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LIST OF ACRONYMS/ABBREVIATIONS

CBOs	Community Based Organizations
CI	Constitutional Instrument
CISU	Civil Society in Development
CJ	Citizen Journalist/Community Journalist
CLW	Community Livestock Worker
COVID-19	Coronavirus Disease 2019
CSO	Civil Society Organization
DA	District Assemblies
DANIDA	Danish International Development Assistance
E4L	Empowerment for Life
EC	Electoral Commission
FAO	Food and Agriculture Organization
GAC	Global Affairs Canada
GDCA	Ghana Developing Communities Association
GDP	Gross Domestic Product
GES	Ghana Education Service
GHS	Ghana Health Service
GII	Ghana Integrity Initiative
IFAD	International Fund for Agricultural Development
IMF	International Monetary Fund
ISD	Information Service Department
JHS	Junior High School
MAG	Modernizing Agriculture Ghana
MLGRD	Ministry of Local Government and Rural Development
MMDAs	Metropolitan, Municipal and District Assemblies
MoFA	Ministry of Food and Agriculture
MTDP	Medium-Term Development Plan
NACReMs	Network of Area Council Monitors
NCCE	National Commission for Civic Education
NCDMs	Network of Community Development Monitors
NPK	Nitrogen Potassium Phosphorous
NYA	National Youth Authority
PfJ	Planting for Food and Jobs
PPE	Personal Protective Equipment
PTAs	Parent Teacher Associations
RCC	Regional Coordinating Council
RTI	Right to Information
SDG	Sustainable Development Goal
SHS	Senior High School
SMCs	School Management Committees
TI	Transparency International
TJN	Tax Justice Network
TPDP	Teacher Professional Development Project
UDS	University for Development Studies
UN	United Nations
YC	Youth Centre



EXECUTIVE SUMMARY

The Empowerment for Life (E4L) Program – equity and sustainable development for all started in January 2020 and expected to run until 2023, after successful implementation of three program phases. The program envisions a democratic and just Ghana where resources are distributed more equally between North and South, men and women, old and young, leaving no one behind. To achieve this, the partners of the E4L program aim to contribute to empowering civil society actors in Ghana contribute to increased equity and sustainable development for all in Ghana.

Under governance in the E4L program citizens monitored capital development projects, internal revenue generation and corruption issues to improve government transparency, accountability and performance. Citizens in the target districts were successful in getting 14 of 23 issues raised from the monitoring of 17 capital development projects addressed by the District Assemblies in the five target districts in 2021. That is to say that 61% of the issues raised in 2021 were addressed by MMDAs compared to 45% of the issues addressed in 2020. Overall, 27 projects have been monitored since 2020. Sixty (60) accountability reflection sessions were held on revenue generation and utilization in 2021 in which issues of revenue generation and utilization were discussed and raised with the DAs. Ten forums were held in the five districts in which issues of tax injustices were highlighted.

To ensure that school governance has become more inclusive, transparent and accountable; and education resources are used more effectively SMC networks and PTA networks in the five target districts in 2021 monitored educational resources provided to the schools using the scorecard methodology. Education authorities have begun addressing issues that were raised during the monitoring of education resources in the various districts. Availability of teaching and learning materials had the poorest score of 35.7% whilst teacher deployment scored the highest, 66.4%.

E4L program demonstrated four (4) recommended appropriate climate change resilient strategies in Savelugu Municipal, Karaga, Saboba, Mion and Kumbungu Districts on beekeeping, cage fish farming, dry season vegetable production and production and sale of small ruminants after a vulnerability assessment in 2020. In 2021, 160 farmers from 20 farmer associations have diversified livelihoods through goat rearing in the five target districts. Forty-two (42) farmer Associations have identified and integrating the various components of the farming systems approach in their respective farming systems. Additionally, forty-two (42) farmer associations prepared and used organic compost in their farms which increased their crop yield. Also, 100 Community Livestock Workers (CLW) are providing basic veterinary services to livestock owners in their communities and using income earned to expand their farms/businesses and take care of other socio-economic needs. As regards entrepreneurship, 75% of 113 youth trained in 2020 established businesses in 2021. In terms of unlettered young women, 58% of 96 trained young women have established businesses. However, the introduction of the Young Women in Literacy Project (YWLP) with the aim to enroll more females into entrepreneurship with no literacy background suffered a snag as a result of the enormity of tasks in acquiring literacy and numeracy skills within 6 months coupled with domestic






chores, livelihood and social activities faced by the young girls. This goes to affect their effective participation in the Bootcamp Entrepreneurship trainings which requires at least some proficiency skills in literacy and numeracy to onboard. Fortunately, the existing Bootcamp Entrepreneurship trainings has improved in efforts to recruit more females into it making the YWLP replaceable. Moving into 2022, the YWLP will be discontinued since efforts is being made to enroll more females in the mainstream Bootcamp Entrepreneurship trainings. A 50:50 recruitment principle of both males and females will have to be applied in the regular bootcamp.



1. INTRODUCTION

The Empowerment for Life (E4L) Program – equity and sustainable development for all started in January 2020 and expected to run until 2023, after successful implementation of three program phases. The program is leveraging and building on the gains and successes of the previous three phases to contribute to a democratic and just Ghana where resources are distributed more equally between North and South, men and women, old and young, leaving no one behind.

The partners of the program anticipate that by running the E4L program they can contribute to empowering civil society actors in Ghana to contribute to increased equity and sustainable development for all in Ghana. To achieve this goal the E4L program aims specifically to ensure:

-  A more transparent and accountable government, which is able to deliver quality basic services to all parts of Ghana;
-  All children access quality education to achieve better learning outcomes to pave the way for more inclusive and sustainable human development; and
-  To promote inclusive growth and support employment opportunities particularly for women and youth.

To achieve these, the program partners aim to contribute to ensure that; (i) civil society engagement improves government transparency, accountability and performance; (ii) Civil Society Organizations contribute to improved distribution and use of resources in education; and (iii) Rural communities are climate adaptive and have improved livelihoods and resilience.

The E4L program is implemented by Ghana Developing Communities Association (GDCA), YEFL-Ghana, School for Life (SfL) and Changing Lives in Innovative Partnerships (CLIP) with funding from Civil Society in Development (CISU), DANIDA and Ghana Venskab (GV). The program is being implemented mainly in five districts in the Northern Region of Ghana but uses evidence from the local level to influence policies and practices at the national, sub-regional and international levels.

The program aims to engender change in three main thematic areas; governance, education and inclusive growth and employment with youth and gender as cross-cutting themes, in order to contribute to ensure that civil society actors in Ghana contribute to increased equity and sustainable development for all.



2. CONTEXT, RISKS AND ASSUMPTIONS

This section of the report presents the context of the E4L program in 2021 in two parts; social, political and economic changes and thematic and crosscutting changes. The section also presents analysis/reflections of the risks and assumptions in the first half of 2021.

2.1 SOCIAL, POLITICAL AND ECONOMIC CHANGES

COVID-19 PANDEMIC IN GHANA

Ghana experienced its second wave of COVID-19 pandemic in January 2021, which continued to spread during the reporting period. The most contagious COVID-19 variant also known as the Delta strain has found its way into the country through the Airports. The country anticipates a third wave of the COVID-19 spread in the country due to mass gathering of people with complete disregard to physical distancing and limited use of face masks. The restrictions imposed by the Government of Ghana are not well adhered to by citizens. This has the potential of increasing the spread of COVID-19 which can lead to more restrictions limiting engagements. The current restrictions do not negatively affect the program delivery but stricter restrictions which may be imposed if there is a surge may limit program implementation.

The President of Ghana re-imposed COVID-19 restrictions indefinitely in January 2021 to help curb the rising cases of infections in the country. As such funerals, weddings, concerts, theatrical performances, and parties were banned, but private burials with no more than 25 persons in attendance can be held. Beaches, night clubs, cinemas, and pubs were also restricted from operating. The President urged all workplaces to employ shift systems for their staff, in addition to the use of virtual platforms for work among other measures.

On 24th February 2021, the country breathed a sigh of relief when it received the first batch of 600,000 dose of AstraZeneca vaccine from the COVAX Facility to start vaccinating its citizens against COVID-19. However, administering of the second dose of vaccination slowed due to limited availability of vaccines. Procurement of more vaccines has faced some uncertainties as there are purported reports of procurement breaches/irregularities of COVID-19 vaccines by Ministries responsible for the procurement processes.



Notwithstanding these challenges, most citizens have relaxed or stopped obeying COVID-19 laid down protocols, which is further exposing more citizens to contracting the virus. The country's target is to vaccinate 20 million people by the end of 2021. The Districts program staff need to continue to observe the COVID-19 protocols in all project activities as well as our daily life activities.

INCREASED ROBBERIES

The country is witnessing increasing daylight armed robberies among other forms of crime with great security concern to citizens. For instance, the Karaga District recorded 7 armed robbery attacks on road users between May and June 2021. These cases have robbed victims off their valuable properties, several millions of Ghana cedis and in some cases loss of lives. A case in point was during the early hours of 30th May 2021, in which the Driver of the Karaga District Chief Executive was shot dead by unknown alledge armed robbers on his way to the district from Tamale. This development generated great security concerns for the safety of citizens and the E4L staff in Karaga District. As a result of this development staff at the district level plan activities in such a way that the events do not get to the night time. Staff therefore avoid night travels at all cost.

THE 2021 POPULATION AND HOUSING CENSUS

Ghana commenced the 2021 Population and Housing Census (PHC) on the night of 27th June 2021. Ghana's 2021 Population and Housing Census (PHC) which was supposed to be conducted in 2020 but was postponed to 2021 due to the COVID-19 Pandemic. The exercise will consist of a population and housing census in one operation. The two censuses, though separate, constitute one statistical operation and are not completely independent of each other because of related essential elements they have in common. Data that will be generated through this census exercise will be of great benefit during holistic drafting of National development programs, plans and infrastructure allocations. E4L programme can also rely on this data for quality program planning and implementation of activities.

INUAGURATION OF NEW GVERNMENT

Within the reporting period, the country experienced the swearing into office of a President after a Nationwide general elections was conducted on 7th December 2020. This general election experienced the usual Ghanaian elections characteristics of a few disturbances at some polling stations. At the end of the day Ghana won. President Nana Addo Dankwa Akufo-Addo representing the New Patriotic Party (NPP) won the elections.

The supreme court of Ghana ruled that President Nana Addo Dankwa Akufo-Addo won the elections after hearing the election petition by the National Democratic Congress (NDC) and former President John Dramani Mahama.



An interesting outcome of the 2020 general election was that Ghana witnessed a hung parliament with no clear majority. This development is an indication that citizens want to see Parliamentarians irrespective of the political affiliation to cooperate and work peacefully for the development of the country. This is also a clear indication that Ghana's democracy is growing.

Though this administration is continuing after its first term in government, the usual change or reshuffling of Heads of government departments or ministries is still on-going. Hence, the process is slowing down governance in business transactions with governmental departments. For instance, government is yet to appoint MCEs or DCEs for approval by all MMDAs. Even though MMDCEs were asked to act until new ones are approved, uncertainties are making it difficult for some of them to participate in E4L project activities when invited.

BUDGET STATEMENT

On 12 March 2021, the Minister of Parliamentary Affairs, acting as the Economic and Finance Minister, presented the 2021 Budget Statement and Economic Policy under the theme "Economic Revitalisation through Consolidation, Completion and Continuation" to Parliament on behalf of the Minister of Finance. This sets the tone for Government's planned activities for the first year of the President's second mandate. The 2021 Budget Statement was delivered against the background of the impact of the COVID-19 pandemic on the economy and received Parliamentary approval in a week's time. This budget statement has come in its wake of several tax impositions intended to raise revenue which equally has an implication on goods and services as well as living expenses of citizenry. Below are some new levies being introduced as part of the 2021 budget statement:

- COVID-19 Health Levy of 1% on VAT, Flat Rate Scheme (VFRS)
- National Health Insurance Levy (NHIL) of 1% as part of revenue measures to help the economy recover.
- Energy Sector Recovery Levy of 20 pesewas per litre on fuel.
- Review of road tolls
- Sanitation and Pollution levy
- Financial sector clean-up levy on commercial banks, which pundits say the banks could pass it onto clients

The reading of the Budget Statement has resulted in increases in the prices of goods and services during most part of the Second quarter of the year. Most worrying is the continuous increases in the prices of gasoline and petroleum products, which make implementation of program intervention very expensive. As of June 14, 2021, the price of gasoline in Ghana stood at 6.29 per litre indicating approximately 29.7% increment



resulting in high cost of living due to increase in the prices of goods, services and local transportation costs. The price hikes of goods and services are likely to negatively affect the overall budget of the E4L program going forward.

PASSAGE OF THE ENTERPRISE AGENCY BILL

The National Board for Scale for Small Industries (NBSSI) has been converted into the Enterprise Agency, established following the passage of the Ghana Enterprises Agency Bill. This will enable the agency to oversee, coordinate, promote and develop Micro, Small and Medium Enterprises in the country (MSMEs). The sector is currently uncoordinated with access to credit cumbersome. This move is therefore to make access to credit and coordination easier. The agency has stepped up access to credit to entrepreneurs following the COVID-19 outbreak. Fortunately, the agency has offices located in several districts in the Northern Region. Moving forward we can engage the services of their staff to support the young entrepreneurs with advisory and credit services and the registration of Tax Identification Numbers. The agency is therefore creating an enabling environment for enterprises to thrive with the provision of technical support and credit. The Project implementing partners have to work collaboratively with the agency moving forward to provide mentoring and advisory services to entrepreneurs.

5% ALLOCATION OF THE DISTRICT ASSEMBLY COMMON FUND (DACF) TO THE NATIONAL YOUTH

AUTHORITY

With the allocation of the 5% of the DACF to the NYA, as contained in the National Youth Authority Act, ACT 939 subject to the formula approved by Parliament in accordance with article 252 of the Constitution, the authority is expected to commence dissemination and implementation of the revised National Youth Policy and its Action Plan, provide support to informal apprenticeship training for out of school Youth in exclusive and vulnerable circumstances and continue with the construction of the ten Youth Resource Centres across the country. This is important to develop an advocacy strategy on to track the funds allocated and its utilization thus far.

YOUTH FEDERATIONS

The National Youth Authority (**NYA**) as required by its establishment, is to facilitate the establishment of youth federations in all districts and regions. However, the process has stalled because the LI of the NYA Act is yet to be passed by Ghana's Parliament. This when done, will be a major milestone in ensuring youth participation and representation in decision-making processes, including the establishment of district and regional youth federations. However, YEFL with the support of OXFAM in Ghana has facilitated the inaugural launch of the Northern Regional Youth Network (NRYN) by the NYA with reach extending to 13 districts in the Northern and Savannah Regions. YEFL will continue to engage NYA for the subsequent adoption of the NRYN as the Regional Youth Federation for NYA. The NRYN has already begun the process of registering with the NYA awaiting its certification.



2.2 THEMATIC AND CROSSCUTTING CHANGES

GOVERNANCE

The governance thematic area has witnessed significant changes. It is worth noting that the fight against corruption and the fight for tax justice have seen increase in activity planning for the year after a Memorandum of Understanding (MoU) has been signed with Ghana Integrity Initiative (GII). All the other strategies have remained relevant. The Social Accountability monitoring approaches continue to promote local participation in local governance processes in capital project monitoring, revenue generation, management and utilization for improved social accountability and transparency. Project communities have remained conscious of their rights and obligations and are constantly engaging the local authorities for development through the E4L program arrangements.

EDUCATION

Educational technology strategy has become a must and is used in teaching and learning in schools at all levels. E-learning and virtual interactions is also becoming part of project implementation, especially for meetings.

COVID-19 COORDINATED EDUCATION RESPONSE PLAN

The long period of school closure has impacted significantly on the state of educational attainment more especially for girls in deprived and hard to reach communities across the country. This unfortunate turn of events has further deepened the low status of girl's educational attainment in the E4L Programme Districts.

In the light of this, the Ministry of Education and the Ghana Education Service instituted a series of actions and interventions that seeks to ensure that the pandemic does not exacerbate existing inequalities in education and also roll back the clock of educational gains achieved before the outbreak of the deadly COVID-19 virus.

The program is designed to enable learning in the short-, medium-, and long-term—including preparing for potential future crises. The intervention enables stakeholders to safeguard the future of school children in Ghana by ensuring their education does not fall through the cracks. The program response will include supporting the re-enrolment of children, particularly girls to school, which includes:

- Sensitization and awareness-raising campaigns aimed at parents/caregivers, traditional leaders, students, and other community members;
- Providing targeted support to vulnerable junior high school girls; and
- Working with the SMCs, PTAs and other stakeholders of education to ensure schools operate safely during and immediately after the COVID-19 outbreak in Ghana.



This includes promotion of good hygiene measures, as well as the implementation of the Re-Entry Policy promoting girls' re-entry to school following childbirth.

A longer-term response focusing on resiliency planning at all levels of the sector will also be implemented with a focus on building school-level capacity to integrate contingency or emergency preparedness in school-level improvement plans this will ensure a quick recovery of the education sector in a manner that guarantees the safety of all learners and staff.

The education response plan comes in handy to provide a well-tailored response to emergencies in education delivery. It will also complement the work of the Empowerment for Life Programme by rallying and mobilizing duty bearers to contribute to education development while at the same time instituting measures and programmes to cover up for the lost time due to the prolonged period of school closure and also create a convenient ground for accelerated enrolment at the basic level of education.

The impact of COVID-19 on Girls Education

The almost a year closure of schools in the country due covid 19 pandemic, students long stay at home have changed the mindset of students especially girls in most of the rural communities. Girls are seen going for "kayaye" (head porters at markets) or getting married. So far, this problem has been reported by Teachers in all districts. There is low enrolment from the girls in the upper primary and at the JHS. Also, the GES Gender Desk officer and the E4L Office has received reports of early marriage by some parents who wanted us to intervene so their girls can go back to school. This is really a big problem in the districts and parents, teachers and the GES are worried.

Implementation of the Standard Based and Common Core Curriculum

The new pre-tertiary curriculum made of the Standard Based and the Common Core curriculum have been one key reform in the education section in last 10 years. Government had trained teachers in primary schools to implement the standard based curriculum. Shortly after the training, Covid-19 struck and the real implementation started in 2021 when school closure was over in January. The training in 2019 was problematic, due to its rushed nature and quality. Most material were not ready, and even in its implementation, text books and other teacher/learner resources are still not provided by government. Teacher have been teaching the new curriculum for full cycle of academic year without the requisite text books.

The Common Core Programme (CCP), developed with planned training and rollout in 2021. In August this year, the Ghana Education Service (GES) announced the deferment of the implementation of the CCP, the new curriculum developed for the JHS. The curriculum would rather be implemented next academic year, January 2022, after enough sensitization and MoE/GES therefore requested teachers to continue to use the old curriculum to teach. Common Core, meant it will be the basic level of education for all Ghanaian children, which was the intention of government following its successful implementation of free SHS policy. Due the number of JHS leavers who did not transition



into SHS, the common core programme extending into SHS one was problematic and had to be relooked at following cabinet approval. This is yet to be resolved. There is no official communication from the MoE or Government as to why the common core is to be review right after its development.

National Standard Assessment Test (NSAT) for Primary schools

As part of the new Standard Base Curriculum, standard test of basic 2 and 4 is to be conducted yearly, to access gap of students and remedy them in basic 3 and 5 before they enter basic 4 and 6. The first test after the curriculum implementation was to be conducted this year in November. National Council for Curriculum and Assessment (NaCCA) is the entity mandated by the Education Regulatory Bodies Act. 2020 (Act 1023) to develop national curriculum and assessment standards for pre-tertiary education institutions other than technical and vocational education and training institution. By this, NaCCA was expected to conduct the National Standard Test (NST) this year to assess the students for the fidelity of the new curriculum and training for teachers. At the Nation Education Week celebration, the Minister of Education announced that West Africa Examination Council would rather conduct the NSAT which was expected to cover 90% of basic 4 students only. The test was also to cover only proficiency in English language without mathematic as the case has been with standard test in the country. The implementation was met with challenges; bussing students to assessment centers to write, papers arriving late at about 7pm, some students not writing, etc., but the GES announced the exercise was successful contrary to reports. Results of the National Standard Assessment is expected to feed into policy direction.

2.1 SOCIAL, POLITICAL AND ECONOMIC CHANGES AT MACRO-LEVEL/THE OVERALL ENABLING ENVIRONMENT

The academic calendar changed due to Covid 19 pandemic and school closure. It changed from September to July as known for over 30 years to January – December in 2021. In 2022, the academic calendar will not follow the 2021 after school reopen but would have the 3 terms truncated into 2 long terms of 37 weeks of teaching and shorter holidays of 9 weeks instead of the 12 weeks. By this design, the 2023 academic year will start in November 2022 in order to shift the academic calendar back to September in 2024. Secondary schools run the double track systems with challenges of not knowing when their school terms start or ends, only relying of announcements and social media information 2-3 days before the dates.

Changing the academic calendar means the programme needs to change its schedule in relation to education implementation activities since schools need to be in session to undertake such activities. This will also affect the field staff and they will have to crush activities to fit into the new calendar. Teachers may have to work harder to complete curriculum outlines with the period as they adjust. The change in the calendar will also affect enrolment in the rural areas because of lack of clarity or little information about start dates for the terms.

The reconstitution for well-functioning School Management Committee (SMC) policy by government in all its GALOP districts and schools. Training has completed at the national level and ongoing at the regional and district level where the SMCs will now reconstitute



its membership through election at a general assembly in a democratic manner. This will allow SMCs to form Federations (Network) and have their capacity build on Quality School Performance and Improvement Plan (Quo-SPIP) as well as resource management. The strategy for reconstituting SMCs is based on 3 factors; basis of community participation, a framework of community participation, and monitoring and support systems for community participation. By this, all schools are to sensitize all key stakeholders, have a general assembly meeting for sensitization, prepare for democratic election and then hold a general assembly to for election of members. The new model now has the following positions as executives and only major position will be voted. The chairperson (voted), Deputy Chairperson (voted), Secretary (headteacher), Financial Secretary (voted), M&E/Auditor and Organizer. Co-officio members will include the District Director of Education (or rep) and Head teacher.

Most of the present members of the SMCs may not still be qualified or will not be voted for the position as the new model requires. This means we may have entirely new members for which their capacities will have to be built. Even if we have the old members, their capacities in the new modalities will have to be built to enable them assist their network (Federation) members to adopt the new modalities.

Our quarterly meetings, especially the 1st quarter, with the SMCs may have to be used to sensitize them on this new model and subsequently find ways to build their capacities in this direction.

INCLUSIVE GROWTH AND EMPLOYMENT

There is a glaring increasing threat of food insecurity in the country especially in rural communities in Northern region due to persistent increases in the prices of staple food crops such as maize and rice. The price for maize is GH¢250.00 and rice is GH¢200 in the market during the period of reporting. There is the tendency for further increase in the prices due to high demand in the next three (3) to five (5) months since supply of the food crops are not anticipated to increase. As result, the increases in prices in the staple food crops is a great threat to food security since households are finding it more challenging to afford the food crops to feed the households and accessibility is also a challenge.

The Planting for Food and Jobs (PfJ) approved selling prices for fertilizer for 2021, for NPK is GH¢96 for 50kg and GH¢48 for 25kg. This is an increase in price by GH¢12.00 as against the prices for the 2020 PFJ season. The price for fertilizers in the PfJ program for the past four (4) years has witnessed continues increase, thus putting more burden on the poor farmers. In 2018 the price per 50kg was GH¢68, this increased to GH¢75 in 2019, GH¢84 in 2020 and GH¢96 in 2021. This increases the production cost of farmers. The pro-poor farmers are the most affected, since already, buying fertilizers at the subsidized price in the previous years were challenging for them and this may not benefit them as purported by the PfJ program. The fertilizers are not also readily available for farmers to buy to apply to their farms even if they have the money. Interaction with farmers in the districts, they lamented on the scarcity of fertilizers and how it has affected alot of them. In that, the crops are at a growth stage where fertilizer application is pertinent and there is no fertilizer to apply to it. Similarly, the prices for improved seeds; maize hybrid



has increased from GH¢3 to GH¢5 per kilo in 2020 and GH¢12 in 2021, groundnut from GH¢2 to GH¢3 per kilo in 2020 and GH¢6 per kilo in 2021.

The 2021 farming season experienced about two-month delay in the onset of rains. In 2020, there were heavy down pour in March and the season started early April with majority of farmers cultivating groundnuts, maize etc. In 2021 however, farming activities delayed due to delay in rainfall. This is a direct result of the potential effects of climate change exposure on the agricultural productivity of the smallholder farmers in the communities. The change in the rainfall patterns due to climate change has the potential to manifest in low crop yields and hence low agricultural productivity. The Government of Ghana and CSOs including the E4L program are making progress in their efforts to battle the impacts of climate change in the districts. For instance, The Mion District Assembly, in collaboration with Catholic Relief Services (CRS) and World Vision has constituted the District Environmental Management Committee. The committee was duly launched by the Northern Regional Minister on 8th June 2021 and attended by various stakeholders including Traditional Authorities and other CSOs working in the district. GDCA was represented by the Mion District Coordinator. The E4L District Team is looking forward to linking the Multi-Stakeholder Platform on Climate Change and Livelihoods that was inaugurated earlier in May to that committee so that the two can work together in the area of climate change and related issues. Furthermore, on the 11th of June 2021, the green Ghana project was launched nationwide by the president of Ghana. The event took place in all districts in the country, where trees were distributed to institutions, people etc for planting. In the Karaga district for example, 1950 trees comprising of different species such as acacia, cashew, tick, mahogany among others were distributed to people, schools, government departments etc.

As a result of the implementation of the new YC strategy (still ongoing) which has been embraced and well understood by the YCs, where beneficiaries should be between the ages of 15 and 26, other members of the YC between the ages of 27 and 35 are not to exit from the YC but as mentioned above to provide mentoring and guidance to the younger ones. This category of YC members between the ages of 27 and 35 has therefore resulted in the creation of the Youth Centre Alumni Networks (YCAN) which will be considered as an integral part of the YC structure with different capacities as build over the years by the E4L Program to begin to give back. This group has been put further into working groups to support in the mobilization and recruitment of new members into the various products such as Youth Parliaments, Young Women in Literacy among others. To illustrate, if a speaker of a Youth Parliament is more than age 35, the person automatically falls within the YCAN and made to lead the working group on Youth Parliament at the YC that leads in the mobilization and recruitment of the young ones into the group and commits to continuously support their growth and understanding of the Youth Parliament concept.

YOUTH

In 2021, the Empowerment for Life (E4L) Program doubled up efforts to facilitate the youth through the Youth Centres to start the processes of owning spaces for their mobilization and engagement to create an enabling environment for the youth to lead their own development or empowerment initiatives while demanding for accountability through



engagements from local level actors. This approach when realized will facilitate the implementation of the new Youth Centre strategy where all youth related activities in the E4L Program is routed through the Youth Centres; where its members with leadership from the Youth Centre Management Committees (YCMCs) lead in the mobilization and recruitment of its own members to benefit generally from the YCs own initiatives and that of the E4L Program on entrepreneurship, community journalism, young women in literacy, among other products including partnership and networking with others. This new YC strategy therefore actioned for a shift from a) the district teams leading in the mobilization and recruitment of youth groups as beneficiaries of the E4L Program to b) where the YCMCs now leads in the mobilization and recruitment of individuals as members of the YC and c) selecting them in collaboration with the district teams as beneficiaries of the E4L Program, to d) developing and running the YCs as social enterprises as a sustainability path. This approach presents some advantages to the YCs; 1) to increase its membership through the services or products it runs in collaboration with the E4L Program, 2) to address the “old youth” phenomenon where beneficiaries of our youth programming are mostly more people who are above 35 years as a result of the shift from recruiting youth groups to individuals and 3) to leverage on the capacities of the “old youth” as mentors and models to the new members.

Passage of the Enterprise Agency Bill

The National Board for Scale for Small Industries (NBSSI) has been converted into the Ghana Enterprises Agency, established following the passage of the Ghana Enterprises Agency Bill. This will enable the agency to oversee, coordinate, promote and develop Micro, Small and Medium Enterprises (MSMEs) in the country. The sector is currently uncoordinated with access to credit cumbersome. This move is therefore to make access to credit and coordination easier. The agency has stepped up access to credit to entrepreneurs following the COVID – 19 outbreak. Fortunately, the agency has offices located in several districts in the Northern Region. Moving forward we can engage the services of their staff to support the young entrepreneurs and the Alliance of Youth Entrepreneurs with advisory and credit services and the registration of Tax Identification Numbers. The agency is therefore creating an enabling environment for enterprises to thrive with the provision of technical support, credit and grants. The project implementing partners have to work collaboratively with the agency moving forward to provide mentoring and advisory services to entrepreneurs.

5% Allocation of the District Assembly Common Fund (DACF) to the National Youth Authority

With the allocation of the 5% of the DACF to the NYA, as contained in the National Youth Authority Act, ACT 939 subject to the formula approved by Parliament in accordance with article 252 of the Constitution, the authority is expected to commence dissemination and implementation of the revised National Youth Policy and its Action Plan, provide support to informal apprenticeship training for out of school Youth in exclusive and vulnerable circumstances and continue with the construction of the ten Youth Resource Centres across the country. An advocacy strategy has since been developed to call government and other stakeholders’ attention to the issue.

Review of National Youth Policy



Review of the National Youth Policy by NYA sought to draw inputs from stakeholders to address emerging issues affecting the youth to reflect the exigencies of the youth. YEFL-Ghana has facilitated in the mobilization of youth networks to make inputs to the policy at a regional policy formulation workshop in Tamale, this furthers our collective action on strengthening youth participation in local governance. YEFL-Ghana influenced its participation in the national level policy validation workshop that had only YEFL-Ghana representing from the Northern Region. As it stands now, the policy implementation plan has been developed and YEFL has contributed to the Youth Participation in Governance and Economic Empowerment Thematic Areas in the Detailed Implementation Plan. With this process ongoing, it is anticipated to provide a point of leverage for joint national advocacy on the implementation of the new National Youth Policy.

Youth Federations

The National Youth Authority (NYA) as required by its establishment, is to facilitate the establishment of youth federations in all districts and regions. However, the process has stalled because the LI of the NYA Act is yet to be passed by Ghana's Parliament to set a clear path for its implementation. This when done, will be a major milestone in ensuring youth participation and representation in decision-making processes, including the establishment of district and regional youth federations. However, YEFL with the Empowerment for Life (E4L) Program, the Regional Youth Network (RYN) was formed and with support from OXFAM in Ghana facilitated the inaugural launch of the RYN by the NYA with reach extending to 13 districts in the Northern region, 5 districts each in the Savannah, North East and Oti Regions. YEFL will continue to engage NYA for the subsequent adoption of the RYN as the Regional Youth Federation for NYA. The Empowerment for Life Program, has so far supported the RYN to carry out campaigns annually as part of its strategy in working with the youth at the regional and national levels. This will continue in 2022.

Delay in the Appointment of MMDCEs

Following the general elections in Ghana, there has been delay for over nine months in the appointment of MMDCEs across the Country. This situation has contributed to a power vacuum at MMDAs where engagements with MMDAs are missing top power brokers. For example, this delay further delayed the process of acquiring the Savelugu Old Canteen for repurposing for use as a Youth Centre. Aside this issue, MMDAs have also not received their common fund from the central government over this period putting more strain on MMDAs & MDA (ministries departments and agencies) that rely on funds from DACF to implement policy recommendation by State and private, and civil institutions. Reflecting on the influencing campaigns at the district, regional & national level, demands made by youth that require financial commitment may delay.

As a result of the implementation of the new YC strategy (still ongoing) which has been embraced and well understood by the YCs, where beneficiaries should be between the ages of 15 and 26, other members of the YC between the ages of 27 and 35 are not to exit from the YC but as mentioned above to provide mentoring and guidance to the younger ones. This category of YC members between the ages of 27 and 35 has therefore resulted in the creation of the Youth Centre Alumni Networks (YCAN) which will be considered as an integral part of the YC structure with different capacities as build over



the years by the E4L Program to begin to give back. This group has been put further into working groups to support in the mobilization and recruitment of new members into the various products such as Youth Parliaments, Young Women in Literacy among others. To illustrate, if a speaker of a Youth Parliament is more than age 35, the person automatically falls within the YCAN and made to lead the working group on Youth Parliament at the YC that leads in the mobilization and recruitment of the young ones into the group and commits to continuously support their growth and understanding of the Youth Parliament concept.

2.3 ASSUMPTIONS AND RISKS

This section presents analysis of the assumptions and risks of the E4L program.

2.3.1 E4L PROGRAM ASSUMPTIONS

The assumptions of the E4L program and the changes observed in 2021 as presented in Table 1.

Table 1: E4L program assumptions

Assumptions	Changes in assumptions
Governance Assumptions	Changes in assumptions
A well organized and empowered civil society has the potential to make structural changes providing lasting benefits to the many	There have not been any significant changes in the assumption over the period. However, reported cases of new Omicron variant of COVID-19 called for careful considerations before rolling out program activities for the quarter.
State actors have a basic interest in engaging with civil society for increased effectiveness of the public governance system	State actors continue to show significant interest in working and engaging with Civil Society in most local government processes. Civil Society engagements with state actors during the period has been successful. But there is also another side to it. There has been some shrinking in the civic space in Ghana due to COVID-19 and access to information.
Partner organizations can make space at national level and are able to mobilise relevant stakeholders for change	The activities of GDCA and its partners continue to seek partnerships to mobilize relevant stakeholders to create spaces at both the national and local levels. This has been initiated through our works with the Regional Tax Justice Coalition, GII and SEND Ghana on anti-corruption.



	E4L has engaged a consultant to explore the possibilities to have in place a coordinated program strategy on how to bring local level issues to the national level that can be implemented to realize programme outcomes at that level.
Duty bearers give youth space for engagement	Spaces of influence are limited/narrowed and therefore excludes the participation of more youth. For example some youth in areas where we work are invited to participate in the local assembly general meetings and to also sit in sub – committee meetings as coopted members. The strategic focus should focus on how to support more youth and more spaces for agency.
Education Assumptions	Changes in assumptions
Effective school governance is a key factor in quality education.	<p>Government implementation of the GALOP programme necessitated directive to reconstitute all SMCs in the GALOP districts which includes all E4L districts following new guidelines. This means our project districts following this directive will have new members as executives of the SMCs and their networks. There is therefore the need to build capacities of the SMC members to now elect members rather than the selection or appointment.</p> <p>SfL has developed a training manual for the Pupils Participation in Democratic Process and conducted additional training for teacher during review. This will ensure teachers have a well guided approach in supporting to improve pupils’ participation in school governance and quality education in beneficiary schools.</p>
Civil society actors can promote children’s right to education	<p>The activities of SfL with its partners remain to seek partnerships to mobilize relevant stakeholders to create spaces at both the national, regional and local levels. Our works with other partners to implement pro poor education programmes has been successful beyond the northern region.</p> <p>The level of interest and priority civil society is giving to education has increased with some adaptation of rights-based approaches and media to engaging government and other stakeholders. Non-state actors are holding government accountable to promote the right of children to education. Education has now become a community issue and traditional rulers, parents, youth groups and opinion leaders are supported and encouraged to participate in and also influence policy for access and quality education.</p> <p>Civil society organisations are demanding more participation in social accountability processes on equality. This has generated some effect on the effectiveness of public education policies especially, to promote children’s right to education. There has been value of the knowledge, analysis and voice that CSOs have mobilised in representation of marginalised groups such as children to create space for actions that has resulted in good policy reforms and programme interventions.</p> <p>Nevertheless, COVID-19 pandemic and its resurgent variants in the country and rise in numbers of infections in December, might</p>



	result in the re-imposition of restrictions. There will be the need to make careful considerations before rolling out program activities next year.
E4L can contribute to improved education outcomes by strengthening pedagogical methods	<p>Confident and well-motivated teachers convey their enthusiasm to their students and this encourages them to learn. The teacher professional development training has helped teachers to maintain their motivation by knowing that they are doing a good job. That they are helping students to learn effectively. By enhancing teachers' understanding and abilities, the TPD has helped to nurture enthusiasm for teaching in the face of competing pressures from parents' expectation and other demands on the teacher.</p> <p>The TPD offer opportunities to hard pressed teachers in the districts to increase their ability to teach well and enjoy the process. Relational competence of teachers has improved especially as a requirement with the introduction of the new curriculum and the gaps in its implementation. Hence, student would have needed safe space to interact with their teachers and learn.</p>
School for Life through E4L can influence the national agenda	The program has providing leadership on educational issues at the national level, with a view to being a catalyst for re-activation of the CBE Alliance and has already engaged some allies.
Inclusive Growth and Employment Assumptions	
Farmers have knowledge about their own challenges and possible solutions; and that the program can contribute with skills and capacity that support them in improving their livelihoods	Farmers have knowledge about their own challenges and possible solutions; and that the program can contribute with skills and capacity that support them in improving their livelihoods
There are farmers in Northern region that have unexploited potential and are willing to venture into commercial farming; and the program can facilitate that process	There are farmers in Northern region that have unexploited potential and are willing to venture into commercial farming; and the program can facilitate that process
Youth and women can use entrepreneurship and innovation	Still very relevant to the young people. Youth & Women entrepreneurship holds, but only when they have some resources and numeracy and literacy to diversify and change business strategy. COVID-19 came as both a



to improve their own and others' livelihoods	challenge and an opportunity – the lemonade principle - as a result many young entrepreneurs were innovative and took advantage and develop products for a new market (liquid soap, sanitizer). Still relevant to link them to Ghana Enterprises Agency to assist them formalize their small businesses
Organizing farmers and youth can give them a platform to influence pro-poor policies and government programs	Organizing farmers and youth can give them a platform to influence pro-poor policies and government programs

2.3.2 E4L PROGRAM RISKS

The section below presents the identified risks of the E4L program, an assessment of the risk levels and suggested mitigation measures or actions.

Table 2: E4L program risks

Risks		
Governance risks		
Description	Risk level	Mitigation measures/actions
Changes in governments coupled with the winner-takes-all nature of Ghanaian politics create an unpredictable and uncoordinated policy environment	Low	The partners have continued to engage in neutral/open politics with any party in political power even though new government being formed after the 2020 elections has not negatively affected the policy environment.
Civil society organizations that challenge corruption and call attention to corrupt practices are likely to experience political tagging and pushback from powerful people and organizations	Low	The partners have been meticulous in designing it approaches for the implementation of its anti-corruption activities
Political parties and others may attempt to manipulate the youth to further their own cause and political purposes	Medium	Selection processes for youth parliamentarians and CJs are important to identify youth who are passionate about social development but not politically affiliated. Social media posts of the candidates are assessed to verify how the youth are politically active. Also confirm their record from their community. It does not always work – recruited politically active youth parliamentarian, so had to dissolve that particular parliament.



Not all District Assemblies may have the required capacity and willingness to collaborate with CSOs on local revenue generation	Low	The E4L program has outlined and commenced a number of capacity building activities with MMDAs and relevant stakeholders at the district level to mitigate this challenge.
Education Risk		
Potential waves of Covid 19 infection in the country	Low/Medium	SfL take responsibility for ensuring that all practicable preventive and protective measures are taken to minimize occupational and programme risks. Even if reported cases of the disease are few, preventive measures against COVID-19 will strictly be adhered to.
Change in academic calendar	Low/Medium	The programme will have to be proactive and adjust its activities and constantly review plans to following the changing calendars.
Changing priorities with new governments and lower priority to basic education	Low	Our participation in national education events plus our visibility will put us in a position the MoE and GES to discuss key priority changes. CSOs are beginning to raise their voices and is taking government on the lower priority to basic education.
Unstable Educational Polices and Initiatives	Low	E4L should continue to work with other CSOs, Colleges of Education and Teacher Unions to participate actively in educational fora on policy initiatives. The programme must also work with the networks of SMCs and PTAs and key stakeholders to update them on changes that occur in the education sector.
Delay or non-provision of in-service training to newly posted teachers on the new curriculum.	Low	The programme will support the education team to advocate for the provision of in-service training on the new pre-tertiary education curriculum to teachers who have not benefitted from such training, most especially the newly posted teachers.
Decentralization of Ghana Education Service reinforces inequities between rich and poor parts of the country	Medium	We are already with grassroots citizens in the form of SMC, PTA and other CSOs. We need to build their capacity to demand for equity in education through resource tracking.
Using contact hours for training of teachers and programmed activities	Medium	Shift to conducting training and meeting for teachers after school or weekend. This might have cost implications.
Inclusive Growth and Employment Risks		
Government does not support climate change adaption interventions	Medium/high	Government does not support climate change adaption interventions sufficiently



sufficiently or do not act promptly to address climate change effects		or do not act promptly to address climate change effects
There is politicization of government programs e.g., MASLOC, Planting for Food and Jobs, One district one Dam, and National Entrepreneurship and Innovation Plan	Medium	There is politicization of government programs e.g., MASLOC, Planting for Food and Jobs, One district one Dam, and National Entrepreneurship and Innovation Plan

3. PROGRAM OUTCOMES

3.1 OUTCOME 1 – GOVERNANCE

The E4L program outcomes for governance are reported under 6 indicator areas; (i) CSOs use social accountability tools to improve local government performance, (ii) Citizen awareness and trust in tax collection and utilization has increased, (iii) Targeted districts reach their yearly target for internally generated funds, (iv) Partners contribute to more effective local taxation through networks and coalitions, (v) Youth are organized and create spaces to advance their interests and (vi) Citizens put local corruption issues on the national agenda for resolution.

It can be reported that 12 capital development projects were monitored 2021 using social accountability tools under the E4L program in the five target districts. Overall, 27 projects have been monitored since 2020. Sixty (60) accountability reflection sessions were held on revenue generation and utilization in 2021 in which issues of revenue generation and utilization were discussed and raised with the DAs. Ten forums were held in the five districts in which issues of tax injustices were highlighted.

OUTCOME INDICATOR 1.1 CSOS USE SOCIAL ACCOUNTABILITY TOOLS TO IMPROVE LOCAL GOVERNMENT PERFORMANCE

Citizens monitored 12 capital development projects in 2021 in the five target districts using social accountability tools in an effort to improve local government delivery of capital development projects. In total citizens have monitored 27 capital development projects since 2020. The citizens were able to monitor these projects as a result of capacity support on social accountability from the E4L program. The citizens were able to raise 23 issues from the monitoring of capital development projects in the five target districts in 2021. The citizens got 14 of these issues raised on capital projects addressed by duty bearers (See Figure 1). That is to say that 61% of the issues raised in 2021 were addressed by MMDAs compared to 45% of the issues addressed in 2020. This shows improvement in citizens engagement, participation and performance of MMDAs in the delivery of capital development projects in the target districts. Twelve (12) interface meetings were held with duty bearers to validate the scores generated on the capital development projects in the process of monitoring the projects during the year. The



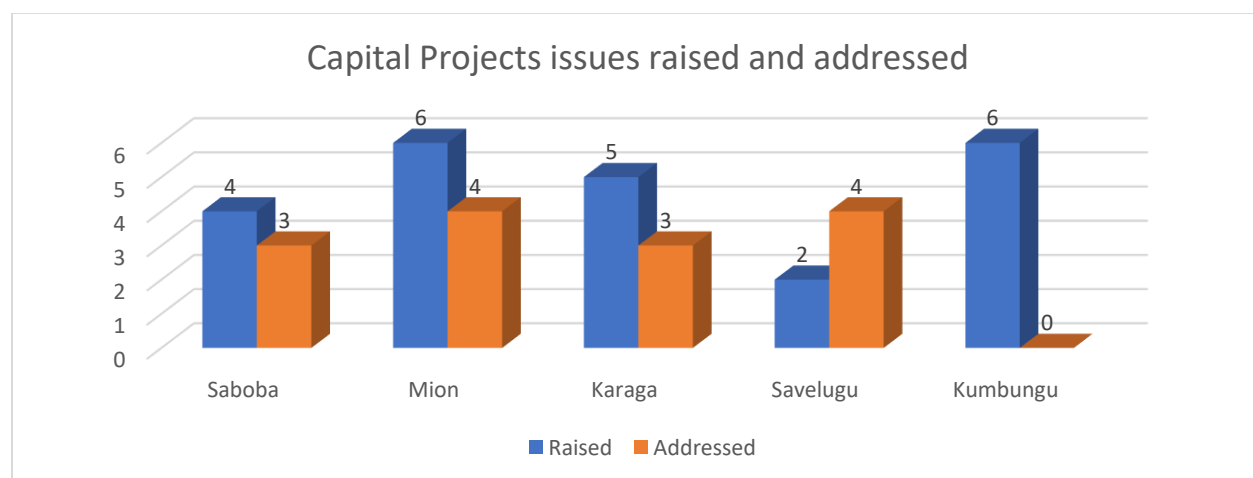
highest performance score of the MMDAs in the delivery of capital development projects was 83% and the lowest was 72% (see Table 3 for details). Thus, there was an average of 77% performance among the MMDAs in the delivery of capital development projects. This process helped increase participation of citizens in the delivery of capital development projects and enhanced the execution of projects monitored. Some of the issues raised on the delivery of capital development projects include: the wires used for wiring for fire and ambulance services buildings monitored in Saboba were small ones and needed to be re-evaluated by the contractor; for purposes of effective monitoring and quality implementation of projects citizens in Saboba requested that beneficiary communities should be actively involved during site possession ceremonies; and citizens in Karaga also requested that the road from Simoli to Gbutugu should include a culvert to make way for water to pass, to avoid the road from being washed away. For details on the issues raised and addressed see Table 4 to 8.

Table 3: Capital development projects results

S/N	District	Number of projects monitored	Overall score on capital projects delivery (%)	Number of issues raised	Number of issues addressed
1	Saboba	3	74%	4	3
2	Mion	3	83%	6	4
3	Karaga	2	75%	5	3
4	Savelugu	2	72%	2	4
5	Kumbungu	2	82%	6	0
Total		12		23	14

Source: E4L Monitoring data, 2021

Figure 1: Capital Projects issues raised and addressed in 2021



Source: E4L Monitoring data.

Table 4: Issues raised and addressed on capital development projects in Saboba district

Issues Raised	Issues Addressed/being addressed
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1. Broader consultation and stakeholder engagement needed to be made to help address issues of desired location and other specifications of the intended projects for the district.	
2. The wires used for wiring for fire and ambulance services building are small ones and needed to be re-evaluated by the contractor.	1. Contractor has re-evaluated the wiring
3. For purposes of effective monitoring and quality implementation of projects beneficiary communities should be actively involved during site possession ceremonies.	2. DA promised to engage community members adequately for subsequent projects.
4. Community members should be oriented and regularly reminded on their roles to monitor the projects within their domain.	3. DA also promised to provide orientation for community members.

Table 5: Issues raised and addressed in Mion district

Issues Raised	Issues Addressed/being addressed
1. The Works Department of the Mion District Assembly should ensure that Billboards are properly mounted by the contractors at the project sites to provide adequate information on the projects. (The Assembly instructed all contractors to mount bill boards at their projects sites and this has been done)	1. Works Department of the Mion District Assembly should ensure that Billboards are properly mounted by the contractors at the project sites to provide adequate information on the projects. (The Assembly instructed all contractors to mount bill boards at their projects sites and this has been done)
2. The District Assembly should also ensure that Traditional Authorities and other opinion leaders and for that matter citizens are sufficiently notified about projects in the communities. (Assembly promised to do that in subsequent contracts)	2. The District Assembly should also ensure that Traditional Authorities and other opinion leaders and for that matter citizens are sufficiently notified about projects in the communities. (Assembly promised to do that in subsequent contracts),
3. Contractors should be introduced to the Traditional Authorities and opinion leaders to guarantee their safety during the construction periods.	3. Non performing contractors should be sanctioned and made to speed up work on their projects (The Assembly is taken up this matter seriously).
4. The District Assembly should ensure that Contractors are paid to facilitate timely completion of the 3 projects that are being executed.	
5. Beneficiaries of the finished projects should put steps in place to ensure that the buildings are well maintained to prolong their live span.	
6. Non performing contractors should be sanctioned and made to speed up work on their projects (The Assembly is taken up this matter seriously).	



Table 6: Issues raised and addressed in Karaga district

Issues Raised	Issues Addressed/being addressed
1. The road from Simoli to Gbutugu should include a culvert to make way for water to pass, to avoid the road from being washed away.	2. Contractors are advised to work within the time frame allotted them.
3. The contractor should also extend the road to Gbutugu/Yillang.	4. The Assembly should ensure the regular monitoring of projects and issuance of funds to Contractors as needed.
5. Contractors are advised to work within the time frame allotted them.	6. Effective DA/Communities partnership will help ensure quality and cost-effective works done by these contractors.
7. The Assembly should ensure the regular monitoring of projects and issuance of funds to Contractors as needed.	
8. Effective DA/Communities partnership will help ensure quality and cost-effective works done by these contractors	

Table 7: Issues raised and addressed in Savelugu Municipal

Issues Raised	Issues Addressed/being addressed
1.	1. Withholding some of the money of the contractor for the Nabogu CHPs compound till he works on the floor till
2.	2. The SMA has followed up with the contractor to work on the remaining aspect of the Dining Hall project like the hand washing facilities, the kitchen, sink etc to ensure the project is completed in good time for use.
3.	3. The need for the surroundings s of the Nabogu CHPS compound has been graded and this has ease movements of staff, individual and vehicles to and from the facility.
4.	4. The SMA allowed the school children to use the dining hall whiles is still under construction so that they are not affected by the rains.

Table 8: Issues raised and addressed in Kumbungu district

Issues Raised	Issues Addressed/being addressed
1. Beneficiary communities should take steps to help the management of the schools to maintain the school building well when it is are handed over.	No issue has been addressed so far
2. The DA should endeavor to publish reports of routine monitoring visits to members of the community, NCDMs and the DSC	



3. The Kumbungu DA should take steps in resourcing the contractor to complete the Gumo CHPS compound for immediate utilization	
4. With Regards to the School Project, Teaching and Learning will be available to all children without discrimination. Beneficiary communities should therefore enroll their children in the schools in order to achieve full utilization of the facilities	
5. Beneficiary communities should take steps to help the management of the schools to maintain the school building well when it is are handed over.	
6. The DA should endeavor to publish reports of routine monitoring visits to members of the community, NCDMs and the DSC	

Case Story: Network of Community Development Monitors in Nabogu support their CHPS Compound

The Network of Community Development Monitors in Nabogu having monitored the Nabogu CHPS Compound identified some challenges during their monitoring of the Project including the need to gravel the surroundings of the CHPS compound. They NCDM raised this problem in addition to other challenges to the Savelugu Municipal Assembly Works engineer but since the response from the Assembly has delayed, the NCDM reached out to stakeholders and opinion leaders to raise some funds which they used to hire a tractor and to gravel the place.

OUTCOME INDICATOR 1.2: CITIZEN AWARENESS AND TRUST IN TAX COLLECTION AND UTILIZATION HAS INCREASED

Citizens awareness about tax collection and utilization is increasing in the E4L districts as they are raising issues and proposing solutions to the MMDAs revenue challenges. The E4L supported radio programs are used to provide information about tax collection and utilization in the E4L target districts. The Network of Area Council Revenue Monitors (NACReMs), CJs and NCDMs demonstrated knowledge on taxation and tax injustices are they are able to identify issues of tax injustices in their various districts. 100 revenue collectors enhanced their knowledge on revenue Collection through refresher training facilitated by the E4L program. Citizens generated scorecards and assessed the revenue mobilization in the target districts. Several interface meetings were held on the scores generated to validate and address issues of concern.

Radio programs were held during the year to sensitize citizens on the essence of paying their taxes. Resource persons from the MMDAs helped to educate the citizens on the tax collection processes and how the taxes collected are utilized and encouraged citizens to pay their taxes.

Citizens are applying knowledge on District Assembly Revenue generation and mobilization to monitor revenue generation/utilization and engage their MMDAs. Through the monitoring of revenue generation in the districts, citizens assessed the MMDAs



revenue generations process using scorecard and raised issues of concern from the generated scorecards. CSO score cards were also generated on revenue mobilization and utilization at the Area Council level. These issues were presented at the town hall meetings for redress by the MMDAs.

The citizens validated the revenue scores through 15 interface meetings held within 2021. The interface meetings included representatives of rate payers, the DSC, Network of Area Council Revenue Monitors (NACRMs), Revenue collectors and the District Assembly (DA). These meetings gave the participants the opportunity to raise issues pertaining to revenue generation and utilization with the DAs. Participants used the interface meetings to double check the marks, responses, suggestions and recommendation captured on the score cards and discussed challenges in the internal revenue mobilization and utilization of the MMDAs.

Ten (10) community forums were held to discuss issues on tax injustices in the five districts. Citizens in the districts discussed issues of tax injustices in their various districts. In all the forums held one of the issues that cuts across all the districts is the lack of trust of the citizens in the tax collection and also the issue of little accountability by the MMDAs and lack of linkage between revenue collection and utilization. Also, the area councils, and town councils have not been inaugurated hence they cannot support the assembly in its revenue mobilization drive. There was also the issue of the assemblies not giving the Area councils their 50% share in previous years and this has dwindled the task forces interest in helping the assemblies.



Case story: NACREM of the Pong-Tamale Area council to push for more revenue check point

The Network of Area Council Revenue Monitors of the Pong-Tamale Area council push for more revenue check point. This is to help the Savelugu Municipal Assembly in meeting their revenue targets for the year. The Savelugu Municipality has a number of sea sand deposits at Diare, Adaayili, Tipali and Kuldaa and other Districts that do not have this come to the municipality to get some.

However, revenue collection in these areas is low and this is due to the inadequate number of Check points. The NACREMs discussed this at the accountability reflection session and at the DSC meeting to find a possible way out. The Assembly men who were part of the District Steering Committee decided they will table the issue through the Finance subcommittee to the Municipal Coordinating Director and also at their general Assembly meetings to ensure revenue check points are there to take care of the leakages. They want to also push for the privatization of the revenue collection points for a temporal period and compare what the Private companies get to what the Assembly revenue collectors account as revenue collected in the area. In that way they will be able to tackle the issue of revenue leakages. The E4L team assured them of their support in the area and will monitor them to ensure they achieve the desired results.

OUTCOME INDICATOR 1.3: TARGETED DISTRICTS REACH THEIR YEARLY TARGET FOR INTERNALLY GENERATED FUNDS

Sixty (60) quarterly accountability reflection sessions were held in 2021 in which revenue collectors accounted for the revenues generated from the Area Councils (ACs) for each quarter. The Revenue collectors accounted for the revenues they have generated from the Area Councils in each district for each quarter. The revenue collectors also highlighted their challenges encountered in their work, as well as what intervention(s) they need to improve the generation of revenue in their respective Area Councils.

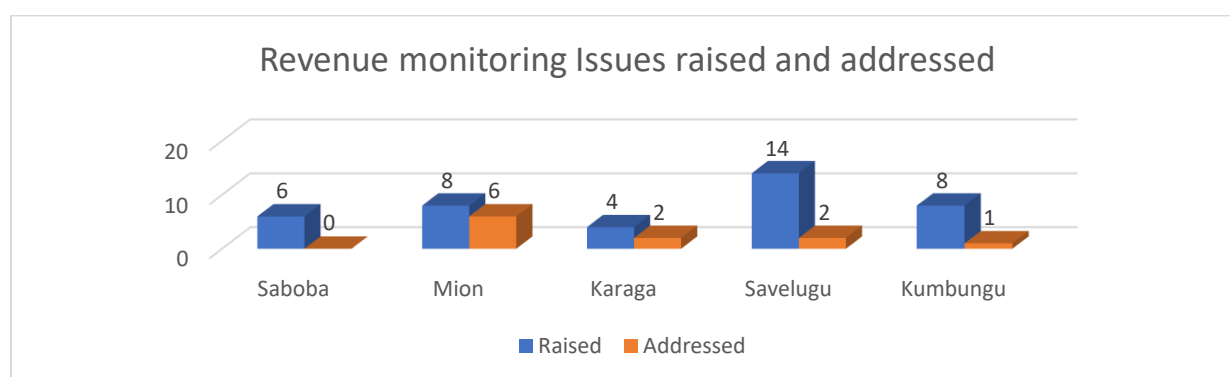
One hundred (100) revenue collectors demonstrated increased knowledge on revenue collection in the five districts through E4L facilitated refresher trainings on revenue collection mechanisms. Some of the issues which affects revenue generation were highlighted by the revenue collectors and these include; lack of trust of the Citizens in the Assemblies revenue collection mechanisms, leakages, lack of linkage between revenue collection and utilization, rate payers who do not pay tax and defaulters are not punished to deter others from following suit, there is no effective revenue monitoring team and mechanisms in place. They suggested the following solutions: holding periodic meeting for revenue collectors, embarking on tax payer's sensitization and updating DAs data on all retainable properties. At the end of the training, the Revenue collectors were happy



that, they had the opportunity to meet as a team alone to discuss revenue issues and added that, for two years now they have not meet together.

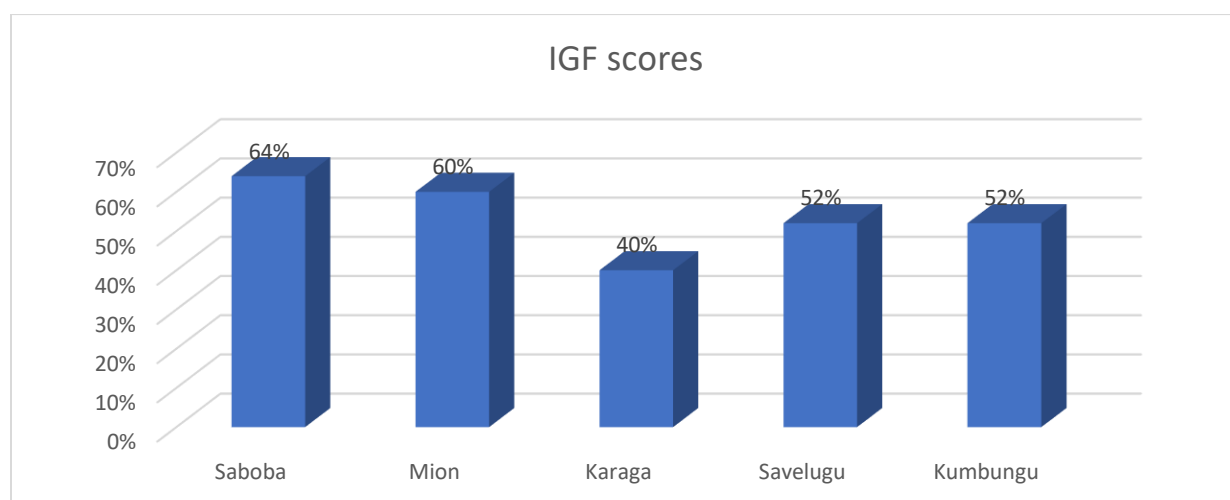
Available data show that in total 40 issues were raised in the five target districts (an increase of five issues over last year's issues – 35 were raised in 2020) through the monitoring of IGF generation and this resulted in 27.5% (11) of the issues being addressed by the MMDAs. The issues raised and addressed per districts is presented in Figure 2 The highest scores of the MMDAs from the monitoring of internal revenue generation was 64% and the lowest score was 52%. Thus, MMDAs recorded an average of 54% performance in the generation of IGF in the target districts (see Figure 3 for details per district). This is still below the program target by the end of 2023.

Figure 2: Revenue monitoring issues raised and addressed in 2021



Source: E4L Monitoring data, 2021.

Figure 3: Performance of target districts in IGF generation



Source: E4L Monitoring data, 2021.

OUTCOME INDICATOR 3.1.4: PARTNERS CONTRIBUTE TO MORE EFFECTIVE LOCAL TAXATION THROUGH NETWORKS AND COALITIONS



GDCA held two quarterly tax partnership meetings in local taxation within 2021. The first quarter meeting focused on sharing the contents of the Tax Justice Concept Note and was held with selected Civil Society Organizations (CSOs), Media and Private institutions who are Tax Justice focused. The meeting discussed in detail, the E4L Tax Justice Concept Note and deliberated on modalities for a supportive partnership on its implementation. At the meeting, it was unanimously agreed that GDCA/E4L should try to dialogue with organizations to get specific focal persons to be their representatives on this Partnership to ensure a smooth flow of deliberations as the introduction of new faces at every quarterly partnership meeting will retard the network's progress. Highlights of drafted Compendium were presented for inputs during the second meeting. The meeting therefore reviewed and made inputs for the draft compendium of best practices.

OUTCOME 3.1.5 YOUTH ARE ORGANIZED AND CREATE SPACES TO ADVANCE THEIR INTERESTS.

In 2021, we continued to support the Youth Centres to become the local hubs for youth mobilization and engagements. The YCs have become more visible and gained the reputation to act in partnership with other CSOs and the local assemblies in the area of peace promotion, sanitation, good governance and revenue mobilization. This is evident in the number of partnerships that the YCs have been able to cultivate in the year. For example, the Karaga Youth Centre (KYC) has within the short period developed partnership with the Centre for Democratic Development (CDD), Norsaac, World Vision, STAR – Ghana Foundation and the Karaga District Assembly on issues bothering on peace, education, sanitation, good governance and revenue mobilization. This demonstrates the impact of the strategy to have the youth organized and have their agencies build to engage effectively at all levels. The strategy seeks to support the youth to have an increased voice and capacity to be able to independently mobilize others to collectively identify issues of interest to youth and to collectively address them using different opportunities of engagements at the district level.

As part of the process, we supported the restructuring of the membership of 5 Youth Centres in the program to address the adult youth dominance at the Youth Centres and thereby limiting the participation of the active youth resulted in the following:

- a) The formation of the Youth Centre Alumni Network: This comprised of “youth” at the current Youth Centres between the ages of 27 and beyond 35 years who have received investments from the program for close to a decade now. This group has been repurposed to focus on providing mentoring and coaching support to the active youth as a way of giving back and giving them more room to participate meaningfully in decision – making processes and platforms.
- b) A more focused investment in the active youth ie young persons between the ages of 15 and 26 years to take up the civic engagement space as this youth demography is on the surge.
- c) A demonstration of clearer understanding of the new youth strategy including the age brackets for engagements by 203 young persons (153 male, 50 female)
- d) New Youth Centre Management Committee (YCMC) members who are within the new age brackets in 4 districts (Karaga, Savelugu, Mion and Kumbungu) providing leadership to the Youth Centres.



Working with the Youth Centres to run as social enterprises is another key strategy of the Empowerment for Life Program to support the Youth Centres to become self – reliant with an increased capacity to mobilize others and resources to carry out thier own activities. In 2021, two Youth Centres namely Savelugu Youth Centre and the Karaga Youth Centre were facilitated to run the Youth Centres as social enterprises through capacity building, mentoring and coaching plus creating opportunities for acquisition of spaces to create the enabling environment for this to happen. The Karaga Youth Centre (KYC) secured their facility and has been assisted to rehabilitate it and further constructed a summer hut for their outdoor activities. This was supported with funds from a private donation through GV in Denmark.

However, the Savelugu Youth Centre (SYC) which entered into a collaboration with the Savelugu Municipal Assembly to release the defunct Savelugu Canteen to be repurposed for use as their centre did not materialize as the assembly at the last minute changed the decision to allocate it to the SYC. This development presents us with a learning opportunity and to restrategize moving into 2022.

The social enterprise journey begun with the development of a training manual which was creatively piloted with some select staff of the Program and subsequently delivered to the two Youth Centres. The social enterprise manual consisted of 8 modules as follows: The Social Enterprise, Needs and Assets, Mindset, Social Impact, Ideation Process, Operating Model, Resource Strategy and the Social Enterprise Action Plan. The manual was presented to the youth (10 females and 14 males) in three phases which resulted in the following:

- a) The development of innovative income generation activities
- b) Testing and prototyping the innovative ideas to determine feasibility and interest of potential customers and
- c) The development of a resource strategy and an action plan

Through the Art of Change initiative, we continued to create opportunities to promote youth voices and their participation in transforming themselves and their communities. In 2021. young people were facilitated to draw the attention of key stakeholders on gender-based violence, child abuse and female empowerment through street art exhibition in 3 districts of Karaga and Savelugu and in Tamale at the regional level after a workshop on planning and co - creation. The art challenge was exhibited among students at the basic level and youth volunteers at the Youth Centres. The exhibition activities proved to be effective in mobilizing the youth, energizing them and harnessing their potential to engage in transforming their societies using art. This approach will be deployed more moving into 2022.

In 2021 we have continued our work to ensure that the voice of the Regional Youth Network (RYN - a network of youth and youth CSOs in the northern region) has been meaningfully represented in the discussions around education, employment and good governance. The RYN is fast transforming the youth mobilization front in the region and becoming the legitinate actors in representing the youth issues at the regional level in the absence of a youth federation yet to be established according to law by the National Youth Authority (NYA) to represent the interest of youth in critical decision – making processes. All CSOs working with youth in the region have recognized that to avoid duplication of



efforts and multiple counts of youth being represented in matters of youth and community development, they have to work with the RYN strategically. This is a significant point of departure offering youth the opportunities for meaningful participation equally at the regional level. Hitherto, individual youth with very little understanding of the critical issues facing the youth, and the demands and expectations of the authorities involved and without the right agency to demand for their interest were rather involved in important decision – making processes. The RYN has since been collaborating and partnering with the Northern Regional Coordinating Council (RCC), the Tamale Metropolitan and Sagnarigu Municipal Assemblies, Youth Employment Agency and the Ghana Enterprises Authority, Norsaac, CALID, FOSDA, ActionAid and Oxfam to champion various issues of interest to the youth. For example, the network has been involved in the RCC's bi – annual regional meeting which involves all the district executive officers and the education directors. This is a high level meeting strategic for regional level change making.

Still at the regional level, YEFL partnered with the University for Development Studies (UDS) with support from the E4L Program to hold the Annual Harmattan School which is a platform established by the university in 2007 to convene key stakeholders in the region to brainstorm and take stock of the region's development trajectory and to chart new pathways to sustain development in the region. This year's focused on the theme "From Best Practices to Best Fit Options: Addressing Youth Unemployment." YEFL – Ghana was particularly interested in the theme and therefore facilitated the participation of the Regional Youth Network in the event which was held for 2 days at the university.

The Empowerment for Life (E4L) Program with a strategy to support the RYN to engage in national level issues facilitated the development of an advocacy strategy to call on government and other stakeholders to reengage the National Youth Policy and the funding for youth development through the 5% District Assembly Common Fund (DACF). The process has so far cultivated the support of STAR – Ghana Foundation to broker relationship between the National Youth Authority and the Ministry of Youth and Sports to facilitate discussions on reactivating the National Youth Policy implementation process and having an understanding of the status of the 5% DACF allocation thus far. This advocacy focus will be given a lot of priority from 2022 when more strategic collaboration and partnership would have been established at the national level.

The climax of this year's activities beckoned the Annual Youth Forum. The celebration of the African Youth Day through the Annual Youth Forum has been pivotal in strengthening our membership base and expanding our network as a formidable youth organization in the country. The increasing interest from young people to apply for membership of the Youth Forum reflects these efforts and we are excited to keep growing and diversifying. The forum has thus far received the visibility and reputation as a key stakeholder platform on the youth front in the country.

The celebration of the 30 young people during the Annual Youth Forum only goes to demonstrate the relevance of the Annual Youth Forum in mobilizing and recognizing the efforts of the youth and their celebration further demonstrates the scale of their (youth) impact in promoting their own voices and participating in community development and decision – making processes. The 30 young people distinguished themselves as volunteers, youth activists, artists, community journalists and Youth Centre leaders and were celebrated virtually on daily basis on YEFL – Ghana's social media handles for 30



days in the month of November and awarded with citations at the Annual Youth Forum where over 100 people participated. This projected the positive image of the youth and augmented the youth mobilization efforts for collective action as other youth were inspired.

This year's forum embedded art exhibition which subtly conveyed a powerful message in the fight against inequality and violence against women. Participants at the forum had the opportunity to reflect on the societal norms, beliefs and practices that need changing. Simultaneously, a parliamentary sitting was held on the theme the Africa we want having 3 young people pitching their best ideas for a better society in Ghana on youth employment, child marriage and sanitation. Their pitches generated a healthy debate among the parliamentarians on the role of youth in contributing to the development of their communities and affirmed that given the opportunity, the youth can be innovative and creative.

In conclusion, the implementation of the new Youth Centre strategy which is to create an enabling environment for the youth to become independent in their own mobilization, partnership building and leading community change has revealed the following challenges and learnings:

- a. That the strategy to leverage on existing but defunct/dilapidated infrastructure of the local assemblies is both time consuming as the local assemblies operates within strict bureaucratic setups and risky as in the case of Savelugu where we had reached even the point of finalizing the MoU and they backtracked on the agreement.
- b. That having the experience of working with bureaucrats and the risk of even not accessing the facility in the long run, it presents us with the opportunity to explore funding options that gives us the liberty to construct new Youth Centres.
- c. That the absence of the Youth Centre spaces affected the conduct of the in – house entrepreneurship bootcamp training in Savelugu as opposed to Karaga which held its training at their own facility. This puts Karaga ahead of all other districts in implementing the entrepreneurship bootcamp as their own product and be able to generate revenue from it.
- d. That given the opportunity and the agency, young people can be innovative and creative as demonstrated through the introduction of the Social Enterprise model.
- e. The absence of the technical know – how to support the social enterprise journeys of the Youth Centres could affect the growth of the YCs and that the services of Africa Skills Hub to provide technical guidance directly to the YCs.
- f. That the street art exhibitions held in Savelugu and Karaga is strangely attractive to the youth and the community members and thus can be used as an approach for talent hunt and membership recruitment drive for the Youth Centres.
- g. That in the absence of a physical Youth Centre, a lot more fun activities could be carried out such as the street art.

Further, the demonstration of interest in the Annual Youth Forum as a platform for youth mobilization, recognition and agenda setting with key stakeholders presents YEFL – Ghana the opportunity to attract partners to make it a national youth stakeholders' platform and beyond.

Finally, working with the youth networks to take up issues of national interest such as the implementation of the National Youth Policy and the 5% DACF allocation to the National Youth Authority while building national level partnership with STAR – Ghana Foundation



would put YEFL – Ghana and the Empowerment for Life Program in a very high pedestal in influencing national level issues in the youth front in the country and beyond.

RELEVANT STRATEGIC CONSIDERATIONS & LESSONS FOR YOUTH

Table 9: Relevant strategic considerations and lessons in youth

Strategic Observation Lesson learnt Best practice identified	Recommendation resulting from observation, lessons and best practice identification (e.g., changing strategy, method, upscale or downscale activities?)
<p>Entrepreneurship hubs:</p> <ul style="list-style-type: none"> The implementation of the youth as entrepreneurial hubs with the strategy to leverage on existing infrastructure of the local assemblies to thrive is limited either by the unavailability of such facilities or the lack of will by the local assemblies to release those facilities where they exists such as the case of the Savelugu Municipal Assembly. 	<p>This calls for a revision of targets and indicators. The issue is time sensitive and should be discussed at program level</p>
<p>Young Women in Literacy Project:</p> <ul style="list-style-type: none"> The introduction of the Young Women in Literacy Project with the aim to enroll more females into entrepreneurship with no literacy background suffered a snag as a result of the enormity of tasks in acquiring literacy and numeracy skills within 6 months coupled with domestic chores, livelihood and social activities faced by the young girls. This goes to affect thier effective participation in the Bootcamp Entrepreneurship trainings which requires at least some proficiency skills in literacy and numeracy to onboard 	<p>Efforts has to be made to enrol more females in the mainstream Bootcamp Entrepreneurship trainings. A 50:50 recruitment principle of both males and females will have to be applied in the regular bootcamp.</p>
<p>National Level advocacy:</p>	<p>Partnership at the national level has to be explored, developed and leveraged upon</p>



<ul style="list-style-type: none"> Focus on national level youth advocacy has dimmed and the development of an advocacy strategy will vigorously pursue the National Youth Authority to prioritize the implementation of the new National Youth Policy. 	<p>to deliver the advocacy strategy. Further, coalitions, alliances and networks will have to be build and entered into to accomplish more. The Regional Youth Network will still play a critical role in the advocacy front. Communication which will be central to this will be prioritized and a media engagement strategy developed or adapted to promote this national level advocacy focus.</p>
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OUTCOME INDICATOR 3.1.6: CITIZENS PUT LOCAL CORRUPTION ISSUES ON THE NATIONAL AGENDA FOR RESOLUTION

GDCA also signed a Memorandum of Understanding (MoU) with the Ghana Integrity Initiative (GII) to advance the anti-corruption activities of the E4L program. The E4L program supported the Advocacy and Legal Advice Centre (ALAC) of GII in the third and fourth quarters of 2021 to enhance the functioning of the ALAC system and hence enable reporting of corruption issues from the districts through the ALAC system.

Five (5) District Citizens monitoring Committees (DCMCs) held four (4) quarterly meetings each in Savelugu, Kumbungu, Mion, Karaga and Saboba with the support of the E4L program. These committees were formed by SEND-Ghana but through the partnership with GDCA the DCMCs have agreed to work with the E4L Programme on anti-corruption. The team facilitated the meeting of two DCMCs in the Savelugu and Kumbungu Districts in the first and second quarter of the year. The meetings held served as a platform to orient the DCMCs on our plans and concept notes on anti-corruption. Two DCMCs were formed and trained by the program in Karaga and Mion districts.

The DCMCs participated in trainings to improve their functionality facilitated by the E4L program and met the Coordinating Directors of their respective MMDAs to introduce themselves to the DA, identified some corruption Agencies and also shared their issues/concerns during the People's Assembly forums organized at the district levels.

RELEVANT STRATEGIC CONSIDERATIONS AND LESSONS LEARNT FOR GOVERNANCE

Tabel 1: Governance strategic considerations and recommendations.

Strategic Observation	Recommendation resulting from observation
The strategies for the governance thematic area have remained relevant during the period. Mainstreaming of social accountability mechanisms into the	The district teams should continue to facilitate the CBOs to identify their priority issues for local level advocacy and



main E4L program on capital project monitoring and monitoring of Internal Generated Funds (IGF) have received the needed attention (prominence) in activity implementation during the period	engagements with the duty bearers in line with the approved strategies.
The Social Accountability monitoring principles and approaches have promoted local participation in local governance processes and revenue generation, management and utilization for improved accountability and transparency.	The E4L Districts teams should take keen interest in the Social Accountability (SA) tool to ensure successful application and relevance to the program in all the districts
The strategies on anti-corruption and tax justice are fairly new. These have received the needed foundations to promote and facilitate national level advocacy.	The districts teams should continue to the foster and nurture the district level structure in respect of these national level agenda
Lesson learnt/best practice identified	Recommendation resulting from lessons and best practice identification
Project communities are now very conscious of their rights and obligations when they are constantly involved in local level development processes	The district teams should continue to facilitate keen involvement of citizens in local development processes by the duty bearers.
Direct engagements with beareres through dialogue meetings as part of the engagements processes can bring about quick solutions to some of the challenges facing capital project monitoring	Direct engagements with duty bearers thrugh dialogue meetings will be most appropriate. This was tried in Mion during the period and it worked very well and promoted massive participation
Partisan politics if properly understood can sometimes bring about social cohesion and can facilitate effective cooperation to press for social accountability and quality service delivery.	The political class such as the MMDCEs and leadership of political parties should be targeted for engagement on issues related to low IGF in the districts
Project communities make efforts on their rights and obligations when they are facilitated to understand local governance and decision-making processes.	The E4L Districts Teams should take interest in helping citizens to understand the various planning processes in monitoring of capital development



	projects to ensure its success and relevance in all the E4L Districts
Timely completion of project depends on the source of funding. Thus, competition for DDF funded projects is keener in the districts as compared to projects awarded and funded with DACF. This underscores challenges bedeviling the untimely release of the DACF.	The district teams should endeavor to focus and prioritize the selection of projects for monitoring on those funded by the District Development Facility (DDF)
The focus on monitoring of capital development projects by Communities and CBOs has the potential to enhance citizen's participation in MMDAs processes, increase downward accountability and reduce corruption at the district level.	The E4L Districts teams should take keen interest in the Social Accountability (SA) tools being used to monitor capital development projects to ensure its success and relevance in all the E4L Districts
Monitoring of MMDA capital development projects has a potential to engender interests among various stakeholder groups, individuals and citizens in the project communities towards ensuring that quality services are delivered by duty bearers.	The E4L Districts Teams should take keen interest in analysing the level of interest of the various stakeholders to ascertain their level of interest to ensure their relevance in all the E4L program
Monitoring of MMDA capital development projects increases demands for improved accountability among socially excluded groups in development planning	The E4L Districts Teams should take keen interest in analysing the level of participation by the various socially excluded groups to ensure their continuous participations in program activities.

3.2 OUTCOME 2 - EDUCATION

OUTCOME INDICATOR 3.2.1: PARTNERS ORGANIZE CIVIL SOCIETY TO PUSH FOR INCREASED FUNDING AND EFFECTIVE IMPLEMENTATION OF EDUCATION PRO-POOR POLICIES

SMC and PTA networks in the target districts have influenced duty bearers to undertake development activities in their various districts. For instance, the PTA and SMC network in Mion engaged the past Member of Parliament (MP) to redeem his pledge of helping to build some school infrastructure. The MP built the school infrastructure he promised as a



result of the engagement and follow-ups by the networks. Additionally, a conflict between a school community and cattle farmers that led to the closure of a school in Saboba was resolved due to the intervention of the networks in the district.

Case story: Gala Junior high School block re-roofed after it was destroyed by rainstorm.

On the 25th of July 2021, the attention of the SMC Network and PTA network in the district were drawn to a problem of rainstorm taking of the roof the JHS block by the School SMC and PTA.

The leadership of the networks and the Assemblyman of the community wrote to the District Assembly to assist them re-roof the school. District Assembly could not help, the SMC network and the PTA network organised themselves and contributed an amount of Gh¢6,800 and got the School block re-roofed.

The networks of SMCs and PTAs in the E4L operational districts have continued to expand and constantly identifying themselves with the District Directorates of Education and other key stakeholders in pursuance of education issues to improve education. The capacities of the executives have been built and the programme has facilitated their engagement. One of such is the regional network of SMC engagement that saw 20 network executives across all the E4L districts meeting to share and learn about the new SMC formation modalities introduced by government to solve some of the key challenges facing SMCs, i.e., selection of members, life executives, low functionalities, etc.

In another development, collaboration with regional and national CSOs to address issues of education inequity and pro-poor policies improved with several meetings and engagements. At the regional level, five CSOs were engaged to discuss partnership and find innovative ways to tackle issues of education in the region through advocacy. Through the programme, SfL entered into a partnership agreement to reactivate the CBE Alliance and held its maiden meeting with about 22 CSOs nationwide with a majority from the Northern regions. SfL has initiated talks and move forward to collaborating in common areas of interest in education with Africa Education Watch. SfL has also entered into partnership with Link Communities Development (LCD) leading to a joint implementation of CBE/Second Chance project in the Ashanti regions. Through engagement with other CSOs, SfL identified key advocacy issues that fed into the project design for Education Out Loud (EOL) call.

SfL was able to mobilize CSOs and led them to reactivate the CBE Alliance to continue to push for the effective implementation of government CBE. This became necessary because of the shift of focus of government to the COVID-19 pandemic and its impact on formal school systems. SfL in collaboration with other CSOs and SDG4 conveners also pushed for greater participation and raising issues that government needed to pay



attention to as part its annual National Education Week conference. Though the programme planned to undertake evidence-based research on relevant education issues on equity, this was not carried out due to low budget allocation.

To ensure that all children were back to school after school reopening, Sfl continued to work with partners, PTAs and SMCs networks to sustain the gains made in the back-to-school campaigns. This was to reach out to young girls who had travelled for” Kayaye” and others engaged in other activities in the communities to return and attend school.

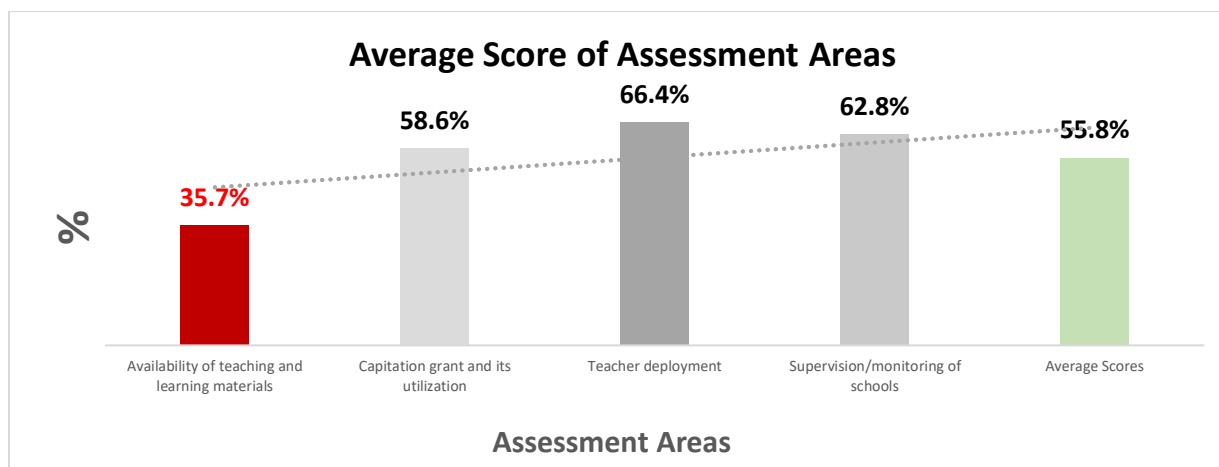
OUTCOME INDICATOR 3.2.2: SCHOOL GOVERNANCE HAS BECOME MORE INCLUSIVE, TRANSPARENT AND ACCOUNTABLE; AND EDUCATION RESOURCES ARE USED MORE EFFECTIVELY

To ensure that school governance has become more inclusive, transparent and accountable; and education resources are used more effectively SMC networks and PTA networks in the five target districts in 2021 monitored educational resources provided to the schools using the scorecard methodology. Education authorities have begun addressing issues that were raised during the monitoring of education resources in the various districts. Availability of teaching and learning materials had the poorest score of 35.7% whilst teacher deployment scored the highest, 66.4%.

During the period with SMCs and PTAs network capacities already built on social accountability tools, data was collected for educational resource tracking in all E4L districts. A model of educational resource tracking using social accountability tools was developed which tracked educational resources in the districts. Results were presented and discussed at interface and townhall meetings at the area council and district level respectively. To ensure effective use of educational resources, key stakeholders have taken up key issues and began to address them. For example, GES in Mion, pledge and planned a scheduled meeting with PTA/SMC executives and head teachers to discuss the distribution of material in the 2022 academic year. Citizenship led monitoring of resources for education has become necessary for citizens to hold duty bearers accountable. Key issues raised as a result were as shown in Figure 4.

Figure 4: Resource tracking scores





Source: Monitoring data, 2021.

Interface meetings have been held to validate scores after the tracking of educational resources in all schools in the districts. These meetings served as platforms for teachers, parents and other stakeholders in education to discuss matters relating to the resources that are available in the schools. Key indicators on the scorecard templates were teacher deployment, capitation grants and supervision in schools. This gave voice to the citizens to convey their grievances or recommendations to the stakeholders, and also provided a stage for validation of the scores that were generated by the SMC and PTA Networks. Townhall meeting have subsequently been organised in all districts with agreements on the way forward with issues raised. Among them are; District Assemblies and the District Education Directorates should ensure that all curriculum materials are supplied to schools in the district to promote effective teaching and learning, Education Authorities in the districts should play an oversight role in matters relating to capitation grants to schools and ensure that the grants are properly utilized, effective teaching and learning is primarily dependent on the availability of teachers in the classroom therefore teacher deployment should target vacant classrooms in the district, efforts must also be made to ensure effective supervision in the district. Some observation and finding were also obtained as shown in table 1.

Table 10: Observation and findings from the Education Resource Tracking

Assessment Area	Observation and Findings
Availability of teaching and learning materials	<ul style="list-style-type: none"> • There was inadequate teaching and learning materials in the schools • Most parents and children did not have information on the little available materials • Some materials were at the DEOs without transport logistics for distribution to schools
Capitation grant and its utilization	<ul style="list-style-type: none"> • SMC/PTA are not mostly involved planning and disbursement, reps are only called to counter sign SPIPs. • Most head teachers do not account to SMC/PTA after expenditure. • The grant is received a year or more later than required (Delayed)
Teacher deployment	<ul style="list-style-type: none"> • There are teachers posted to the schools and they are at post • Most live out of the districts, commute daily, and report late to school
Supervision and monitoring	<ul style="list-style-type: none"> • SISOs are seen in schools most of the time for monitoring • SISOs do not observe lessons for teacher professional development, they only check attendance and lesson notes.



Source: Generated scorecards, 2021

OUTCOME INDICATOR 2.3: NEW EDUCATION METHODOLOGIES ARE PROMOTED FOR IMPROVED LEARNING OUTCOMES

Following the results of the implementation of the TPD model, it was scaled up in Mion and replicated in Kumbungu and Karaga. The reviewed training manual was used to train teachers that have implemented the model over period. The TPD model is an innovative and useful model that has brought highly needed support to the teachers at the school level in all the districts. The model has already contributed to raising consciousness on reflective teaching, relational competence and developing the teaching capacity of staff at the district level. The model has been critical in showing the way in which teachers related to learners and parents and the community at large aiming to improve learning gains. The methodology for reflective teaching is found to fill a gap for teachers and to complement the new Standard Based curriculum (SfL Assessment report, 2021) compared to the baseline (Baseline data, 2020). Of the 41 teachers in the Focus Group discussions (FGDs), majority (80%) indicated that they did not know any other model that included reflective teaching, and all (100%) indicated that the training was relevant to their work as educators whereas in the baseline teachers were less aware of relational competence as a strategy for improving learning gains and not apply in their teaching. GES and especially the DTST participants effectively recognized that their capacity to identify, evaluate and achieve some level of competence that would translate to learning gains in their classrooms has been enhanced.

General Observation during Monitoring showed that; largely, teachers gave supportive feedback to learners who gave wrong response in a way that promoted active and mutual learning among learners. Most of the teachers made use of skills and strategies recommended in the TPD training methodology. Teachers used appropriate and suitable level of engagement to involve and engage learning throughout their lessons. Teachers introduced activities that equipped learners the skills to promote mutual, friendly and active self-learning. Finally, the atmosphere for teaching and learning ensured teacher-learner smooth communication and friendly relationship. On the other hand, no documented standard assessment has been carried out to assess teacher professional development along the model. This has been discussed with SfL Committee to bring on board assessers from Colleges of Education.

The programme also piloted the Learners Participation in Democratic Processes (LPDP) model which is beginning to yield results (district assessment feedback). Stakeholders in education welcomes the idea of pupil's involvement in democratic process. Orientation meetings for PTAs, SMC and staff of the GES on pupil's involvement in democratic process were held. Similar meetings were organized at the community levels. After the initial orientation and sensitization, it was necessary to develop a manual and to train the teachers on the model. A manual was developed, shared with SfL Committee (Denmark) for their review and inputs. This was then used to train all teachers in E4L schools. The baseline for the PPDP could not be conducted as planned due to some challenge and has been planned for quarter one in 2022. All school have had their Learners' boards



formed and have met regularly. In the last academic term, each board had met at least 3 times. Students have been able to raise issues on parents' engagement at home and activities that makes them come to school late. They have presented some of their issues (such as lack of teaching and learning resources, lack of table and chairs, teacher absenteeism, etc.) to school authorities and are yet to receive any form of redress.

OUTCOME INDICATOR 2.4: GIRLS AND YOUNG WOMEN HAVE BETTER EDUCATION OPPORTUNITIES

100 YOUNG WOMEN ACQUIRED ENTREPRENEURSHIP, LITERACY AND NUMERACY SKILLS

Beneficiaries of the Young Women in literacy intervention have started demonstrated the knowledge gained from the literacy and numeracy classes. As part of the quarterly monitoring and engagement sessions with the beneficiaries, an impressive number (75%) of the 100 beneficiaries could identify, write and pronounce one to two letter words. They were also able to write their phone numbers, house numbers and common names. The beneficiaries underscored the relevance of the classes, describing it as "God sent". They also lauded the entrepreneurship Bootcamp component owing to its inherent benefit of providing economic support aiding the beneficiaries to become economical productive and self-dependent. All the beneficiaries (100) gained skills in entrepreneurship through the entrepreneurship bootcamp and have identified good business ideas for implementation. The E4L programme will monitor them in the ensuing year to ensure they are able to start their businesses and document their experiences despite the challenges (stated earlier) being faced.

SEVENTY (70) GES STAFF (55 TEACHERS AND 15 GES OFFICERS) ESTABLISHED 8 PUPILS BOARDS IN THE E4L

TARGET DISTRICTS

Teachers and GES officers are supporting and mentoring ten (10) pupils boards established in the E4L target districts. The teachers have supported 4 quarterly meetings of each of the pupils' boards in 2021. The teachers and GES officers are able to establish and support the functioning of the Learners' boards because they gained knowledge on the importance of pupils' participation in democratic processes through the E4L program. A concept note on the baseline has been developed based from which the baseline instruments have been developed for data collection. Key frontline officers of GES in the district have expressed their excitement about the project and have shown commitment to facilitate the success of the Learners' boards.

TEN (10) GIRLS CLUBS FORMED IN THE TARGET DISTRICTS

The Programme facilitated the formation of ten girls' clubs, two each in all programme Districts. The formation of the Girls clubs is of prime importance more so during the period of COVID-19 where a significant number of girls dropped out of school due to varied reasons.



The Girls Clubs will serve as a support structure to girls' education. Providing mentoring and coaching support, civic education, career guidance and sexual reproductive rights education to build the confidence levels of the girls and also build their aspirations to better appreciate the value of education.

GIRLS INTERFACE MEETINGS WITH FEMALE ROLE MODELS

The interface meeting with female role models provided an avenue for members of the girl's clubs to interact with females who made significant advances in education and who are resident or natives of the communities. The interaction sessions discussed a host of issues related to girl's education among which includes adolescent reproductive health and sexual reproductive health, teenage pregnancy, early child marriage and Kayaye.

The sessions also provided an insightful conversations on the role models personal and educational life aimed at motivating and inspiring the girls to remain positive about schooling and also keep them in the right frame of mind to overcome all odds and stay in school until completion.

The role models bemoaned the low number of female teachers as a major obstacle impeding girls education in deprived communities as the girls lack the needed coaching and mentoring support services to stay in school. They however pledged to regularly engage the girl's clubs to over the needed support services for them to stay in school.

COMMUNITY DIALOGUE SESSIONS ON GENDER FRIENDLY SCHOOL ENVIRONMENT

Promoting and enhancing Gender friendly school environments is a significant step to achieving gender parity at the basic level of schooling. In the light of this, education stakeholders in all E4L Programme districts have started applying knowledge gained on the steps and measures to ensuring school environments are gender friendly. These education Stakeholders included SMC networks, PTA networks, traditional authorities, opinion leaders, community members and teachers in selected schools.

RELEVANT STRATEGIC CONSIDERATIONS & LESSONS IN THEMATIC AREA

Strategic Observation Lesson learnt Best practice identified	Recommendation resulting from observation, lessons and best practice identification (e.g., changing strategy, method, upscale or downscale activities?)
The TPD Model: <ul style="list-style-type: none"> Implementation of TPD Model in the five E4L operational Districts 	<ul style="list-style-type: none"> Feedback to learners: Generally, teachers gave supportive feedback to learners who gave wrong response in a way promoted active



<ul style="list-style-type: none"> • Lack of teaching/learning resources (TLRs) for implementation of the model by teachers in the classroom • DTSTs used as ToTs is not effective for teacher training • Teacher do not get professional feedback, mentoring and coaching from their TPD practices. 	<p>and mutual learning among learners.</p> <ul style="list-style-type: none"> • Use of skills: Most of the teachers made use of skills and strategies recommended in the TPD sessions. Teachers used appropriate and suitable level of engagement to involve and engage learning throughout their lessons. • Learners' participation: Three out of the five teachers introduced activities that equipped learners the skills to promote mutual, friendly and active self-learning. • Classroom setting/control: The atmosphere for teaching and learning ensured teacher-learner smooth communication and friendly relationship. • The district school teachers have been urged to find simple and low-cost ways to improvise and/or produce some TLRs to support their own teaching. • The education team will consider a training workshop for teachers to produce simple, low-cost and useful TLRs. • E4L will no long be training DTSTs to train teachers • CoE (College of Education) Resource persons should be engaged to monitor, assess, guide and mentor teachers.
<p>Supplemental classes:</p> <ul style="list-style-type: none"> • Lack of community sensitization affected the smooth and successful implementation of supplemental classes 	<ul style="list-style-type: none"> • Budget allocation should be made available for the district teams to conduct such exercise prior to implementation.



3.3 OUTCOME 3 – INCLUSIVE GROWTH AND EMPLOYMENT

Under this outcome area the E4L program demonstrated four (4) recommended appropriate climate change resilient strategies in Savelugu Municipal, Karaga, Saboba, Mion and Kumbungu Districts on beekeeping, cage fish farming, dry season vegetable production and production and sale of small ruminants after a vulnerability assessment in 2020. In 2021, 160 farmers from 20 farmer associations have diversified livelihoods through goat rearing in the five target districts. Forty-two (42) farmer Associations have identified and integrating the various components of the farmign systems approach in their respective farming systems. Additionally, forty-two (42) farmer associations prepared and used organic compost in their farms which increased their crop yield. Also, 100 Community Livestock Workers (CLW) are providing basic veterinary services to livestock owners in their communities and using income earned to expand their farms/businesses and take care of other socio-economic needs. Through the Farmer Field Schools conservation agriculture was demonstrated in addition to the conventional agriculcture, farmers in the five target districts shared knowledge in good agricultural practices with their colleagues as they explained to them how to do planting in rows, use of improved seeds, spacing and application of fertilizers. This is helping other farmers in the communities and districts to adopt the good agronomic practices. As regards entrepreneurship, 75% of 113 youth trained in 2020 established businesses. In terms of unlettered young women, 58% of 96 trained young women have established businesses.

OUTCOME INDICATOR 3.3.1: COMMUNITIES HAVE ADOPTED CLIMATE RESILIENT LIVELIHOOD STRATEGIES

In 2021, 10 farmer associations, two each in Savelugu, Kumbungu, Mion, Saboba and Karaga districts demonstrated four climate resilient livelihood strategies (*three of the districts – Mion, Saboba and Karaga are covered by the Climate Change Project funds*). These strategies included irrigation for dry season vegetable production, bee keeping, cage fish farming and production and sale of sheep. Irrigation for dry-season vegetable production using water pumps to draw water from perennial dams demonstrated in Bihinaayili in Savelugu, cage fish farming was demonstrated in Saboba and bee keeping in Karaga and Kumbungu. For instance, the livelihoods of 100 farmers including 65 women have improved through increased income from sale of vegetables in Bihinayili in Savelugu Municipal as a result for the irrigation for dry-season vegetable production. Colonised bees in Nwogu community began producing cones. As regards sheep production, 45 farmers in five farmer associations in the five target distirctcs have diversified their income sources by engaging in the production and sale of sheep to build resilience to the impact of climate change.

For example, the farmer association in Bihinaayili in the Savelugu Municipal diversified their livelihoods through cultivating vegetables in the dry season using water from the Libga dam to increase their household income. There are 30 members in the group with 20 being women. Each member has 10 beds (each bed is 5mx5m) giving a total of 300 beds for the group. The group had a challenge of regularly watering their vegetables



which often resulted in low yield since they had to do everything manually. They made an average revenue of GH¢ 500 per month per person. The intervention has eased the pain of the group, which is manifested in increased yield and household income. The table below give highlights of income generated from the sale of 'BRA' and 'AYOYO' by 22 farmers in the Bihinaayili farmer association within a one (1) month period.

Table 11: Income generated from the sale of BRA and AYOYO in Bihinaayili in Savelugu Municipal

Type of Vegetables	Quantity Produced (baskets)			Total Quantity produced	Quantity Consumed	Qty sold	Price per Basket	Total Amount
	1 st harvest	2 nd harvest	3 rd harvest					
BRA	138	154	380	672	30	642	30.00	19,260
AYOYO	126	148	400	674	22	652	25.00	16,300
Total	264	302	780	1346	52	1294		35,560

Source: Field monitoring records, 2021.

From the table, the average income per farmer is GH¢1,616 from the sale of both Bra and Ayoyo. Each farmer cultivated the 2 vegetables using 10 beds with an average cost of GH¢250.00 (seeds and fertilizers) per vegetable. The picture below show how the pump is used by the farmer association to irrigate their vegetables. The farmers reported to be making an average income of GH¢9000 during the dry season from the sale of vegetables.





Similarly, the dry season vegetable demonstration done in Karaga in 2020 has revitalised vegetable production among the Zerizeri farmer association. The number of women actively engaged in producing vegetables has increased from 5 to 40. Baseline data show that the women were carrying water on their head from the dam (about 110m away) to irrigate the vegetables and this gravely hindered their efforts in improving vegetable production and their livelihoods. Thus, only 5 women out of the 40 were engaged in the vegetable production due to the difficulty of carrying water from the dam to the farm. Now, vegetable productions have increased, livelihood diversified and household income increased. The picture below shows the Zerizeri farms.





The Sanguli Farmer Association in the Saboba District engaged in cage fish farming in the Sanguli River to generate additional household income since their crop productivity has been poor due to erratic rainfall and loss of soil fertility. A 3x3x2m cage was installed and stocked with 4000 juvenile tilapia fingerlings. During the process, the farmers demonstrated increased knowledge on the cage installation, installation of nets (inner, outer, harper, and cover), fingerling handling, stocking, and medication of tilapia fingerlings.

The tilapia have been harvested and the output was good except that there was some mortalities recorded. In total 60kgs of Tilapia was harvested. The tilapia were sold for GHS 30.00 per kg. Thus, a total of GHS1,800 was realised from the sale of the Tilapia. Juvenile was stocked instead of fingerlines and a lot died during the stocking stage. The picture below shows the harvesting of the fish in the sanguli community.





Honey is ready for harvesting in Nayili in the Saboba district as the colonized bees have produced enough honey in all three beehives established in 2020. Through Link-Ghana, the farmers identified ready buyers of the organic honey when harvested. Similarly, the Nwogu Farmer Association in the Kumbungu district also engaged in bee-keeping to improve their adaptability to climate change impacts. They demonstrated improved knowledge on the various stages/components of beekeeping and how to harvest quality and organic honey to attract better market price. The association further appreciated the modern method of keeping and harvesting bees to be less hazardous as compare to the traditional method. In Nwogu three beehives were installed, colonized and cones are produced by the bees in preparation for honey production. The picture below show the training of the farmer associations in beekeeping and the installation of the beehives.





Eighteen (18) farmers from two (2) farmer associations in Kpano and Pong-Tamale in the Savelugu Municipal have diversified their livelihoods through the production and sale of sheep in communal pens in the communities. The farmers are keeping the animals on semi-intensive system and are feeding the animals with crop residues from their farms. The farmers are applying the knowledge and skills gain from the farming systems approach to effectively manage the production of the sheep in the communities.

OUTCOME 3.3.2: FARMERS USE STRATEGIES AND TECHNOLOGIES TO IMPROVE AND DIVERSIFY THEIR LIVELIHOODS

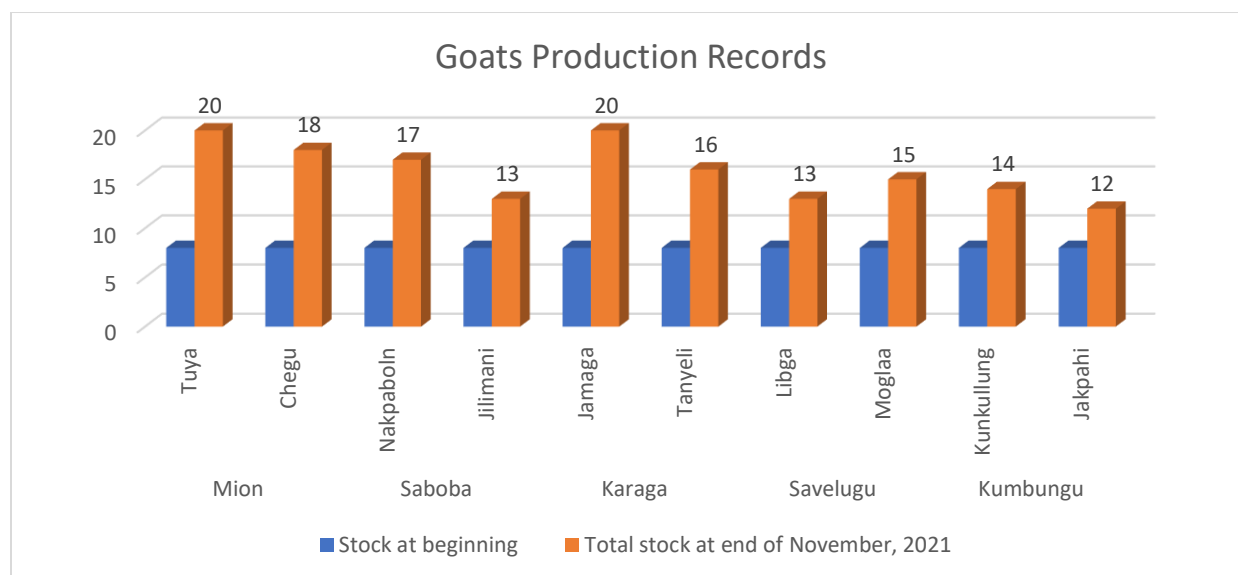
By December 2021 the diversified livelihood strategies (integrating crop production and goat rearing) of 160 selected farmers has been enhanced as the numbers of goats increased by 75. These farmers were provided with 160 goats in 2020. Thus, there an increase of 47% in the number of goats at the end of 2021. In 2021 more than half of the members of the farmer associations produced and applied organic compost in their farms. The community livestock workers approach is yielding the desired results as 100 Community Livestock Workers (CLW) continue to provide basic veterinary services to livestock owners in their communities. Ten (10) acres of farmland used for the 2021 Farmer Field School (FFS) demonstrations included five acres for Conservation Agriculture (CA) demonstration. In Karaga district the 2019 FFS beneficiaries supported Shebo community to rehabilitate their broken borehole.

Results of Integrating crop production and animal rearing for 2020



The farmer associations in 2020 preferred an integration of crop farming and animal rearing to reduce the risk of monoculture and to diversify their livelihoods. As a result, 80 farmers from 10 farmer associations started goat rearing in 10 communal pens in addition to their regular crop production to provide alternative income to their households. Monitoring visits in 2021 show that the farmers are using crop residues from their farms to feed the goats and the numbers of goats have increased to 158 from 80 (98%). The animal droppings are collected from the pens and applied to their farms to improve soil fertility for increased yields. The breed type is maintained and the billy goats are crossing other local nanny goats to produce hybrids for farmers in the communities. In Jilimani and Nakpaboln in the Saboba district, all the local billy goats in the communities are sold to allow the Sahelian billy goat to cross their animals to produce hybrids. The number of hybrids goats littered by local nannies in Tuya community in the Mion district stand at 27. The graph below presents the production records of the goats in 10 communities.

Figure 5: Goat production records



Source: Monitoring data, November, 2021.

From the available data (see Table 12), Jamaga community recorded the highest birth of 13, followed by Tanyeli and Tuya respectively with 12 births. Jilimani, Kunkullung and Japkaahi communities recorded the least birth of 6 respectively. Tuya and Jamaga communities respectively in Mion and Karaga districts recorded increased stock from 8 to 20 goats. Some of the animals died due to snake bite, road accident and diseases. Tanyeli community in the Karaga district recorded the highest death of 4 whilst, Tuya and Kunkullung respectively in Mion and Kumbungu districts recorded no death.

Results of Integrating crop production and animal rearing for 2021



In 2021, the program supported additional 80 farmers from 10 farmer associations to diversify their livelihoods through goat production. The goats are kept in communal pens to enhance their reproduction, facilitate learning and evidence gathering to promote adoption in the communities. One hundred and sixty (160) farmers at the end of 2021 integrated goat rearing into their regular rain fed crop production in 20 communities. The table below presents updates on the production of goats in 20 communities managed by the farmer associations. It can be inferred from the table below that, the number of goats have increased by 75 within one year. Stock at beginning is 160 and at the end of 2021 is 235. Ninety-one (91) births recorded within the period with 55 being females and 36 males. Thirty-two (32) of the goats are pregnant and will soon give birth to increase the total stock. Reports from the farmers show that their interest and willingness to invest in small ruminant production has increased through the farming system approach demonstration and its field days discussions. The increasing stock of goats in the pens according to them is one of the main motivations that arouse their interest in investing more into small ruminant production in the communities. The farming system approach is being replicated by the farmers in the communities. About 74 farmers have so far replicated the approach in 10 communities. In Jamaga community in the Karaga district, 3 farmers; Ibrahim Alhassan, Ziblim Abdulai and Adam Abdulai replicated the approach and have their household pens with 7, 6 and 5 goats respectively.

Table 12: Goat's production records/stock records

District	Communities	Stock at beginning		Births		Death/ Missing		Pregnant Nannies	Total stock at end of November
		Billy	Nanny	male	female	Billy	Nanny		
Mion	Tuya	1	7	4	8	0	0	2	20
	Chegu	1	7	5	6	0	1	4	18
	Mbatinga	1	7	0	0	0	0	0	8
	Gunsi	1	7	0	0	0	0	0	8
Saboba	Nakpabolin	1	7	4	6	0	1	5	17
	Jilimani	1	7	2	4	0	1	3	13
	Zamshegu	1	7	0	0	0	0	0	8
	Kpajooni	1	7	0	0	0	1	0	7
Karaga	Jamaga	1	7	6	7	0	1	4	20
	Tanyeli	1	7	5	7	2	2	3	16
	Shebo	1	7	0	0	0	1	0	7
	Sheillanyili	1	7	0	0	0	1	0	7
Savelugu	Libga	1	7	3	4	1	1	1	13
	Moglaa	1	7	3	5	0	1	4	15
	Pong Tamale	1	7	0	0	0	0	0	8
	Tibali	1	7	0	0	0	0	0	8
Kumbungu	Kunkullung	2	6	2	4	0	0	3	14
	Jakpahi	1	7	2	4	1	1	3	12
	Gingani	1	7	0	0	0	0	0	8



	Gupanarigu	1	7	0	0	0	0	0	8
Total		21	139	36	55	4	12	32	235

Source: Monitoring data, November, 2021.

During the period, 600 farmers had increased capacity and skills in feeds formulation using crop residues and convention feed ingredients. As a result, crop residues from the farms are preserved and used together with convention feed ingredients to formulate animal feeds to feed animals in the communities. Groundnut haulms, maize stovers, cassava peels are gathered from the farms, treated and preserved to feed the animals during the lean season where the animals do not get enough grass to feed. The farmers apply ammonia to chopped rice straws and maize stovers to preserve it and to enrich its nutrients. They also do controlled drying of legume crops residues to retain its nutrients for the animals. Furthermore, the farmers are ensiling fresh groundnut haulms and cassava peels to feed their animals during the lean season. The pictures below portray farmers chopping crop residues (groundnut haulms, maize stovers, etc.) for preservation to feed their animals.



The 100 Community Livestock Workers (CLW) continues to provide basic veterinary services to livestock owners in the five districts. The CLW in the five (5) districts reached out to 508 farmers and treated 3,986 animals. The activities of the CLWs have reduced the incidence of animal mortality and morbidity in the communities. The health conditions



of the animals have improved resulting in better market prices. The table below represents the services rendered by 100 CLWs in the 5 districts. The common services provided by the CLWs are deworming, followed by wound treatment and hoof cutting. The CLWs also provide services to the 160 farmers involved in the farming system approach with 235 animals as indicated above. More animals are treated in Karaga district (34.4%) and Mion district (33%) than in Kumbungu, Savelugu and Saboba districts. This suggests that Karaga and Mion have more potential and comparative advantage for small ruminant production than the remaining 3 districts. This has further affirmed by the goat production records above under the farming system approach where Jamaga community in Karaga district and Tuya community in Mion districts recorded the highest production of 20 animals each.

Table 13: Services rendered by CLWs

District	Total Animals treated	Deworming	Hoof cutting	Castration	Wound treatment	Tick Removal	Skin rashes
Karaga	1373	845	227	4	217	0	80
Kumbungu	647	298	109	9	135	96	0
Mion	1316	320	292	106	234	364	0
Saboba	275	190	0	0	85	0	0
Savelugu	375	136	42	4	58	135	0
Total	3,986	1,789	670	123	729	595	80

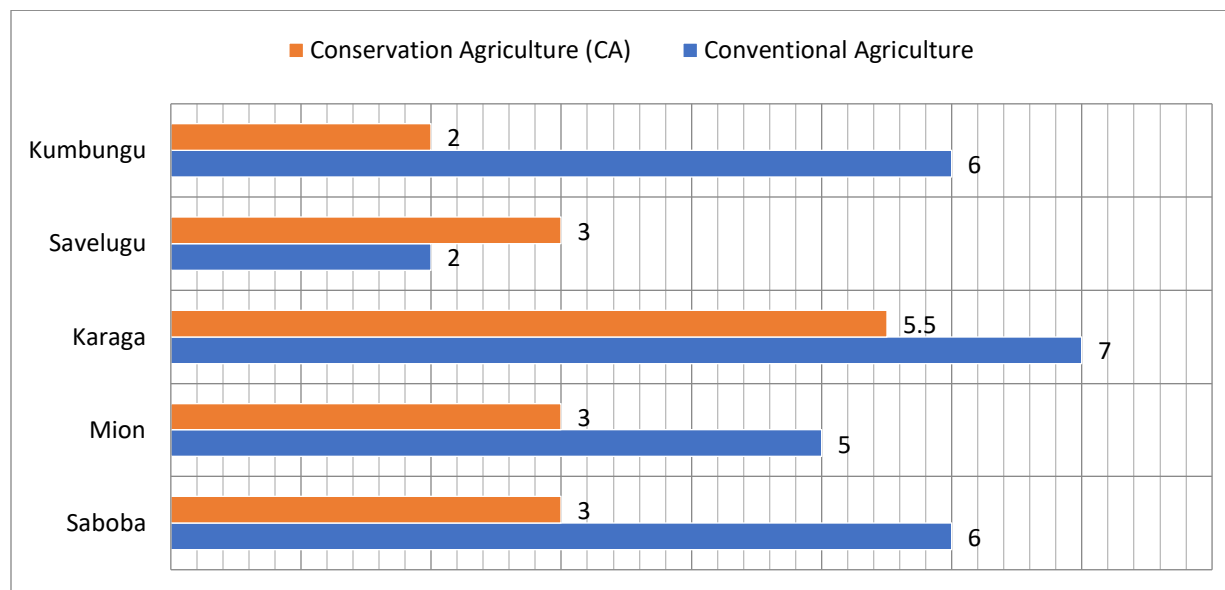
Source: Monitoring data, December, 2021.

Forty-two (42) farmer associations prepared and applied their own organic compost and hence recorded increase in crop yields. After receiving capacity building on organic compost preparation from E4L program, these farmers mobilised the necessary materials and prepared their own organic compost in their farms. This was discovered during the second phase of organic compost preparation- turning of the organic compost in the E4L districts. These farmers recorded increased crop yields after applying the organic compost in their farms. The farmers affirm that, though generally, crops yields are low due to drought, their farms fared better due to the organic compost applied as compare to those who applied only chemical fertilizer.

This year, Wang Dataa a short duration OPV (Open Pollinated Variety) maize variety was demonstrated in the five districts. Again, Conservation Agriculture (CA) - a climate smart technique was incorporated in the FFS alongside the conventional agriculture techniques and was demonstrated on an acre respectively. The FFS adopted two CA principles, which are minimum /zero tillage and crop rotation. Through the Farmer Field Schools, farmers in the five districts are sharing knowledge in good agricultural practices by explaining to their colleagues in the communities how to do planting in rows, use of improved seeds, spacing and application of fertilizer during farmer field days. The yield of the FFS is presented in the graph below. The 2019 beneficiaries (Bobgu veila farmers association) of the FFS in the Karaga district continue to adhere to the recommended farming protocols (GAP) and are reaping the benefits of increased yields. The farmer association through income generated from their farms has supported the Shebo community with an amount of GH¢ 400.00 to repair two (2) broken boreholes.



Figure 6: Yield from FFS



Source: Monitoring data, 2021

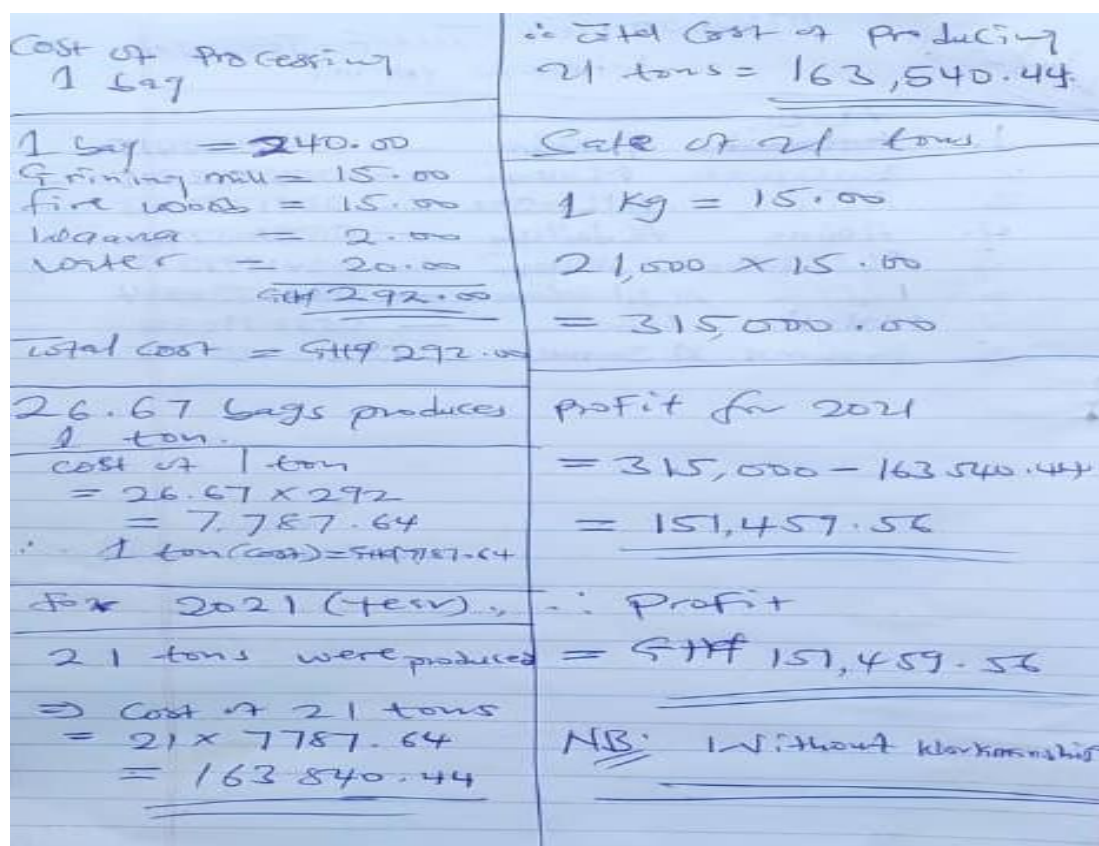
OUTCOME INDICATOR 3.3.3: FARMER GROUPS HAVE IMPROVED GROWTH OPPORTUNITIES TO MAKE THEIR BUSINESSES PROFITABLE AND COMPETITIVE

The business incubator program has improved the management and operations of 6 business cases, thus making them more profitable and competitive. Additional 5 business cases enrolled in the business incubator program and have developed competitive business plans. Farmer business groups are making conscious efforts to improve their business and are also collaborating with CSOs to improve their business operations.

The business incubator program of the E4L program has improved the management and operations of the 6 business cases that participated in the program (2019 -2021). The 6 business cases are demonstrating improved capacity in the management and operations of their businesses. The Tungteiya shea butter processing enterprise continues to offer unbeatable quality shea butter to its main client, body shop. They also supply shea butter to Savanna Food Company (SFC) and in talks to start supplying shea butter to SEKAF Ghana Limited. Similarly, Zegbansuma, suhudoo rice and Tisongtaaba rice all reported to have increased customers and hence they recorded increased sales and profit than before. Zegbansuma now have 10 new buyers from Zangbalun, Pishigu, and Kumbungu. Tisongtaaba also recorded 6 new buyers from Yendi(2), Wulensi (1) and their community members (3). Suhudoo rice also attracted 4 more customers during the reporting period. The businesses recorded increase profits due to the enhanced capacity from the incubator program. Zegbansuma vegetable farmers attest that, each member made profit between Gh¢ 2000 - Gh¢6000 from the dry season vegetable production (February – May, 2021). Tungteiya shea butter made an annual profit of GH¢ 151, 459.56 before tax in 2021. It was also revealed that, members who do not have shea nuts to process, buys shea butter from others outside the group at Gh¢ 7.00 per kilo and sell to their client body



shop at Gh¢ 13.00, thus, making a profit of Gh¢ 6.00 per kilo. The businesses have also improved on keeping records of their financial/business transactions. The Kinyandal soap making group, Zegbansuma farmers and suhudoo rice have hired people in the communities to keep records of their business transactions. Similarly, the Tungteiya shea butter enterprise has records for sales and purchases of shea butter and nuts. The picture shows the profit records of Tungteiya shea butter processing enterprise.



Figur 1 Profit records of Tungteiya Shea butter

In 2021, 15 businesses were identified, validated and profitability analysis carried out which led to enrollment of 5 businesses into the incubator program. These businesses have developed business plans, marketing plans and demonstrated increased capacity in branding and marketing, financial management and records keeping. The table below indicates the selected businesses.

Table 4; category businesses selected

Name of business	Business Category	District
Nasara	Rice processing and sales	Saboba
Suglo Mali Nyori	Shea nut processing and sales	Karaga
Koblikom	Commercial Maize and Rice farming	Kumbungu
Suglo Nbori buni	Rice processing and sales	Mion
Kpangmaga	Collection and sale of shea nuts	Savelugu



The businesses are attracting new customers and are recording increase sales and revenue. Kpangmaga business involved in the picking and sale of shea nuts took part in a trade fair organized in Tamale at the Aliu Mahama Sports Stadium and attracted new buyers due to high quality of their nuts. They have ready market for their nuts and also get good prices for it. The businesses groups are making effort to expand and improve their business operations. For example, the Ziang Rice Farmers Association has mobilized Gh¢ 3,600 to promote their business. They planned to continue to mobilize more funds to buy rice mill to support their business. Also, the Kobilkom Farmer Association has acquired a corn mill through collaboration with the World Food Programme (WFP) and is also saving to acquire a rice mill to further promote their business. Kobilkom farmer association is involve in commercial farming of maize and rice. Tisongtaaba received 11 manual rice harvesters from the Mion District Department of Agriculture to boost their rice business (production, processing and sale of rice).

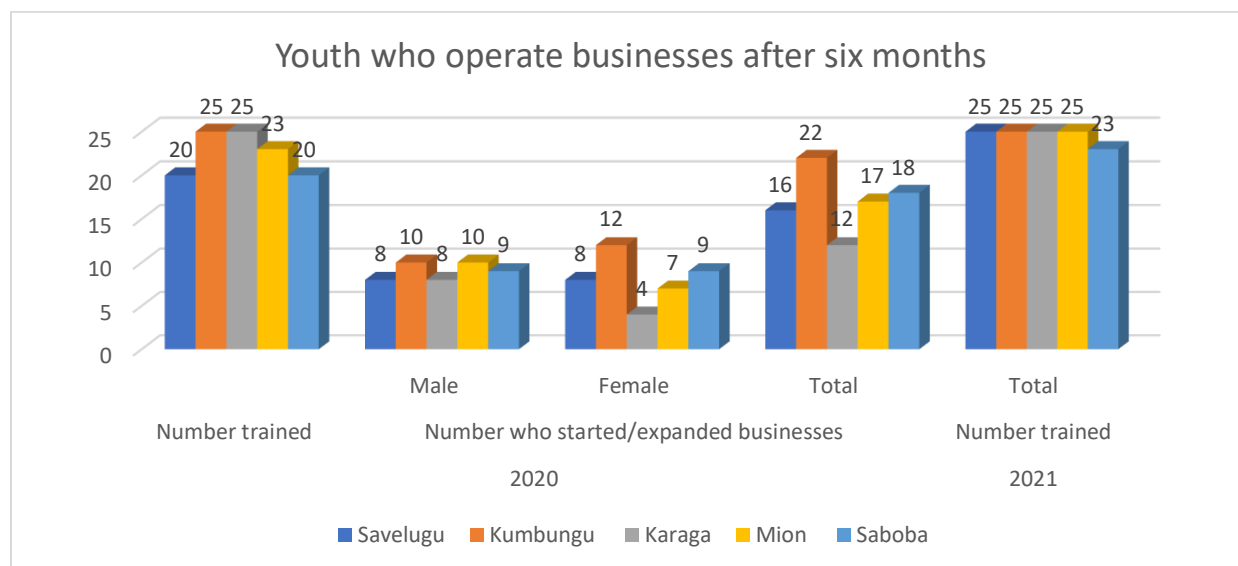
560 women gained new skills in business development and commodity value addition. They acquired skills in the production of liquid soap, parazo, perfumed detergent for mobbing, food processing such as tom brown, wean-mix, cerelac and rice. This has provided alternative livelihoods for the women and they are making extra income to support their households. The pictures below show the training on liquid soap production.



OUTCOME 3.3.4 WOMEN AND YOUTH START UP AND SUSTAIN THEIR OWN BUSINESSES

A total of 85 youth representing 75% of the 113 trained youth have established, expanded and operating their businesses after six months. These businesses established by the youth are observed to be simple and small responding to their community needs such as sale of electrical appliances, groceries, pasteries, transport services and mobile money transactions among others. Young people went through the entrepreneurship bootcamp methodology of 6 months of savings (VSLA) and cultivating the culture of savings and then had one week of camping on the entrepreneurship and supported with mentoring and coaching plus follow up trainings on branding and marketing. The youth both males and females were recruited into a regular entrepreneurship bootcamp and whereas only young females were specifically recruited into the Young Women in Literacy initiative to boost the enrolment of young women in entrepreneurship. So far, a total of 85 young people out of a total of 113 trained have established their businesses representing about 75% of the youth trained. Out of the 85 businesses established, 47% of it are owned by young women and 53% of it by young men.

Figure 7: Number of youth who established businesses



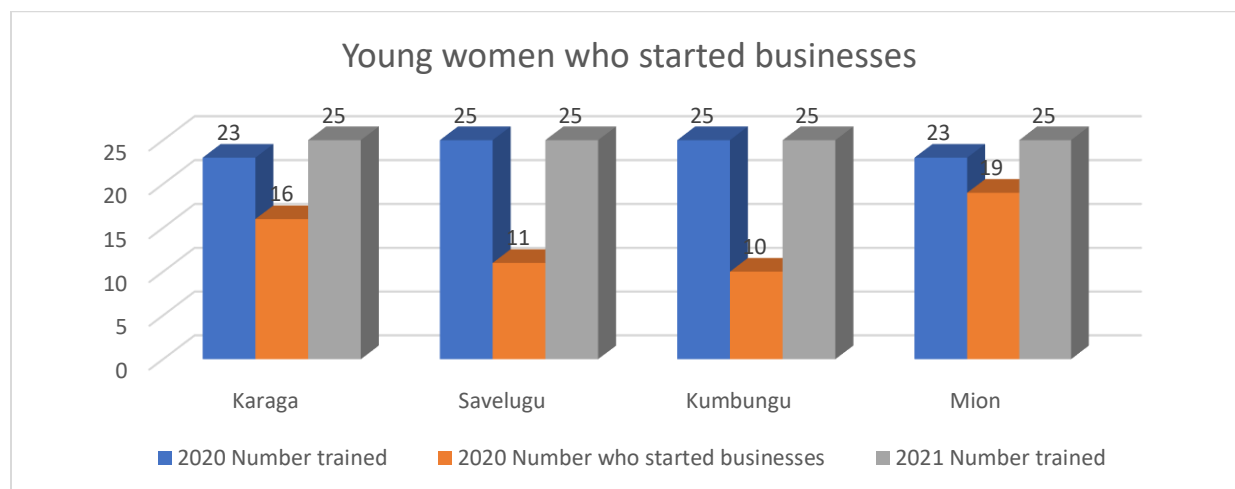
Source: Monitoring data, 2021.

As mentioned, young women participation in the entrepreneurship bootcamp has been supported deliberately through the Young Women in Literacy initiative designed to provide literacy and numeracy opportunities to unlettered young women. This approach has worked well as manifested in their interest in the entrepreneurship bootcamp after completing their literacy classes. So far a total of 56 of them representing 58% from the 2020 cohort have established their businesses out of a total of 96 trained. However, in



spite of their interest in the entrepreneurship bootcamp, monitoring has revealed that the level of literacy and numeracy acquired during the 6 months period is inadequate to enable them manage their business records and be able to participate effectively in the entrepreneurship bootcamp.

Figure 8: Number of young women who started businesses



Source: Monitoring data, 2021.

Having trained a number of the youth as entrepreneurs under the Empowerment for Life Program over the period, the absence of a support network outside of the entrepreneurs 'mastermind groups' to collectively address their interest and holistically creating an enabling environment for their growth was observed as a challenge. The Alliance of Youth Entrepreneurs (AYE) was therefore composed out of the existing entrepreneurs in the 5 districts of the E4L Program to begin to look at issues of access to credit to entrepreneurs, business advisory services and training opportunities by collaborating with the Ghana Enterprises Agency (GEA) formerly NBSSI. The AYE has picked form and was able to hold a number of engagements with key actors in their districts including the GEA.

RESULTS OF ADDITIONAL CLIMATE CHANGE GRANT











OUTCOME 3.5 FARMERS HAVE PLANNING SKILLS AND IMPROVED CLIMATE ADAPTABILITY

By the end of 2021, 18 community-owned adaptation action plans - CAAPs were developed and presented to MMDAs. CAAPs integrated in to Medium Term Development Plans of the District Assemblies (2022 – 2025). The program demonstrated six (6) recommended appropriate climate change resilient strategies in Karaga, Mion and Saboba Districts on beekeeping, dry season vegetable production, cage fish farming and production and sale of small ruminants under the additional climate fund. 16 farmers from 2 farmer associations diversified their livelihoods through sheep production. 75kg of



tilapia fish harvested in Sanguli community. Zerizeri farmers recorded 67% increase in revenue from the production and sale of vegetables.

During the year, eighteen (18) communities, 6 communities from Mion, Karaga and Saboba districts respectively mobilized and developed Community-owned Adaptation Action Plans (CAAPs) in collaboration with relevant local government representatives; DPU, DDA, and Community Development to promote linkages and accountability. The communities itemized various strategies and activities to improve their resilience to climate change impacts in the communities. The following gives an overview of the various strategies developed by the communities in collaboration with key stakeholders in the districts.

-  Dry season vegetable production
-  Production and sale of small ruminants
-  Tree planting, campaign against deforestation and bush fires
-  Beekeeping
-  Good Agricultural Practices and cash crop production
-  Training on new farming technologies
-  Small business skills development
-  Fish farming
-  Improved seeds and drought resilient varieties
-  Food crop processing; rice, shea nuts soyabean etc

Representatives of the respective communities in the three (3) districts; Karaga, Mion and Saboba presented their CAAPs to the District Assemblies for integration in to the 4 year (2022 – 2025) Medium Term Development Plans. Monitoring revealed that, some of the adaptation action plans such as; beekeeping, Demonstration of good agriculture farming, and tree planting has been incorporated into the MTDP of the districts.

The implementation of CAAPs in the communities were undertaken individually and some, collectively using community available resources; land for planting of trees, land for dry-season vegetables, dams for dry season vegetable farming and fish farming. On other actions such as tree seedlings, good agricultural practices, trainings, they collaborated with other relevant government departments. In Karaga district, over 1500 trees planted in shebo, Nyingali and Sheilanyili communities in collaboration with district forestry department. In the Mion district, the district assembly through funds from the Labour Intensive Public Works (LIPW) project comprising of Rehabilitation of small earth dams, rehabilitation of road and rehabilitation of degraded land, they trained farmers in Salankpang on bee keeping, poultry (guinea fowl) rearing, small ruminant production. Additionally, 5000 trees; acacia, mangoes and cashew planted in Sakoya community under the national project to combat desertification.

The E4L program in 2021 supported six (6) farmer associations, two respectively in Karaga, Mion and Saboba districts to demonstrate 3 climate resilient strategies to reduce climate impacts and promote adoption. The resilient strategies demonstrated include; beekeeping, dry season vegetable production and production and sale of small ruminant (sheep).

The demonstration of dry season vegetable production in Karaga has invigorated vegetable production among the Zerizeri farmer association. The number of women



actively engaged in producing vegetables increased from 5 to 40. Baseline data show that the women were carrying water on their head from the dam (about 110m away) to irrigate the vegetables and this sternly stalled their efforts in improving vegetable production, hence their livelihoods. Thus, only 5 women out of the 40 were engaged in the vegetable production due to the difficulty of carrying water from the dam to the farm. Now, vegetable productions have increased, livelihood diversified and household income increased. The pictures below give insights to the before and after the demonstration.

Figure 9 after intervention



Figure 10 before the intervention



Members of the zerizeri farmer association in an interaction session assert that before the support from the program, they were barely averaging revenue of GH¢150 per month per person. The intervention has eased their pain, boosted their efforts which cascaded in to increased yield and household income. Each member now average GH¢250 revenue per month, representing about 67% increment in revenue.

The Sanguli Farmer Association in the Saboba District engaged in cage fish farming in the Sanguli River to generate additional household income since their crop productivity has been poor due to erratic rainfall and loss of soil fertility. A 3x3x2m cage was installed and stocked with 4000 juvenile tilapia fingerlings. During the process, the farmers demonstrated increased knowledge on the cage installation, installation of nets (inner, outer, harper, and cover), fingerling handling, stocking, and medication of tilapia fingerlings. The association harvested 75kg matured tilapia fish after 7 months of



production. An amount of GH¢ 1,800 was realized from 60kg, sold at GH¢30 per kg. The remaining 15kg of tilapia was shared to improve household nutrition of the members. The association is linked to the fish value chain actors; breeders of fingerlings, feed distributors, and traders to ensure continuity of the intervention. The pictures below depict the harvesting of the tilapia fish.

Sixteen (16) farmers from two (2) farmer associations in Nyong and Guma community respectively in Karaga and Mion districts were supported to diversify their livelihoods through the production and sale of sheep in communal pens. The farmers are keeping the animals on semi-intensive system and are feeding the animals with crop residues from their farms. The farmers are also applying the knowledge and the skills gain from the farming system approach to effectively manage the production of the sheep in the communities. The picture below shows the beneficiaries in Nyong community in the Karaga district.

Figure 11: beneficiary farmers







OUTCOME 3.6 DISTRICT INSTITUTIONS HAVE IMPROVED CLIMATE ADAPTABILITY PLANNING (FROM CLIMATE GRANT)

In 2021, thirty (30) MMDAs staffs demonstrated increased knowledge on climate adaptation strategies. Three (3) Climate change multi-stakeholder platforms established






are facilitating climate change adaptation and mitigation in the districts. Climate change multi-stakeholder platforms developed and implement action plans on four key identified areas. Over 20,000 trees planted by the Youth environmental brigades and climate change multi-stakeholder platform.

During the year, thirty (3) MMDAs staff comprising of development planners, budget officers, agricultural directors, and district community development officers demonstrated increased knowledge on climate change adaptation during a two (2) day training organized by the E4L program. They appreciated and demonstrated improved knowledge on;

-  The importance of adaptation in preparing for and coping with climate change
-  The key elements of a vulnerability assessment
-  Linkages between adaptation and development planning
-  Adaptation options

Key issues that emanated from plenary discussions and conclusion remarks from participants were that;

-  Adaptation actions need to be designed to suit the circumstances and needs of different sectors
-  There is a strong link between adaptation and development.
-  Integrating adaptation and development planning can bring additional benefits beyond reduced vulnerability to climate change.

The increased in knowledge in climate change adaptation by the MMDAs staffs enable them facilitate the integration of the Community Adaptation Action Plans (CAAPs) in to the four (4) year Medium Term Development Plan.

As part of the process of strengthening institutions to champion climate change adaptation and mitigation in the districts, three climate change multi-stakeholder platform was established and launched in Karaga, Mion and Saboba districts. Members of the platform include, District Development Planning Unit (DDPU), District Department of Agriculture (DDA), Community Development Unit, Forestry Department, Environmental Health and Sanitation Unit, Community Journalist, and other CSOs. The platforms identified four (4) key issues including improve access to climate information, deforestation, bush burning and good agricultural practices (Conservation Agriculture) to tackle to increase adaptive capacity and productivity. The platform meets monthly to discuss issues on climate change broadly on the identified issues. They developed and implemented their action plans. The table gives highlights of the platform's action plan in Karaga district.

Table 14: Karaga Climate Change platform action plan

Activity	When	where	Responsibility	Remarks
Create a WhatsApp platform for the group	May 2021	Platform	Group secretary	Created
Sensitize the public on climate change and its effects	June-sept 2021	Jata radio, shebo, Nyangbalo, Nangun Nayili.	CJs, Friends of the earth,	Radio programme held and

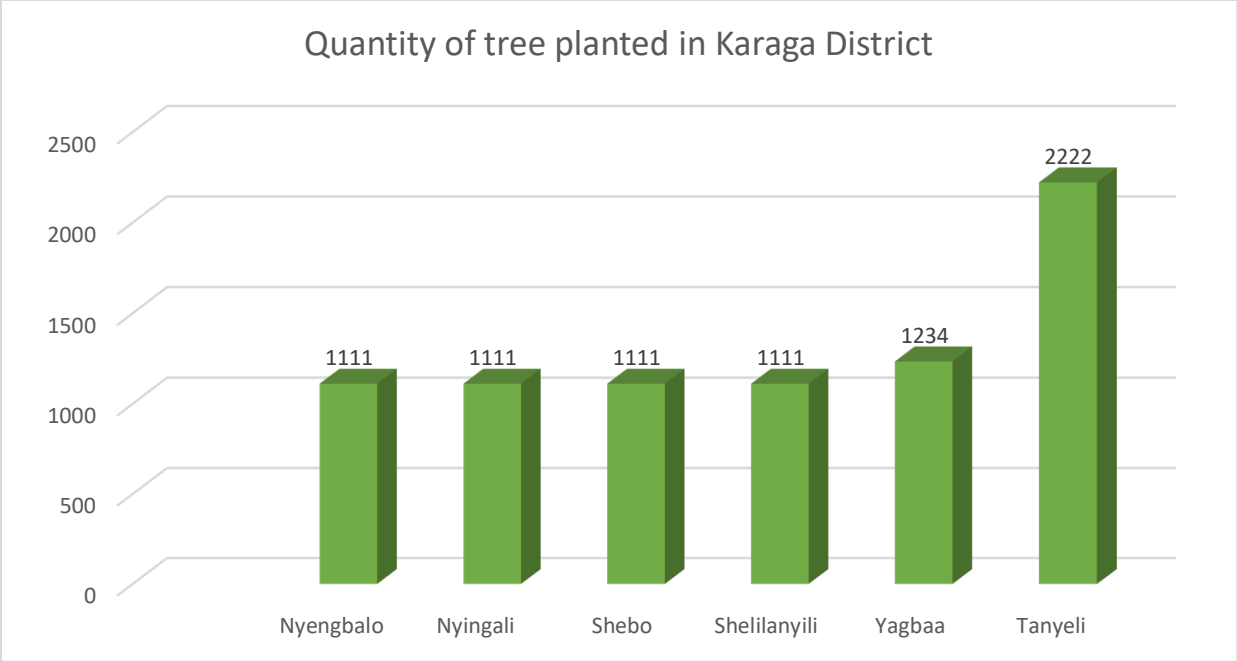


		Karaga, Sheillanyili	Stakeholder members	communities visited
Engage with traditional leaders on tree planting.	June 2021	Karaga, Nyangbalo, Shebo and Nyingali	Chairman, secretary, forestry commission.	Traditional leaders contacted and permission given.
Update the platform members on daily weather forecast	Daily	On the stakeholder's platform	Agric department rep.	Daily updates provided on platform.
Provide tree seedling for planting	June- July 2021.	Nyingali, Nyangbalo, Karaga	Forestry commission	Over 1,500 trees planted in Nyingali, Nyangbalo and shebo communities

The platform used radio, social media, community sensitization and Friday prayers to educate the general public/community members on climate change and environmental management. At shelilanyili community, the chief imam used the Friday congregational prayer to educate the public on the need to protect the environment and natural resources in a sermon. With support of the chief of the community, a clean-up exercise was organized to rid the community of plastic and other waste. Similarly, the chief of Shebo community passed a bye-law making it unlawful to cut or burn down trees when preparing land for farming. He also summoned Fulani herdsmen in the community and cautioned them against destruction of farms by their animals. In the Mion district, the Mion lana congregated all sub-chiefs under his chieftaincy and informed them of some of the bye laws enacted by the District Environmental Management Committee (see context issues in main report). He cautions them that any community member that cut down a shea tree will pay an amount of GH¢1,200 Ghana cedis. The district Environmental Health Sanitation (EHS) officers are receiving trainings to enforce the environmental bylaws from the Regional Coordinating Council (RCC).

The Karaga Youth Center, in a radio program educated the general public on environmental conservation. The Karaga District Department of Agriculture, on the other hand tasked AEAs to send information to farmers about the availability of tree seedlings for free distribution to interested persons. The Karaga District Assembly is working on activating its bylaws on charcoal burning whilst the forestry commission supplied 1,950 tree seedlings to institutions and departments in Karaga and supported the platform in planting over 1,500 trees in 3 communities. The climate change multi-stakeholder platform planted 7,900 tick trees in 6 communities in the Karaga district. The communities included; Nyengbolo, Nyingali, Shebo, Sheilanyili, Yagbaa and Tanyeli. The graph below highlights the communities and the quantity of trees planted in each community.





The picture below depicts the planting of trees in Nyingali community in the Karaga district.



Relevant Strategic Observations, Challenges and Lessons Learnt for the Inclusive Growth and Employment Strategic Area

Presented in Table 8 are relevant strategic observations for Inclusive and growth and employment in 2020. Included in the table also are challenges and the lessons learnt in inclusive growth and employment.



Table 15: Inclusive Growth and Employment relevant strategic considerations, challenges and Lessons Learnt

Strategic observations	Recommendation resulting from observation
<p>The strategies for Inclusive Growth and Employment remained relevant in contributing to the achievement of the thematic outcomes. Through the Farmer Field Day events in the Farmer demonstrations (FFS, Climate resilient and farming systems) farmers learn good agricultural practices and also transfer the learning to other farmers in the communities.</p>	<p>The District Teams should continue to facilitate the farmers to identify key agricultural priority problems for demonstration. The farmers should also be linked to seed growers in the various districts. The DTs should also encourage farmers to demand the inputs (improve seeds, fertilizers etc) in the PFJ program as this will increase their productivity.</p>
<p>The improved capacities of CLWs in the districts coupled with provision of basic equipment have created employment for the youth and reduce animal mortality and morbidity in the communities.</p>	<p>The district teams should regularly monitor the CLWs and document their activities.</p>
<p>Organizing community durbars to present and communicate the FFS processes will facilitate the adoption of good agricultural practices employed in the FFS in the communities and beyond.</p>	<p>The District teams should identify and include all relevant stakeholders in the durbar to promote the replication of the good agricultural practices.</p>
<i>Lessons/best practice identified</i>	Recommendation resulting from lessons and best practice identification
<p>There are many agri-business groups with potential business cases in the agricultural commodity value chain that can be supported to become commercially competitive.</p>	<p>The DT should take keen interest in identifying these groups for enrolment in to the business development incubator program.</p>



4. E4L PARTNERS ORGANISATIONAL DEVELOPMENT, COLLABORATIONS AND CONNECTEDNESS

4.1 PARTNER CAPACITY BUILDING AND ORGANISATIONAL DEVELOPMENT

Ghana Developing Communities Association (GDCA)

Programmatic and organisational strategies, policies and procedures developed or updated. Have they been put into use, what change has that brought, and any learning from the processes?

GDCA developed a new strategic plan during the period. The process of consultations and validation resulted in a revised vision statement and a new mission statement. The new vision statement is “An enlightened and happy society” while the new mission statements is “Build resilient communities and partnerships to influence inclusive development”.

The GDCA procurement policy and procedures had been part of the Financial Guidelines and Administrative Manual. A separate policy document was developed and approved by the GDCA Steering Committee during the period under review. The policy was used as one of the documents required to establish partnerships and project cooperation agreements. In particular, the document was used in the project cooperation agreement with Grameen Foundation of the US. After applying the policy for some time, some suggestions and insights have emerged, which will constitute inputs for a review of the policy.

Major changes in governance bodies and organisational structures.

The School for Life Technical Committee was restructured with the appointment of three new members, as well as the appointment of a new Chairman to replace the late Mr. H. S. Haruna. There were no other major changes in the governance bodies and organizational structure of GDCA. The GDCA Steering Committee was returned wholesale at the last Annual General Meeting held in November 2021. The AGM was held with minimal participants because of the COVID-19 pandemic but comprising key stakeholders of the organization.

Capacity building of partner organisations/staff and observed changes resulting from strengthened capacity.

Various forms of staff capacity strengthening took place among staff and governance bodies. At the beginning of the year staff and some selected Board members undertook training in succession planning. Participants discussed the meaning and importance of succession planning to an organization’s continuous existence and performance and how to develop and nurture committed leaders in the organization.

Staff and Board members also underwent training in resource mobilization to identify the various types of resources that could be available to the organization. A key outcome of



the training was the brainstorming on establishing an endowment fund as well as undertaking social enterprises.

Partner organisations relationship/interaction with their constituency to involve them and solicit feedback.

The Annual General Meeting (AGM), the Denmark Seminar and the CBO festival were used as platforms to engage constituents and other stakeholders at various levels. The AGM brought together more than 200 members of CBOs, women groups, youth groups and traditional authorities to be informed of GDCA's performance during the year and take feedback from the stakeholders on the performance and suggestions for better performance. The election of members of the Steering Committee was hotly debated with regards to the new companies' law. In the end the AGM decided to return the Steering Committee for the next two years to ensure that proper understanding will take place.

The Denmark Seminar and CBO festival took point of departure from Ghana Government's response to Micro, Small, and Medium Enterprises (MSMEs) with regards to allocation and disbursement of relief packages to enterprises and business owners to mitigate the effect of COVID-19. Experts and government officials responsible for the government's support enlightened participants on the various types of support to businesses and how people could access them.

YEFL-Ghana

The new Youth Strategy and the theory of change diagram has been handy in sharing with and making presentations to partners. The strategy further significantly directs our focus and communication for results reflecting in our annual reporting where we now report according to strategic intervention areas. The marketing and communication strategies has also helped us put together a communication team which has with full force printed strategic communication materials such as complementary cards, pullups and organization statements. As a result of implementing this strategy, the organization is more visible now than before.

Within the quarter, YEFL – Ghana held its first Annual General Meeting (AGM) since its new name in 2019 and rebranding exercise. At the event, members were apprised on the progress of the new organization, its challenges and growth. Individuals and organizations who have contributed to the growth of the organization in diverse ways were cited and awarded. In all, 13 individuals and organizations including GDCA and Youth Project Committee of GV received citations. Immediate outcomes of the AGM include the presentation of the annual narrative and financial report and the auditor's report which were approved.

As part of processes to support YEFL's emergency response plans and to augment the output of staff amidst the virus, the E4L Program, supported YEFL – Ghana with a device for meetings and also to purchase a desk top version of Office 365. This has improved the efficiency of meetings, desk work and reporting.

Through the orientation on the new Youth Centre strategy and the AGM, YEFL – Ghana was able to engage more with its constituents and provide an overview of what the organization is doing and to solicit for ideas on new ways of engaging them. The director



also embarked on monitoring visits to the various YCs within and outside of the E4L Program districts to solicit feedback and provide support to those YCs.

School for Life

SfL has developed an adaptive management and learning strategy as part of our application process for EOL fund. This was done through a 3- day training with GDCA, YEF, and TC members participating. We have also developed an organisational Advocacy strategy through training with external experts. Over the year there has not been a major change in the governance bodies and the organisational structure, except the TA for Education was replaced in April after the resignation of the previous TA.

Capacities of TC member and staff were built in the area of Cooperate Governance. Beyond that both staff and TC members have demonstrated their knowledge and skills to an in-depth understanding of good corporate governance practice by identifying some policy documents for review. Already TC and staff have taken steps enhance the process of organizational development and general organisational management has improved.


As part of SfL work with the GES, we have engaged various stakeholders to discuss and review projects seeking their inputs into project designs and strategies for ownership and sustainability at the local level. We have held at least 4 community engagements on our projects as well as our quarterly Educational Dialogue series with partners.

CLIP

Thirty (30) E4L staffs comprising of Technical Advisors, Technical Officers and District teams had improved capacity on Conservation Agriculture. Thirty E4L staff also demonstrated improved capacity in climate change adaptation strategies. Thirty (30) CLIP branded materials printed to market and promote the organization.

E4L staffs consisting of technical advisors, technical officers and the district team improved their capacity on conservation agriculture as part of the process of facilitating farmer association on climate adaptation strategies. The staff demonstrated improved capacity on the 3 main principles of the Conservation Agriculture (CA) and thus, incorporated CA in the 2021 Farmer Field School (*see detail on 3.3.2 above*). Furthermore, the staff had improved capacities on climate change adaptation tools and strategies that will enable them to effectively facilitate the farmer association in the E4L district to improve their resilience to climate change impacts. Staffs were exposed to different adaptation strategies and tools that can be used to support the farmer associations.

The program during the year undertook a learning visit to SNV to learn from the climate adaptation measures/strategies they are implementing under the 2SCALE project. The key adaptation measures that are promoted include the following;

-  Access to weather information: delivered to farmers daily to help them plan their farming activities. This helps reduce wastage of inputs, and helps them prepare for potential climate disasters



- 🌍 Introduction of climate-resilient seed varieties: varieties that are drought tolerant and early maturing enables farmers plant and harvest even if the rains come late. They are also able to reduce losses resulting from drought
- 🌍 Insurance: to protect farmers against yield losses resulting from drought, floods, pests and diseases etc. Farmers get pay outs (compensation) when their farms experience any such disasters (based on what they insured against)
- 🌍 Conservation agriculture: improves soil fertility which facilitates carbon sequestration to reduce the impact of climate change
- 🌍 Improved fertilizer application practices: this ensures fertilizers are not wasted and also reduces the emission of greenhouse gases into the atmosphere. This also increases farmers' yields.

4.2 PARTNER FUNDRAISING ACTIVITIES AND COLLABORATIONS WITH OTHER DONORS

GDCA

Partner Collaborations			
Partner and project title	Project objective	Project duration	Project grant (indicate whether annual or in total)
Tzedek, UK; E4L Replication	Building the capacity of community based organisations across the District to enable them to function better through improved governance, improve their technical knowledge and better hold decision makers and duty bearers to account	April 2019 – September 2023	USD 242,000 in total
Acting for Life/ PAMOBARMA Project	To protect the mobility of herds and their access to pastoral resources and markets.	Aug. 2018 – Sep 2022	USD 922,000 in total (EUR 807,375.05)
RAAF/ECOWAS; PACBAO	Intensification of the production of quality slaughter animals in the Northern and Upper East Regions of Ghana	April 2021 – March 2023	USD 199,881 in total
CARE International/ GSAM project	To improve accountability at the local government level by strengthening both the Government and citizen's	Oct 2015 – Mar 2022	USD 80,000 in total



	oversight of capital development projects in 100 districts.		
ASPEm/ADDICE/EU/SHARE project	Sustainable development through humanitarian aid volunteers	Dec 2020 – Dec 2022	USD 25,000 in total
Grameen Foundation/ WE GAIN project	To increase the sustainable access of women entrepreneurs in northern Ghana to a range of financial, health, GBV and other critical services they need to achieve personal and business growth and resilience.	Jun 2021 – Mar 2023	USD 32,802 in total
STAR Ghana Foundation/FCDO/ BISA project	To assess the impact of government COVID-19 relief support to MSMEs and how effective government’s support has been from the perspective of the beneficiaries.	Sep 2021 – Mar 2022	GHS 130,000 in total
Applications in the pipeline			
Partner and project title	Status (awaiting response/unsuccessful)	Project duration	Grant applied for
AFL/FCDO UK/ SAPSOC project	successful	Jan – Feb 2022 (3mths)	EUR 92,000
CISU Civic space initiative	successful	Jan – Dec 2022	GHS 230,000

YEFL-Ghana

Within the year, amidst the COVID–19 pandemic and as a response to it and future emergencies, YEFL – Ghana developed an emergency response plan to holistically address or respond to future emergencies by being proactive and preventative. We also started its implementation with the support of the Empowerment for Life Program. The E4L program supported the capacity building of eight YEFL - GHANA staff on firefighting, and embossment of 15 YEFL - GHANA assets including ICT equipment’s. As part of the emergency response plan implementation, we also worked on external lighting system and connection to a standby generator with school for life. This has boosted the security of the physical structure and also to ensure the continuity of official work when we experience long hours of power cuts from the national grid. Security and safety are a key priority area in the YEFL-GHANA emergency response plan.



Under the scope of the emergency response plan, and capacity support plans from e4L program, we procured a two-year Microsoft office suite license and Bitdefender antivirus to ensure we are safe in our virtual engagement which became the new normal.

The YEFL – Ghana brand was promoted within the year with support from the E4L Program that boosted YEFL-Ghana’s presence in the market and on social media in particular where it reached more than 3,000 fans. As part of efforts to project the brand of YEFL-GHANA under the new logo, the team also updated financial principles, organisational mission & vision posters. So far 5 posters each for financial and organisation mission statements have been produced, 6 complementary cards produced for staff and 5 for board members.

Table 16: YEFL-Ghana fundraising activities and collaborations

Partner Collaborations			
Partner and project title	Project objective	Project duration	Project grant (indicate whether annual or in total)
Youth Led Initiative for Employment (LIFE) 2.0 Catholic Relief Service	To facilitate an enabling environment, technical know-how, and professional development skills to vulnerable youth in the northern region.	2020 - 2021	GHCS61,553.50
Equality in Action Volunteer Cooperation Program (VCP) in Ghana	To scale the Power of Youth Movement in Policy Influencing Campaign to three (3) regional youth networks in Ghana and strengthen the capacities of women and women caucus of persons with Disabilities in northern Ghana to effectively participate and take up leadership roles and local level decision making structures	2020 - 2022	GHS137,606.10
Education for Active Citizenship (EfAC) Programme	An empowered civil society, especially women and youth, actively advocating for progressive taxation and pro-poor spending in dialogue with government and private sector, aimed at increasing investment in public quality education, job creation, health and social protection thereby reducing poverty and inequality in Ghana	2018 - 2021	GHS84,171
Youth, Education for Active	To increase equity, gender equality, education rights and employment opportunities whilst promoting youth	2018 - 2021	GHS98,834



Citizenship and Gender Equality (YEG) Programme	participation and inclusion in informal and non-formal quality education and training, with a focus on young women.		
Ghana Girls Goals With DUNK	To empower youth and at-risk girls living in deprived communities of Accra and Tamale to protect their rights and access to sports.	2020 - 2021	GHS6,000
HerStart Youth Challenge International (YCI)– Global Affairs Canada (GAC)	To develop social enterprises of young women that meets locally identified needs for entrepreneurship, social innovation, and gender equality	2020 - 2027	GHS38,285.98
Youth Parliaments With IMEV	To promote youth participation in democratic governance through the youth parliament	2020 - 2022	GHS60,000
Tzedek			GHS24,953.51
Nurses Exchange Program			GHS6,545.52
Applications in the pipeline			
Partner and project title	Status (awaiting response/unsuccessful)	Project duration	Grant applied for

School for Life

During the reporting period SfL has pursued a number fundraising initiative. In collaboration with UK based partner, Teach to Teach International we secured funding agreement with the Foreign Commonwealth Development Office (FCDO) to extend the Community Volunteer Teacher Programme (CVTP) but this was later cancelled due to funding cuts from the British Government.

We have also been able to secure a funding agreement with the Commonwealth of Learning (CoL) to implement a project called the ‘Parental Learning for Uninterrupted Schooling’ (PLUS) over a period of 3 years targeting 40 communities in two districts (Nanton and Kumbungu) Districts.

We secured a Year ZERO funding through our bid in the Education Out Loud (EOL) call for organisational capacity building and preparation for the development of the full proposal with partners.



The proposal on the EOL with YEFL and GDCA has been submitted and awaiting feedback that was supposed to be in November, and we are still positive about securing the funding.

Together with Bridges Fund Management and Rissing, an EdTech organisation, we have worked on a project design and developed a proposal for lot 6 in the Oti region that we are selected for. Our initial engagement with Mind Spark of India to partner on the EOF project was not successful. We are now partnering Rissing for our lot 6 and working on another opportunity to partner them for the lot 3 of EOF in the northern region.

We have also embarked on a number of stakeholder engagement meetings to explore opportunities of collaborations. We have with a number of like-minded CSOs in Tamale, Accra and other regions. We have so far had networking and consultation meetings with Oxfam in Tamale and in Accra, GNEC, STAR Ghana, SEND Foundation, World Education, Education Watch, RAINS, ProNet North, Link Communities Development and Afrikids.

We have also explored opportunities with Impact (Ed) USA for funding calls over the period.

Partner Collaborations			
Partner and project title	Project objective	Project duration	Project grant (indicate whether annual or in total)
Luminous Fund & CBE/Second Chance	To improve access of education to 700 OOSC through CBE	1 year Pilot (to be renewed yearly for the next five years)	\$156,282.00
COL & PLUS	Improving the Performance of Children from Marginalised Communities through Parental Involvement	1 year pilot (scalable for 2 years)	CAD\$38,525.00
Applications in the pipeline			
Partner and project title	Status (awaiting response/unsuccessful)	Project duration	Grant applied for
Bridges/Rising ALP/MSIP	Application process	4 year	\$3,698,898.00
CLEAR	Awaiting	2.5 years (January 2022-June 2024)	\$1,109,586.00

4.3 PARTNER PARTICIPATION IN NETWORKS AND ALLIANCES



GDCA

Partner's participation in networks, alliances and strategic partnerships, incl. partner's role in these if relevant, how does the network etc. promote partner's capacity, clout or issues, and what changes have been achieved through the network, alliances and strategic partnerships.

GDCA engaged in various types of collaboration to join forces with other partners for desired outcomes. Key among them is the Baobab market initiative being convened by GDCA. The platform brought together about 18 CSOs to discuss among themselves issues pertaining to developments in areas of operation. Through the platform GDCA led the planning for participation of CSOs in the Northern Ghana Development Summit, that is convened annually. The platform identified critical issues in education and health services delivery in Northern Ghana and presented the issues to the planning committee of the summit to be included in the agenda for discussion.

For the Northern Ghana Development Summit itself, GDCA was selected as a member of the planning committee and gave critical inputs to the framing and content development of the summit. GDCA was assigned the role to coordinate other civil society organizations' contribution and participation in the summit. The summit planning committee recognized the contribution of GDCA and included the GDCA logo in the banners and other communication materials of the summit, thereby giving visibility to GDCA in that regard. GDCA was acknowledged by the Northern Development Authority for its contribution to the successful organization of the summit.

Picture: Northern Ghana Development Authority recognizes GDCA.





Through the Baobab platform GDCA was invited by STAR Ghana Foundation to prepare a proposal to be part of the Partnership Beyond Aid project, which was being funded by the Foreign, Commonwealth and Development Office of UK. Consequently, the Baobab Initiative on Social Accountability on Government’s COVID-19 support to businesses (BISA) was developed and accepted by SGF and GDCA together with some partners of Baobab are implementing the project.

During the year, GDCA was invited by other partners to participate and contribute to discussions and development processes. The Institute of Local Government Studies (ILGS) organized a national consultation on local governance in Tamale. The event discussed very pertinent issues including the creation of districts and constituencies, local revenue mobilization and the disbursement of the District Assemblies Common Fund. The event resulted in the creation of the Local Governance Practitioners Forum (LGPF). Through this forum GDCA is learning of issues and developments in local governance in Ghana, and also contributing by sharing the organization’s experience in the area.

In a similar vein, CDD-Ghana identified GDCA as one of the CSOs working in local governance and invited GDCA to participate in consultations of a study done on local government reforms in Ghana. An attempt was made by Government in 2019 to hold a referendum on the introduction of partisan politics in local elections and, subsequently, the election of MMDCEs on partisan basis. The initiative was aborted by the President at the eleventh hour due to what was described as “lack of consensus.” The CDD-Ghana



study indicated that more than 70% of Ghanaians wanted MMDCEs to be elected, but not on partisan basis. The consultations were therefore meant to set the stage for the resumption of discourse on the election of MMDCEs and subsequently build consensus on the form of the elections. CDD-Ghana proposed the establishment of the Coalition of Civil Society Organizations on Local Governance Reforms to share the results of the study and to take up the engagements with relevant stakeholders in that regard.

STAR Ghana Foundation initiated the working group together with civil society organizations to protect the civic space in Ghana. The foundation developed a concept note and invited key CSOs including GDCA for consultations on the initiative. GDCA saw this as an opportunity to contribute to the protection of the civic space in Ghana. In fact, the relationship with SGF in this regard resulted in the successful application on the CISU initiative for the protection of civic space involving GV, GDCA and SGF.

During the year, TAMA Foundation, a think tank based in northern Ghana, organized a national dialogue on conservation of natural resources and particularly, the effect of mining in northern Ghana. The consultations came to reveal that northern Ghana had become a place for serious mining activities, with Government granting mining concessions to several companies. The forum discussed the impacts of mining on livelihoods, education and health on the citizens in the mining communities and how proactive measures should be taken to avert the negative impacts. GDCA considers that this could be an area to turn attention to in the near future.

The platform for CSOs in Social Protection convened to renew the platform, which had been dormant for some time. The key issue discussed among the CSOs was the need to push for the legislation on social protection in Ghana. GDCA had been part of the development of the Ghana Social Protection Policy back in 2015. CSOs are now pushing for the next step in preparation of a social protection law. A bill had been drafted, but had not seen further development towards its passage into law. CSOs discussed the strategies to draw attention of government to the issue and to court the attention of Parliament and other interested parties.

The Ministry of Transportation had commissioned a study on the feasibility of the development of transportation on the Volta Lake. GDCA was identified as one CSO to take part in the discussion of the feasibility report. GDCA took advantage of the opportunity and invited some CBOs from the East Gonja and Central Gonja Districts bordering the Volta Lake to contribute to the discussions from their own perspectives.

GDCA continued its collaboration with the University for Development Studies, especially participation in some activities of the Institute for Inter-disciplinary Research of the University. Consequently, GDCA took part in the planning for the UDS Harmattan School and participated in the annual inter-faculty lectures organized by the Institute.

YEFL-Ghana



Through YEFL-Ghana's quest for collaboration with others to advance the youth leading change agenda, YEFL-Ghana strategically collaborated with the University for Development Studies to host the 2021 Harmattan School which focused on addressing youth unemployment and further facilitated the participation of 14 young people in the annual harmattan school 2021. This is contributing to building a stronger relationship with the university and also paved the way for young people participating in higher learning in the field of research.

YEFL-Ghana have also identified and explored new partnership with John Hopkins University on a behaviour change communication initiative, however this has been unsuccessful. Within the period, 2 staff attended the inception and planning meeting of the newly set-up Community of Practice (CoP) on the Star-Ghana Giving for Change Initiative. This meeting shaped the CoP and elected leadership to steer the CoP's affairs. YEFL-GHANA was elected Co-Conveners with Youth Development Research and Innovation Centre (YUDRIC) and Girls Shall Grow to the CoP.

School for Life (SfL)

As a member of the Executive Committee of NNED, SfL participated in 2 Executive Committee meetings to discuss review of the NNED's Constitution and the development of a new strategic plan.

School for Life also participated in a workshop with CALID, Choice Ghana, Oxfam and SMC network representatives from various districts in the region to discuss and strategize on how to promote the effectiveness of the SMCs Networks in the region in order to enhance effective school governance and management.

SfL has also had series of consultation meetings with OXFAM IBIS to revamp the CBE alliance in order to ensure effective engagement with the government on the Alternative Education Agency and related issues. Concrete actions were agreed and we have had the maiden reactivation meeting with over 20 organisations across the country. SfL will be the lead organisation and host secretariat of the Alliance which will now meeting quarterly.

As part the programme objective, activities to collaborate with regional and national CSOs to address issues of education inequity and pro-poor policies was carried out. At the national level, meetings were held with Send-Ghana, Oxfam, GNECC, World Education and Star Ghana on collaboration and networking and how CSOs could participate and influence increased funding of education. We participated in CBE Alliance network activities and play a key role as the conveners and lead organisation. They were agreements on common areas where E4L through SfL and the individual CSOs could work collectively for greater impact and there will be follow up meetings to consolidate the process. Draft MoUs for bi and multi organisations have been drafted and agreed on in principle awaiting finalization and signing between SfL and 4 other CSO.



SfL was invited to participate in CSOs meeting in Accra to contribute to key themes and activities as well raise key issues to be discussed in the National Education Week celebration of the Ghana Education Service. We as well participated in 2 days of the 5-day programme and had insight to the new normal and governments focus on ICT and virtual teaching and digital learning agenda for education in Ghana.

Through our networking SfL and Link Community Development (LCD) have work to partner Luminos Fund to implement CBE/Second Chance project in Ashanti region for 2 years with the potential of a long-term partnership.

SfL was also identified and invited through our engagement with NNED to participate in a Global Summit of the Worldwide Commission to Educate All Kids conference on the theme "State & Future of the World Post-Pandemic" organised by The Institute for 21st Century Questions (21CQ). We had the opportunity to present the results of our Supplemental Classes (on a sub-theme; Getting Children in School in Ghana Navigating the challenges of COVID-19) and how it has contributed to sending back 1st and 2nd buckets (children not in physical or virtual schools) of children to school and preventing the increase in the 3rd bucket (Children not in school at all. No future). We had audience/participants worldwide who were interested in our approach and results.

Six CSOs have been engaged at the regional level namely, Oxfam, NNED, RAINS, NORSAAC, CALID and Savana Signatures. With Oxfam we agreed and jointly developed a concept on revamping the CBE Alliance and use that to create space and a voice to hold government accountable on its implementation of the CBE program. We organised the 1st meeting with over 20 CSOs participating.

CLIP

During the period under review the E4L program continue to work closely with the CSIR-SARI to get foundation seeds for demonstration farms in the districts. There is high level of cooperation and collaboration with state actors such as the department of agriculture (regional and district), veterinary department and the District Assemblies. The program collaborated with Link Ghana to facilitate and promote the production and marketing of organic/pure honey among livelihood groups in communities as a diversification strategy. Similarly, there was cooperation with Decentralized Composting (DeCo) and Urbanet in promoting organic compost preparation and its application and dry-season vegetable production. The E4L program continues to engage and work with the Peasant Farmers Association of Ghana to speak out the needs and grievances of smallholder farmers in the communities through advocacy.

5. PROGRAM MANAGEMENT

This section of the report focuses on management of the Program in 3 main areas namely, the program organization, human resource and finance.



5.1 PROGRAM ORGANISATION

The E4L program is managed by the Program Manager and the management of the program remained largely functional. The Management Committee (MC) met quarterly and provided leadership for the management of the program. The program team monthly meeting with the District Coordinators helped to address implementation challenges and facilitated smooth implementation of the E4L program activities in the target districts. Some technical advisors participated in the monthly meetings to updates/information and also provide solutions to challenges faced by district teams.

5.2 HUMAN RESOURCE

There were some changes regarding the human resource capacity of the E4L program. Two Field Facilitators for Savelugu (Andani Iddrisu and Muniru Abdul Rahman) resigned to take up new roles in other institutions. The two facilitators were replaced with Salam Wahabu and Askanda Alhassan. At the partners level, the Technical Advisors for Governance, Education, Inclusive Growth and Employment, Youth and Gender developed implementation guidelines and training manuals for proper implementation of the E4L program strategies.

The Technical Advisor (TA) for education retired at the end of the first quarter. The Management Committee facilitated the replacement of the TA. Mr Albert Akoubila was hired as the new TA for Education. The program team organized a thorough orientation session for the new TA and this helped him to fit in well. He has since begun supporting the district teams in the implementation of activities and also leading in the development of the education strategies.

5.3 FINANCE

Funds for the implementation of the program were transferred in good time start to start the 2021 year. As a result, funds were therefore made available at the district level for execution of program activities in good time. Expenditure for Programme activities for the year 2021 were within estimated levels. For details regarding financial expenditure and status please refer to the Budget Control Sheet attached to this report (See Attachment). The E4L budget revision was finalized in July and this helped to ensure smooth implementation of the program.

6. MONITORING AND EVALUATION

Monitoring, supervision and technical support services were provided at different levels by Managers, Technical Officers and Advisors, District Coordinators and Field Facilitators as presented below.



6.1 ORGANIZATIONAL LEVEL MONITORING

The implementation of the program activities at the district and regional levels were monitored and supervised by unit Managers and Technical Advisors (TAs) of Partner organizations. The partners monitored the implementation of the program at the district and regional level to ensure that the program delivery conform to the COVID-19 restrictions. The Technical Advisors provided support and supervision for the execution of the E4L strategies in the districts due to the introduction of new strategies to ensure the achievement of the E4L objectives. In most cases where the activities were new the TAs led the implementation of the first activities with the district teams as participants so that the teams will learn how to execute the activities in accordance with the strategies. The district teams then rolled out the activities in the other areas afterwards.

6.2 PROGRAM LEVEL MONITORING

Program level monitoring was done in 2021 using several tools as explained below:

M & E TOOLS OF THE PROGRAM:

E4L MEAL SYSTEM

The E4L program MEAL system has been revised for effective monitoring and evaluation of the program. GV and MERO led the review process in which the technical advisors were deeply involved to developed a complete Monitoring, Evaluation, Accountability and Learning (MEAL) system for the program. The various components of the MEAL system were updated.

KEY LINES OF ENQUIRY (KLOE) SURVEY

The E4L KLOE questionnaires have been developed within the year to help capture the outcomes of the E4L program. The various key lines and corresponding questionnaires were developed in line with the indicators of the E4L program. The KLOE survey will be conducted in the ensuing year.

MONITORING, EVALUATION AND REPORTING TEAM (MERT) MEETINGS

The MER team held four quarterly meetings within 2021. The first meeting held in April was used to review the first quarter reports. The second, third and fourth meetings reviewed the semi-annual, third quarter and annual reports from the districts. The inputs from this meeting were used to sharpen the reports and clarify issues in the district reports. These meetings help the MER Team members to interrogate further the implementation of the strategies to ensure they conform to the implementation guidelines



as well as helping to produce the desired results. Challenges faced by the district teams in the implementation of activities and strategies are also discussed and addressed.

OUTCOME HARVESTING

Outcomes were harvested by the district teams within the year. During the review of the monitoring and evaluation system it was clear that outcome harvesting at partners level is low and as such it was recommended that partners adopt innovative ways to be able to document change. The outcome harvest categories have been reviewed in line with the indicators of the program.

6.3 DISTRICT LEVEL MONITORING

The District Coordinators lead the monitoring process at the district level. Field Facilitators monitored each group or network at least once per month. The Facilitators ensure that they monitor the progress of the groups and networks regularly and also during activity implementation. Facilitators interact with groups on the same route when they have activities in other communities. This makes the monitoring process easy for the Facilitators. The district teams plan for monitoring of groups and networks as part of their monthly and quarterly workplans, which are shared with the program team and TAs.

7. CONCLUSION

Citizens in the target districts got 14 issues addressed out of 23 issues raised from the monitoring of 17 capital development projects in the five target districts in 2021. That is to say that 61% of the issues raised in 2021 were addressed by MMDAs compared to 45% of the issues addressed in 2020. Overall, 27 projects have been monitored since 2020. Sixty (60) accountability reflection sessions were held on revenue generation and utilization in 2021 in which issues of revenue generation and utilization were discussed and raised with the DAs. Ten forums were held in the five districts in which issues of tax injustices were highlighted.

To ensure that school governance has become more inclusive, transparent and accountable; and education resources are used more effectively SMC networks and PTA networks in the five target districts in 2021 monitored educational resources provided to the schools using the scorecard methodology. Education authorities have begun addressing issues that were raised during the monitoring of education resources in the various districts. Availability of teaching and learning materials had the poorest score of 35.7% whilst teacher deployment scored the highest, 66.4%.

E4L program demonstrated four (4) recommended appropriate climate change resilient strategies in Savelugu Municipal, Karaga, Saboba, Mion and Kumbungu Districts on beekeeping, cage fish farming, dry season vegetable production and production and sale of small ruminants after a vulnerability assessment in 2020. In 2021, 160 farmers from 20



farmer associations have diversified livelihoods through goat rearing in the five target districts. Forty-two (42) farmer Associations have identified and integrating the various components of the farming systems approach in their respective farming systems. Additionally, forty-two (42) farmer associations prepared and used organic compost in their farms which increased their crop yield. Also, 100 Community Livestock Workers (CLW) are providing basic veterinary services to livestock owners in their communities and using income earned to expand their farms/businesses and take care of other socio-economic needs. Through the Farmer Field Schools conservation agriculture was demonstrated in addition to the conventional agriculture, farmers in the five target districts shared knowledge in good agricultural practices with their colleagues as they explained to them how to do planting in rows, use of improved seeds, spacing and application of fertilizers. This is helping other farmers in the communities and districts to adopt the good agronomic practices. As regards entrepreneurship, 75% of 113 youth trained in 2020 established businesses. In terms of unlettered young women, 58% of 96 trained young women have established businesses.

At the national front, in 2021, an advocacy strategy has been developed to vigorously pursue the National Youth Authority to prioritize the implementation of the new National Youth Policy. So in 2022, partnership at the national level will be explored, developed and leveraged upon to deliver the advocacy strategy. Further, coalitions, alliances and networks will be build and entered into to accomplish more. The Regional Youth Network will still play a critical role in the advocacy front. Communication which will be central to this will be prioritized and a media engagement strategy developed or adapted to promote this national level advocacy focus.

ATTACHMENTS

- Change stories from outcome harvesting
- Updated partner OD plans
- Year-end budget control sheet

