Discrimination with the theme: “Building a Sustainable Future: Coming together to end poverty and discrimination. Focus was on how CBOs can stand up and speak out against poverty and inequality.

The festival brought together 100 groups who discussed the role of CBOs in Sustainable development, the sustainability of government current development policies (Free Senior High - Double Track System, Economic Governance – Ghana borrowings and utilization, Taxation policies), and its effects on sustainable development.

The festival collaborated with the Baobab Market and Traditional Authorities as well as other experts to share experiences and lessons on the theme: building a sustainable future; coming together to end poverty and discrimination. In the end the CBOs shared and learned lessons in the fight against poverty and discrimination and strengthened their relationship with implementers of government development initiatives and other CSOs for fighting against poverty and discrimination. A communiqué was issued at the end of the festival. The communiqué was discussed in several media platforms.



*CBO Network members at the 2018 CBO Festival at GNAT Hall in Tamale*



## PARTNER ORGANISATIONAL CAPACITY DEVELOPMENT AND NATIONAL ADVOCACY

The Ghanaian Partners, Ghana Developing Communities Association (GDCA) and Youth Empowerment for Life (YEfL) have improved capacities in contributing to delivering the Programme's outcomes within the year as well as have become more visible in their roles in national advocacy.

### **Partners are competent Civil Society actors carrying out advocacy within the relevant thematic areas**

#### *Education - Advocacy on Complementary Basic Education (CBE)*

SfL participated in a CBE Annual Review Meeting. The meeting brought together all Implementing Partners (IPs) and GES districts implementing CBE for Cycle 5 in which they reviewed progress of the CBE Programme implementation, achievements, challenges, lessons and the way forward.

At the end of the review meeting, the IPs suggested among other things that: The government should see CBE as a priority and provide funding for the implementation of CBE to get the remaining Out of school children (OOSC) in school; and suggested three implementation models; (i) a Public Private Partnership model with clearly defined roles; (ii) GoG led model and (iii) IPs led model. The IPs also proposed that the Ministry should invite the following groups to participate in the policy review to enrich the policy: the CBE Alliance; NNED/GNECC; PLAN International Ghana; INGOs; academic institutions such as UCC and UEW; and Development Partners.

This was agreed and the IPs were requested to submit a list that would represent the CBE Alliance in the final policy review. Subsequently, SfL, OXFAM AND World Education Inc. were nominated to represent the CBE Alliance during the final CBE policy review.

#### *Engagement with GES And Development Partners on CBE*

SfL Management engaged with the GES, UNICEF, the Ghana CBE Management Unit, Associate for Change on the exit of the Ghana CBE Programme. The following outcomes were realised through the engagements:

UNICEF asked SfL to submit a detailed end of project report on the implementation of CBE in Builsa to the UNICEF Head Office in Accra and a concept note on how to help ensure the retention of girls in Junior High Schools in the Kpnadai District.

After engagement with CROWN AGENTS on CBE, the team leader of CROWN AGENTS was very much impressed about the achievements of the CBE Programme. According to the Team Leader, efforts were being made by CROWN AGENTS to see to the continued implementation of the CBE Programme by both Government and CSOs. In view of that the Global Board of CROWN Agents visited Ghana and took part in a regional and community durbar, where CBE is being implemented. SfL assisted the host community in hosting the regional and community durbars.

### ***Governance - Advocacy on the Model Standing Orders (MSO)***

With regards to advocacy on the Model Standing Orders (MSOs), the research report was reprinted into a policy brief to reflect the new local government law (Act 936) of 2016. Two radio dissemination programmes have been held in Upper West and Upper East. Copies of the policy brief were distributed to Assembly persons in Upper West, Upper East and Northern regions. It is expected that the findings and recommendations will be applied by the MMDAs.

### ***Food Security and Livelihood - Advocacy on Sanitation, Water and Hygiene***

CLIP met with the Tamale Metropolitan Assembly on reviewing the sanitation by-laws for the Metropolis and as a result a committee was put in place to gazette the Tamale Metro environmental and sanitation by-laws. CLIP has also been part of the campaign by the Northern Regional Coordinating Council to assess and grade MMDAs on Open-Defecation-Free (ODF), which saw the Mion District top the list in the last assessment.

### ***Youth - Advocacy for Youth Entrepreneurship Policy***

YEfL culled out best practices from its Bootcamp Entrepreneurship Training Manual into a Policy Brief advocating for the development of a National Youth Entrepreneurship Policy with the Ministry for Business Development and the National Entrepreneurship and Innovation Plan as targets. YEfL met the Ministry of Business Development on the adoption of entrepreneurship boot camp model. The Ministry was satisfied with the recommendations in the policy brief.

Based on the recommendations that were made, the Ministry invited YEfL to make further inputs during the upcoming regional consultative meetings to be organized by the Ministry. This will give YEfL the opportunity to push for the adoption of the Bootcamp Entrepreneurship Model which focuses on entrepreneurial thinking and business creation to provide skills training for youth in the informal sector, particularly the rural youth to become entrepreneurs.

## Advocacy of Partners through Networks and Alliances

### *Regional Youth CSOs*

A Regional Youth CSOs Coordinating Committee was formed with YEfL as the lead organization and HOPINACADEMY, NORSAAC and EQWIPSHUB as members of the committee together with the NYA as a co-opted member.

### *Entrepreneurship dialogue*

The Regional Youth CSOs with focus on entrepreneurship namely EQWIPSHUB, HOPINACADEMY, SAMANKOSE, SONGTABA and CHICKEN HUB in collaboration with the media held an entrepreneurship dialogue aimed at advocating for a transparent, accessible and fair entrepreneurship opportunities offered by government through the NEIP.

### *Youth SDGs Summit*

YEfL entered into partnership with Youth Advocates Ghana (YAG) in Accra for hosting the 2nd African Youth SDGs summit. YEfL signed a Memorandum of Understanding (MoU) with YAG. YEfL participated in the first planning meeting. YEfL co-hosted the 2nd African Youth SDGs Summit with YAG in November this year. YEfL printed conference notepads as contribution to the summit. YEfL participated in the high level panel discussions during the summit. This partnership at the national level created space for youth convening to push for collective action in achieving the SDGs, offered YEfL the opportunity to market the Bootcamp Entrepreneurship model and the YSU Models and further enhanced the visibility and legitimacy of YEfL at the national level.



*YEfL staff at the 2nd African Youth SDGs Summit in Accra in 2018*

### ***NORGHA conference***

YEfL partnered with NORSAAC, RAINS, ACTION AID, UNFPA, and GLOBAL PLATFORM to hold the 2nd NORGHA conference in Tamale. This conference created the space for the convening of more than 500 young people including youth within YEfL/E4L operating districts to discuss their involvement in advocating for their rights and wellbeing.

### ***International Youth Day***

YEfL collaborated with some media houses and personnel to discuss its contribution to the theme “CREATING SAFE SPACES FOR YOUTH ENGAGEMENT” to mark the International Youth Day. This engagement promoted the visibility and relevance of the organization.

### ***Baobab Market***

As a convening platform for CSOs in the Northern Region, the Baobab Market led by GDCA (as the Convener) held seven (7) meetings within the year, 2018 to discuss pertinent development issues in the Northern Region of Ghana and raised awareness. Out of these meetings, the Baobab Market through the leadership of GDCA organized four regional multi-stakeholder convenings, raised awareness and called for action on issues affecting the Free SHS policy, rosewood, health, and corruption. The conversation on the Free SHS policy through a press conference attracted national attention. National and regional TV stations (TV3, JOY NEWS, GHOne and Sagani) and radio stations broadcasted the issues raised by the Baobab Market on the FSHS Policy. GDCA and NNED on behalf of the Baobab Market held a discussion on the FSHS Policy on national television (TV3) which attracted national attention and the government was engaged by the media on the issues raised.

The Boabab Market, led by GDCA (representing the CSOs SGD platform) organized a regional multi-stakeholder convening on issues affecting health delivery in the Northern Region as part of a nationwide health convenings championed by STAR Ghana Foundation and the CSOs SDGs platform. The conversation on the health issues included a panel discussion in which a consultant from the University of Ghana (Dr. Ernestina) participated and provided useful insights into the national health policy. Inputs from the convenings will be used to inform and influence the review of the national health policy.



On corruption, the Baobab Market led by GDCA organized a walk dubbed "Ghana Walk Against Corruption (GWAC)", an idea sold to the Market by Back To Reality (B2R) (a new member of the platform). This walk was organized on December 9, 2018 to mark the International Anti-Corruption Day. The walk attracted about 3,000 citizens, walking through the principal streets of Tamale. It was used to raise awareness on corruption and called for action from citizens and all stakeholders to contribute to the fight against corruption, especially starting from the individual level. The Northern Regional Minister participated in the event from the beginning to the end, received a petition of the Convener of Baobab Market (representing all members and the public) and delivered a speech calling for an end to corruption in Ghana. STAR Ghana Foundation provided technical and financial support for this event.



*Some of the members of Baobab Market*



*Pictures of Executive Director of GDCA, Alhaji Osman Abdel-Rahman and Northern Regional Minister, Salifu Saeed among other dignitaries taking part in the Ghana Anti-Corruption Walk held in Tamale in 2018*

## ***Sustainable Development Goals (SDGs)***

GDCA participated in the national dialogue on Sustainable Development Goals (SDGs) as a member of the Ghana Civil Society Organizations (CSOs) Platform on SDGs. The dialogue session was organised by CSO Platform on SDGs and the Private Enterprise Federation (PEF) on the theme “the role of data, technology and innovation in achieving the agenda 2030”. GDCA has since started awareness creation on the SDGs using radio on Suhupeili FM. GDCA as a member of the convening committee for the Northern Region SDGs Platform participated in the co-conveners meeting in February 2018 in which an action plan was developed to guide the platform activities. YEfL also joined the Northern Regional SDGs Platform to contribute to the realization of the goals from local to national.

## ***The Partnership for Good Governance (PAGG)***

The Partnership for Good Governance (PAGG) held a meeting in the second quarter of 2018. The meeting discussed advocacy plans for the Model Standing Orders research report and a draft press statement on government directive to MMDAs to allocate 80% of the DACF to government priority programmes. The partnership also discussed plans, reviewed the research instruments and supported the training of research assistants and the data collection for the Audit Committees research.

## ***Advocacy for Pro-Poor Policies***

As part of the processes of working to improve on regulations in order to promote access to and use of sustainable sanitation services, CLIP with support from the E4L programme and other key WASH sector players have facilitated the revision of the Environmental Sanitation By-laws of Tamale Metropolitan Assembly. A committee was constituted to revise the environmental sanitation by-law using inputs from stakeholder meetings which assessed the by-laws and made recommendations. The committee subsequently, produced a draft environmental sanitation by-laws using the inputs from the stakeholder meetings for further inputs before finalization. CLIP played a coordination role by liaising with the Regional Environmental Health and Sanitation Unit, Waste Management Departments among others to bring in WASH sector partners to deliberate on the gaps in the existing environmental sanitation by-laws for further refinement to make it more workable and efficient.

## ***Formation of Regional Youth CSOs***

YEfL facilitated the formation of a regional youth CSOs platform to enhance coordination and synergy among youth CSOs and youth activities in the region. Within this year, YEfL facilitated the network of Regional Youth CSOs to collectively push for the rights of the youth in the Northern Region. The network met in 2018 and a Coordinating Committee was formed to facilitate the network of Youth CSOs in the region with YEfL as the lead organization and NORSAAC and HOPIN Academy as members. The National Youth Authority is a co-opted member to this committee.



*Access to safe drinking water is still a challenge in some communities in northern Ghana*

## **Partners have increased donor diversification and core funding**

The GDCA EU Volunteer Aid (EVA) project commenced with the first training for its partners in Cantu, Italy in June 2018. GDCA participated in a second training in Morocco in September, 2018.

GDCA responded to 9 different calls for proposals and won 4 new projects during the period under review from UNDP – Adaptation Fund, STAR-Ghana local governance, Tzedek and PAMOBARMA.

GDCA signed a one-year project contract with STAR-Ghana to implement a project intervention dubbed "Enhancing Participation in Internal Revenue Mobilization and Utilization (EPRM)", in East Gonja Municipal Assembly, under the Local Governance Call. The project commenced from 1st June, 2018. The project seeks to extend the GSAM social accountability approach into internal revenue generation/utilization in the Municipal Assembly and would be implemented in Partnership with EGOCSA, GPRTU, Cattle Owners Association (COA) and Market Women Association.

GDCA is taking part in stakeholder consultations organized by GIZ to develop a project on improving domestic revenue generation by State agencies at the national and sub-national levels.

YEFIL responded to 9 different calls from DFID, IFDC, EU, OXFAM and Future First Global, US Embassy, Canadian Embassy, STAR-Ghana and IFAD and won four (4) projects. YEFIL won an extension of the OXFAM PYRACE project for another year. STAR-Ghana Foundation extended the Youth Parliament project for another eight months. YEFIL also won a project with IFDC and Future First Global.



This section of the report focuses on management of the programme in three main areas namely; the programme organization, human resource and finance.

### ***Programme Organisation***

Within the year, the arrangements for the management of the programme remained largely functional. The adjustment in the new areas (Communication and Media, and Gender team) has worked well within the year for the successful achievement of programme results in these areas.

### ***Human Resource***

MC replaced two Field Facilitators (one each in Karaga and Saboba) and a driver after those positions became vacant. A Project Officer was recruited to handle the Economic Governance Pilot Project under the E4L programme.

### ***Finance***

The year began on a smooth note as we had enough funds already on hand for activity implementation and to meet other administrative expenses.

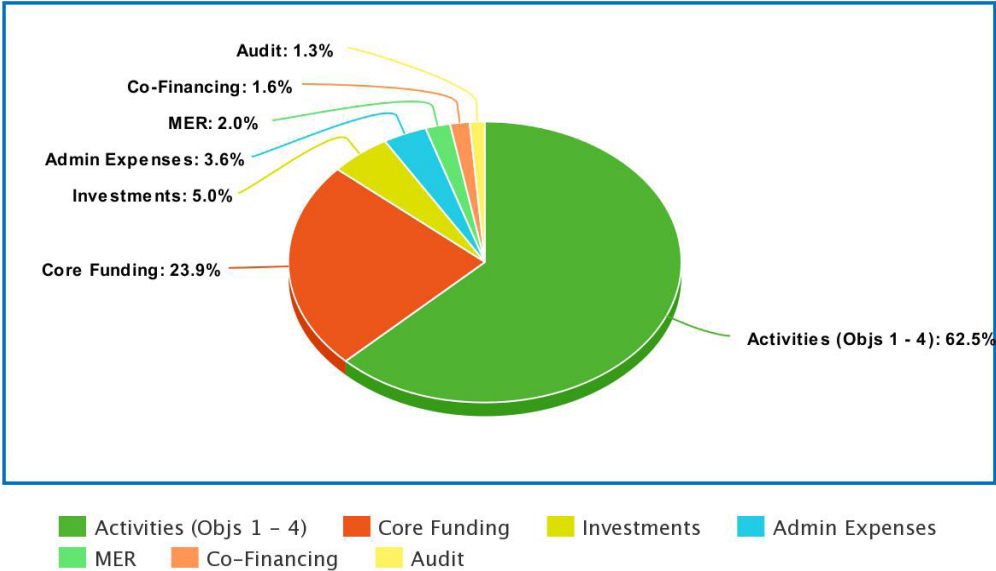
The E4L Programme has officially begun using the QuickBooks Accounting Software as the main reporting tool. In the first half of 2018, a parallel run was done with the MYOB Accounting Software and both generated similar results. The QuickBooks Accounting Software is more user-friendly and widely used by many CSOs. It offers value for money, greater Automated Back-up Service and keeps our financial data safe and secured. GDCA, for instance, scored higher marks by a consultant who came from STAR-Ghana in April this year to conduct diligence assessment when copies of the First Quarter Reports from the QuickBooks Accounting Software were produced. The Finance team had embarked on continuous monitoring visits jointly and individually to the District teams to ensure compliance of the Top-Ten and full implementations of the Finance Controller's recommendations. Generally, the district teams are doing well in terms of addressing the controller's recommendations and compliance to the Top ten although much is still required of them.

To ensure prudent use of the Programme funds, the Finance Officer took inputs from Partners, GV and other relevant staff of the Programme for budget revision after the first half of the year. This afforded us the opportunity to move/relocate funds to areas where they were most needed.

For example, logistics such as new motorbikes, laptop computers and media pad tablets were acquired to support the existing once and improve efficiency in the Programme. Consequently, the revised Programme budget was approved by the MC and GV in August 2018. There was another follow-up and final budget revision which was done in November.

Generally, expenditure for the Programme activities during the year under review had been within estimated levels except some few budgetlines that were over spent. Statistics from the official reporting format (BCS) shows an overall percentage of 99.5% spent of the annual budget.

SUMMARY OF E4L PROGRAMME EXPENDITURE 2018  
Source: E4L Finance Office





*A group picture of Ambassador Tove Degnbol, N/R Minister, Executive Secretary of GV, Executive Director of GDCA, Director of YEfL and other dignitaries at the Northern Regional Coordinating Council during the Ambassador's visit to Northern Region in 2018*



*YEfL pitches camp at the 2nd African Youth SDGs Summit held in Accra in 2018. Technical Advisor on Youth, Advocacy and Gender, Alhassan Abdul-Ganiyu explaining YEfL's projects to a participant*





## PARTNERS

### Ghana Developing Communities Association (GDCA)

**Walk in:** CM Block IV, Civic and  
Culture Plot, near  
Mariam Hotel, Tamale

P. O Box TL 2211  
Tamale - Northern Region  
Ghana

**Tel:** +233 (0) 501333867  
+233 (0) 501333865

**Email:**  
[info@gdcaghana.org](mailto:info@gdcaghana.org)

**Website:**  
[www.gdcaghana.org](http://www.gdcaghana.org)

### Youth Empowerment for Life (YEfL)

**Walk in:** Block B. House No: KR  
56, opposite Klass One Court, Naa  
Luro Estates,  
Tamale

P.O. Box TL 2498  
Tamale - Northern Region Ghana

**Tel:** +233 (0) 243 252 844  
+ 233 (0) 501 387 534

**Email:**  
[yefltamale@gmail.com](mailto:yefltamale@gmail.com)

**Website:**  
[www.yefl-gh.com](http://www.yefl-gh.com)

### Ghana Friends (GV)

**Walk in:** Klosterport 4T,  
3rd Floor, 8000 Aarhus C,  
Denmark

**Tel:** +45 61 41 71 52

**Email:**  
[gv@ghanavenskab.dk](mailto:gv@ghanavenskab.dk)

**Website:**  
[www.ghanavenskab.dk](http://www.ghanavenskab.dk)