

ANNUAL REPORT, 2020



EMPOWERMENT
LIFE PROGRAM **4**

IMPLEMENTED BY



2020

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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.

The E4L program was launched in February 2020 on the theme: Increasing Civil Society Action for Equity and Sustainable Development in Ghana. Key stakeholders of the E4L program such as the Regional Coordinating Council (RCC), University for Development Studies (UDS), National Youth Authority (NYA), Millar Open University, Metropolitan Municipal and District Assemblies (MMDAs), National Commission for Civic Education (NCCE) among others participated in the launch. A baseline for the program was conducted and a report prepared and shared with partners, even though delayed until the last quarter of the year due to the coronavirus pandemic.

The Coronavirus pandemic slowed down the program's activity implementation during the second quarter of the year under review and some planned activities were deferred for 2021. That notwithstanding, numerous results were chalked in 2020. The E4L program support the RCC, and the five target districts with PPE, radio sensitizations and community outreach to reduce and contain the spread of Coronavirus Disease (COVID-19) and was commended by the RCC and districts.

To improve government transparency, accountability and performance citizens in the target districts monitored 15 capital projects in 2020 using social accountability tools. Through the monitoring citizens raised 29 issues on the projects and got 45% (13) of those issues addressed by the MMDAs. They also monitored Internal revenue generation by the MMDAs and got 29% (10) of the 35 issues raised concerning the revenue generation addressed by the MMDAs. GDCA developed a compendium of best practices on local taxation, shared with partners and will be promoting this compendium in the ensuing years. GDCA established cooperation with the Northern regional tax justice network, SEND Ghana, ISODEC and GII to advance the work on local taxation, tax justice and anti-corruption. To enhance youth mobilization and enable the Youth Centres (YCs) to function well Karaga and Savelugu YCs are advanced in the process of acquiring spaces for youth mobilization and engagement. The program intends to support these YCs to make these spaces habitable for youth engagements. A draft social enterprise model is in place for finalization and in 2021 this model will be finalized and used to support the Youth Centres.

To contribute to improved distribution and use of education resources SfL mobilized other Civil Society Organizations (CSOs) and they pushed for adequate preparations for school reopening and provided recommendations for education authorities at district and regional levels. SfL also introduced supplemental learning (1,739 learners in rural areas benefited) and embarked on a back to school campaign to ensure that pupils especially vulnerable girls do not drop out of school when schools resume in January 2021. The networks of PTAs and SMCs were adequately prepared for the tracking of education resources and a model for education resource tracking using social accountability is being developed to facilitate tracking of education resources in 2021. The Teacher Professional Development model (TPD) has been reviewed based on lessons from the pilot phase and the training manual reviewed for use in 2021. This model will be implemented in all E4L target districts in the ensuing years. Ninety-eight (98) non-literate young women gained appreciable literacy and numeracy skills and 89 of them gained entrepreneurial skills in addition with the support of the E4L program. These young women will be closely monitored and mentored to start/expand and sustain their businesses in 2021 onwards.

In 2020 the program demonstrated two recommended appropriate resilient strategies in Saboba and Karaga districts on bee-keeping and irrigation respectively after vulnerability assessment. The Farming-systems approach was also developed and demonstrated in five districts. As a result of this demonstration 80 farmers from 10 farmer associations have diversified livelihoods through goat rearing in the communities. Thirty (30) farmer associations demonstrated new skills in organic compost preparation in their communities by preparing organic compost for their farms which increased their crop yield. Also, 50 youth Community Livestock Workers (CLW) are providing basic veterinary services to livestock owners in their communities and using income expand their farms/businesses and take care of other needs. Through the 2020 Farmer Field Schools, farmers in the five districts are sharing knowledge in good agricultural practices with their colleagues by explaining to them how to do planting in rows, use of improved seeds, spacing and application of fertilizer. Farmer associations (42) demonstrated improved capacity on the farming system approach by identifying and integrating the various components of their respective farming systems.

The main challenges faced during the year were the COVID-19 pandemic, fall army worm infestation, floods and armed robbery which causes insecurity in some districts.



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 2020 in two parts; social, political and economic changes and thematic and crosscutting changes. The section of presents analysis of the risks and assumptions within 2020.

2.1 Social, Political And Economic Changes

The COVID-19 Pandemic in Ghana

In 2020 the whole world was hit by the coronavirus disease (COVID-19) pandemic. On March 12, 2020 Ghana recorded its first two cases of the COVID-19. The two cases were confirmed when two Ghanaians returned from Norway and Turkey. Since then the number of cases kept increasing.

The President in the face of the COVID-19 pandemic, issued directives to Ghanaians on Sunday 15th March 2020. The directives placed a ban on religious related activities, (church and mosques prayers) and all other public/social gatherings of persons. The President similarly ordered the closure of educational institutions from basic, through senior high schools to tertiary institutions with effect from Monday, 16th March, 2020. Subsequently, a partial lockdown was enforced in most parts of the Greater Accra Region and Kumasi and its conurbations. It was relatively relaxed in the northern parts of the country. However, the entire country was required to respect and observe the national directives.

E4L program went on a partial lockdown of its offices and operations for two weeks with effect from 30th March until 12th April 2020. This slowed down activity implementation during the second quarter of the year, while others such as the People's Assembly Forum and the CBO Festival among others were completely cancelled. The President however announced the easing of the restrictions on May 31, 2020 with a phased approach or a progressive easing of the restrictions in Ghana, involving a selected list of public gatherings based on their risk profile, socio-economic impact and most importantly, the capacity to enforce and to respond in the event of a flair up in number of infections. This was followed with the opening of Airports in September 2020 for operations. Land and Sea borders however remained closed during the year.

COVID-19 pandemic which struck the world exposed the vulnerability of Ghana's public health, economic and education systems. The pandemic widened the inequality gap that exists and further exacerbated the plight of the marginalized in our communities. All schools were closed and all public gatherings banned as a result of the pandemic. This significantly affected direct activity implementation of the Program and of partners. However, strategically, the Program and partners, intervened and provided personal protective equipments to support health workers and some select beneficiaries to prevent the spread of the virus. Further, public education and awareness was created through the radio and the National Commission for Civic Education in marginalized communities. The pandemic without a vaccine in the country, and with the spread of the virus can significantly impact the implementation of activities in 2021 and the participation of partners in Denmark. For instance, the development of the social enterprise module in 2020 could not be realized as a result of the restrictions on travel and to allow GV's participation in the development process. The Government of Ghana continue to give regular updates on the virus while outlining preventive measures against COVID-19 for adherence by the citizens.

Inflation trends in Ghana

According to the Ghana Statistical Service (GSS), Ghana's annual inflation rate rose to 10.4% in December 2020 from an eight-month low of 9.8% in previous months, due to an ongoing depreciation of the cedi and disruptions in agricultural activity amidst the global COVID-19 pandemic. The immediate effect of this is that prices have continued to increase for food products at about 14.1% as compared to 11.7% in November 2020. On a monthly basis, consumer prices went up by 0.9%, the most since June 2020, after increasing 0.3% in May 2020. The combined effects of all these has the potential to impact negatively on the program budget in 2021 since more money may be required to pay for goods and services.



The General Elections

The year 2020 was an election year to elect the President and 275 Members of Parliament. The participation of youth in elections has remained central to the democratic dispensation of the country. However, their involvement has been characterized with violence and are used in fueling tensions and are hardest hit with consequences of violence. The irony is that Ghana has gained the reputation as a sanctuary of democratic governance amidst located in a volatile West Africa Sub Region. The activity implementation that involved the engagement of key stakeholders whose appointments are political in nature were seriously affected because they were mostly unavailable. The general elections are also monetized and therefore making it practically impossible for meaningful engagement of the youth who are without jobs and do not have the financial wherewithal to contest the adults. This development therefore shrinks out the youth to the periphery where they are easily exploited and used as tools for causing electoral violence.

2.2 Thematic and Crosscutting Changes

The thematic and crosscutting changes are presented and discussed in line with the three strategic areas of the E4L program; governance, education and inclusive growth and employment as well as youth.

Governance

Compilation of New Voter's Register

The Electoral Commission (EC) on 2nd January 2020 confirmed its decision to compile a new voter's register for the December 7, 2020 presidential and parliamentary elections. The Commission commenced the compilation of a new Voters Register on 30th June 2020 after the Supreme Court in a unanimous decision ruled that the Commission had the power to compile a new register subject to CI 126, which was pending maturity in Parliament. Under the new CI, a citizen could only present a valid Passport or National Identification Card to be registered. There was the option to use two guarantors who had already registered to verify an individual before they could register. These presented a lot of challenges to rural citizens in the program area who had to rely on the use of guarantors to be registered. This had the potential of disenfranchising citizens in the program which will mean that denying them from participating in deciding their Parliamentarians and the President of Ghana.

Launch of Political Party Manifestos

The two main Political Parties in Ghana, the governing New Patriotic Party (NPP) and the main opposition party; the National Democratic Congress (NDC) launched their respective Party Manifesto between August and September 2020. The ruling NPP was the first to launch their manifesto on 22nd August 2020. This set the framework for what Ghanaians should expect from an NPP administration.

December 2020 Presidential and Parliamentary Elections

The Electoral Commission of Ghana successfully organised the 8th Presidential and Parliamentary elections in Ghana on 7th December 2020. Subsequently, the Chairperson of the Commission, Madam Nana Jean Mensah officially declared President Nana Akufo Addo as the winner of the presidential election on December 9, 2020. The official results indicated that the New Patriotic Party (NPP) won 137 seats in parliament, while the National Democratic Congress (NDC) also won 137 parliamentary seats, with one independent Member of Parliament elect. This means that a new government and a new Parliament will be constituted. This has the potential to slow down program activity implementation in the first half of 2021 since there will be new appointees for Ministries and Agencies including Chief Executives for MMDAs.

The main opposition party (National Democratic Congress), led by former President John Dramani Mahama, rejected the results of the December presidential election, describing it as fraudulent and declared his unwillingness to accept a fictionalized results of a flawed election. He claimed that numerous steps were taken to manipulate the results of the election in favour of the incumbent president of Ghana. This resulted in tensions between the two main parties and the opposition did not accept the results and hence challenging the results of the election in the Supreme Court. He declared his resolve to challenge the result



with a petition at the Supreme Court and subsequently filed a petition on Wednesday 30th December 2020. This is likely to slow down government business at all levels of national governance and also likely to slow down program activity implementation.

Anti-corruption

The Office of the special prosecutor which was put in place in 2017 had created some hope. However, the Special Prosecutor resigned citing interference in his work when he engaged in high-level government issues. The Auditor general was sent on extended leave late 2020. The hope has been dampened, which increases risk level. Structures are thereby weakened which may have an effect on the E4L anti-corruption work.

Education

As indicated earlier, the restrictions outlined by the Government of Ghana sequel to consequences of the novel virus, the Education thematic area under the Program was the most hit with most of its activities such as monitoring, mentoring and coaching support for teachers under the Teacher Professional Development project by both networks of SMCs and PTAs and also all school-based activities were deferred to the following year. In view of this the Program had to re-strategize and support the target groups (networks of SMCs and PTAs) to carry out their activities in smaller groups.

Further, in response to COVID-19 pandemic, the Program came out with an adaptive learning program such as Supplemental Learning for vulnerable children in deprived communities within the program areas. This was done to reduce the rate of dropouts and also provide a conducive platform to sustain learning gains as Government prepares for school reopening in January 2021.

The curriculum framework for pre-tertiary education provision in Ghana provided significant impetus to the development of the curriculum. The curriculum is critical in defining the pathways to educational attainment in Ghana. Learners from the pre-tertiary education system are expected to be fluent in reading, writing, arithmetic and creativity, in addition to being developed into lifelong learners, who are digitally fluent. The learning outcomes of learners in schools across Ghana must be improved, because appropriate policy measures, including the use of standards-based curriculum in the schools have been implemented and they are working. This requires that the approach to teaching and learning be changed, and our intended outcomes contribute to the achievement of national development priorities and global sustainable development goals (Curriculum Framework 2019: MoE-Ghana).

It is based on the above that the Ghana Government introduced the new pre-tertiary education curriculum to support in fulfilling national development priorities and the global sustainable development goals. The roll out of the new curriculum began in earnest at the beginning of the year, coupled with the postings of newly trained teachers throughout the country. Most of these teachers missed the in-service training on the new curriculum that was provided to the existing teachers in the public schools within the E4L operating districts. Teachers who are not given any orientation on the new curriculum, would negatively affect their work in the schools, eventually affecting learning outcomes.

The first part of the year again was faced with an outbreak of coronavirus in the country. This led to the Government coming out with some restrictions to stop the spread the virus. Among the restrictions were no social gathering, no conference/workshops and closure of all schools in the country. In furtherance to ease of restrictions, the Government indicated that all social gatherings regarding conferences, workshops, weddings, and political activities, except rallies, could take place, but with limited numbers not exceeding one hundred (100) persons present, with the appropriate social distancing and hygiene protocols. This implied that workshops or conferences could be organized by organizations or institutions but with few numbers that could allow the mandatory one-meter rule of social distancing.

Schools were scheduled to reopen to final year students at Junior High, Senior High and Tertiary students starting from June 15th 2020 ahead of the conduct of their final year exams. Tertiary final year students were to resume on June 15, final year senior high students and SHS 2 Gold Track students were to resume



on 22nd June and final year Junior High students to resume on 29th June with a maximum of 30 students per class.

The incomplete in-service training on the new pre-tertiary education curriculum for all teachers in the country most especially, the E4L Program districts would affect the full implementation of the curriculum, hence affecting the learning outcomes of learners within the program districts. The implication of this is that the E4L Program would have to come out with adaptive learning strategies that will ensure that all teachers within the E4L operational area trained on the new curriculum.

The restrictions as a result of COVID-19 pandemic including school closure slowed down the implementation of Program activities in the operational districts. Activities of networks of SMCs and PTAs had to slow down, while almost all activities of the Teacher Professional Development Project had to be deferred to the following year.

Inclusive Growth and Employment

Planting for Food and Jobs (PFJ)

The Planting for Food and Jobs (PFJ) implementation modalities for 2020 was launched on 24th January, 2020. The target was to reach out to 1.2 million farmers in the country as against 1,183,313 in 2019. This means more farmers within the E4L operational districts will benefit from subsidize farm inputs and extension services. The approved selling prices for fertilizer, thus NPK and Urea are GH¢84 for 50kg and GH¢42 for 25kg. This is an increase in price by GH¢9.00 as against the prices for the 2019 PFJ season. The price for fertilizers in the program for the past three (3) years has been increasing putting burden on the poor farmers. In 2018 the price per 50kg was GH¢68, this increased to GH¢75 in 2019 and GH¢84 in 2020. This increases the production cost of farmers. The poor farmers will be at a disadvantage since already, buying fertilizers at the subsidized price last year was challenging for them and this may not benefit them as purported. Similarly, the prices for improved seeds; maize hybrid has increased from GH¢3 to GH¢5, groundnut from GH¢2 to GH¢3 etc. The embargo which was placed in Saboba due to smuggling of fertilizers was lifted in the 2020 farming season. Hence farmers in the district also benefited from the PfJ program. However, there was shortage of subsidized fertilizer (NPK and Urea) in the middle of the farming season and farmers had to travel to Yendi and Tamale to buy fertilizers. This resulted in low crop yield due to lots of farmers not having access to the subsidized fertilizers in the districts.

Pilot Support to Women's Farmer-Based Organizations (WFBOS)

Global Affairs Canada (GAC) is providing Gh¢ 2.5 Million support to WFBOS and it forms part of the Modernizing Agriculture in Ghana (MAG) program meant to consolidate the efforts of the WFBOS towards adding value to their products for exports and local markets. The support is channeled through Women in Agriculture Development (WIAD) Directorate of the Ministry for Food and Agriculture (MoFA) as well as the decentralized departments of agriculture throughout the country. The activities to be supported under the project include, purchasing and installation of agro-processing equipment, capacity building on operation and maintenance of the machinery, as well as coaching on marketing techniques to ensure appropriate market linkages. This provides a great opportunity for the women groups in the E4L operational districts to liaise with the decentralized departments of agriculture in the districts to benefit from this intervention.

Resurgence of Fall Armyworm Infestations

Fall armyworm (*Spodoptera frugiperda*) is now an endemic pest in Ghana and will continue to pose a serious threat to food security and livelihood of thousands of smallholder maize farmers. Surveillance reports indicate pockets of Fall Armyworm (FAW) infestations on maize planted in low land and irrigated fields in some districts in Ahafo, Ashanti, Bono, Bono East, Central, Eastern, Greater Accra and Western regions. The farmers in the E4L operational district are encouraged to monitor their fields frequently just after seed emergence for early detection of signs and symptoms of FAW infestation and implement the necessary management options at the vulnerable stages of the larvae. The FAW in the past years caused serious havoc to the productivity of many of the farmer groups.

Floods in Northern Region



The changes in the climatic conditions manifested in heavy down pour this year resulting in the flooding of farmland and communities. The flooding got serious with the opening of the Bagri dam in neighboring Burkina Faso. This destroyed lots of farmlands in the North-east and Northern regions. The farms that were not completely destroyed resulted in low crop yields. The floods impacted negatively on the economic and social activities of the farmers and as well caused the destruction of the environment. The Saboba district is one of the hardest hits of the 2020 flood. The flood intensified in Saboba on 4th September where farmlands, valleys and communities around river Oti and the streams of Kpalba all got flooded. The road leading to and out of Saboba District was cut off for almost three (3) months. During this period field staff in Saboba used boats to get across the river to Saboba to work.

Youth

The youth still have difficulty to startup businesses because of savings. The VSLA concept is introduced for a minimum of 6 months for the entrepreneurship bootcamp trainings but some of the youth might not have saved anything by that time and this makes it difficult for them to startup their businesses. The VSLA is important for developing mindset on asset building/saving. The program can consider linking them to National Board for Small Scale Industries (NBSSI) for grants and support to register their businesses. This can help improve the enabling environment for the youth to startup and sustain their businesses. There was a special COVID-19 fund to support businesses by NBSSI but this was heavily politicized because of election year. In some districts NBSSI set up business resource centers and is interested in partnership with CSOs, e.g. YEFL-Ghana. NBSSI can only support if a business is registered. It is very bureaucratic to register, but not costly.

Review of the National Youth Policy

Review of the National Youth Policy by the National Youth Authority sought to draw inputs from stakeholders to address emerging issues affecting the youth to reflect the exigencies of the youth. YEFL-Ghana facilitated the mobilization of youth networks to make inputs to the policy at a regional policy formulation workshop in Tamale, this furthers YEFL-Ghana's 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-Ghana has contributed to the Youth Participation in Governance, Economic Empowerment and Crosscutting Thematic Areas in the Detail Implementation Plan. The launch of the policy was largely delayed because of the general elections. This is therefore one strategic area the Program has to pay particular attention to in order to see through the policy implementation for the betterment of the youth.

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, working with the Regional and District Youth Networks positions the youth and the Program to ensure adequate youth representation in the federations when they are established by law by way of building their agencies to enable them fit in. The Program has to review its strategy in pushing for the passage of the LI by Parliament moving forward to realize its objective of influencing national level youth issues.

Youth Parliaments

Youth Parliaments have become the most effective, friendly and accountable decision-making platforms with youth leading the way. This approach to youth engagement has gained national attention. For this reason, the National Youth Authority has adopted that approach to promoting youth participation in decision making and in demanding accountability from local duty bearers in all districts and all regions. Importantly, in order to ensure uniformity in the approach, YEFL-Ghana with support from Konrad Adenauer Stiftung has developed the Youth Parliament Manual through the services of a consultant for use by the YPs and stakeholders.



Launch of the Compilation of the State of Ghana’s Youth Report

The National Youth Authority has noted the concern by CSOs that there is no consolidated report in the country about the state of youth that will give direction and highlight the gaps faced by the youth for effective engagement. To this end, the authority with support from the Commonwealth Secretariat has tasked a consultant to synthesize all the youth issues and interventions into one report for use by the public. The draft report has only been peer reviewed and submitted to the Commonwealth Secretariat. However, not much has been heard about the said report since it has not been published. It will be an interesting report for the Program and partners with strategic focus on youth empowerment since it will provide us with the contemporary context pertaining to youth development in the country. Efforts will have to be made to get the report publicized from 2021.

Passage of the Enterprise Agency Bill

The National Board for Scale Small Scale Industries (NBSSI) has been converted into an agency 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 in the Program operational districts whose staff are willing to support the young entrepreneurs with advisory and credit services. For young people to access their services, they are also required to register for a Tax Identification Number (TIN) with the Ghana Revenue Authority. The agency is therefore creating an enabling environment for enterprises to thrive with the provision of technical support and credit. The Program has to work collaboratively with the agency moving forward which has also set out to create and establish business resource centers in the districts to provide mentoring and advisory services to entrepreneurs. The idea of the business resource centers fits well into the Program’s entrepreneurial hubs initiative.

2.3 Assumptions and Risks

This section of the 2020 E4L annual report presents the assumptions and risks relating to the E4L program in 2020 and discusses the changes in the assumptions as well as assessment and analysis of the risk levels of the identified risks.

E4L program Assumptions

This section of the report presents the assumptions of the program and the changes that occurred in 2020 in relation to the assumptions. The assumptions and the changes in 2020 are presented in Table 1.

Table 1: Assumptions of E4L Program and changes in 2020.

Assumptions	Changes in assumptions
OVERALL ASSUMPTIONS	
Citizens are able to work together in an organized and inclusive civil society that participates in democratic processes and actively engages with duty bearers	The assumptions are fundamental for the program and remain true on the whole. The COVID-19 crisis has affected implementation for a period, but there are no strong indications of politically motivated restrictions on civic space.
A stronger civil society can influence the government system and other actors such as traditional authorities and opinion makers at local and national level	An NGO bill has been in the pipeline for a number of years, but the implications are not yet clear. Influential CSOs are speaking against it, and E4L partners will follow the process as needed.
Partner organizations can collaborate with other CSOs to create spaces of engagement	COVID-19 has had a negative influence. Many national level events have been cancelled and hence



Assumptions	Changes in assumptions
and influence policy and development processes in Ghana	fewer spaces for engagement and collaboration. Changing to online ways of working has been difficult, some CSOs lack the capacity and technology.
GOVERNANCE	
A well organized and empowered civil society has the potential to make structural changes providing lasting benefits to the many	COVID-19 slowed down activities for a period during the year. CSO focus was temporarily shifted from working with long-term structural change, and towards short-term humanitarian response.
State actors have a basic interest in engaging with civil society for increased effectiveness of the public governance system	State actors were even more interested in collaboration than usual, because they needed support to fight COVID-19. E4L support in that connection was a way of cementing relationships with MMDAs. Election year and COVID-19 affected the tax intervention negatively, MMDAs found it difficult to proceed with internal revenue generation for political reasons and because of the downturn in the local economy.
Partner organizations can make space at national level and are able to mobilise relevant stakeholders for change	COVID 19 effects as described above. This affected the development of strategies on strengthening national advocacy.
Duty bearers give youth space for engagement	The assumption holds true in the sense that young people are routinely invited by duty bears to participate in formal spaces. At community level the youth is also involved to some extent. However, there is a need to work on the quality of engagement, and provide opportunities for young people to learn and develop in order to strengthen their participation.
EDUCATION	
Effective school governance is a key factor in quality education	COVID 19 has affected schools and the intervention a lot. There was a good process at the beginning of the year to prepare SMC and PTA networks to act, but engagements have been severely affected by school closure. It was possible to work with the networks on supplemental classes during the 3 rd quarter because of the useful relationships established. This prepared the ground for them taking a role in relation to the effect of the pandemic on education.
CS actors can promote children's' right to education	During 2020 this has been seen in relation to COVID 19. CSOs, incl. SfL have defended the rights of disadvantaged children who miss out on digital learning through pinpointing the gaps and through setting an example by acting with supplemental classes. The rights to education have also been promoted through stakeholder engagement meetings at district and regional level, organized by SfL, to push education authorities to prepare for schools to reopen. Here PTA and SMC networks asked questions about preparations for reopening. At regional level other CSOs were included, e.g. NNED, RAINS, NORSAAC, Right to Play, and CAMFED.



Assumptions	Changes in assumptions
E4L can contribute to improved education outcomes by strengthening pedagogical methods	There is evidence of behavior change of the teachers in the TPD implementation schools as shown in the annual evaluation. So far indicators focus on teacher-pupil relationship and teacher attendance, rather than actual education outcomes. The intervention has been suspended due to school closure since March 2020.
School for Life through E4L can influence the national agenda on education	Key CBE alliance members, incl. SfL, have made inputs into the Complementary Education Agency bill during 2020, and it has been launched. There is a risk of political interference influencing the implementation of the CBE policy. SfL has been invited to discussions/presentations on the new Ghana Accountability for Learning Outcomes Project (GALOP) and Education Outcome Fund, which are concerned with nationwide CBE implementation and improving outcomes in low performing basic schools; and there has been good interaction with key stakeholders who were interested in cooperation on these. COVID 19 put a stop to this; but Government launched GALOP, and CSOs are awaiting opening for request for proposals.
INCLUSIVE GROWTH AND EMPLOYMENT	
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	The assumption holds. Farmers have an idea on major changes they face, but not how to address the challenges following (See context section). Climate change influence on crop production and increasing food crop prices due to COVID-19 means that farmers are interested in and motivated for adapting livelihood strategies. Most strategies already used by farmers emanate from the capacity building done by E4L (GAP) in phase III.
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 indicators of unexploited potential which the intervention is beginning to tap and 6 farmers groups are selected to engage in commercial farming (See section on outcome 3 results).
Youth and women can use entrepreneurship and innovation to improve their own and others' livelihoods	An obstacle for small business start-ups is the lack of possibility of saving despite of introduction of VSLA concept. A possible strategy is to link entrepreneurs to National Board for Small Scale Industries (NBSSI) (See section on outcome 3 results). This however requires registration which is very bureaucratic. NBSSI can support in registration.
Organizing farmers and youth can give them a platform to influence pro-poor policies and government programs	As a result of advocacy, the requirement for qualifying for Planting for Food and Jobs (PFJ) has reduced from having access to 10 acres to 1 acre of land. This gives farmers with reduced access to land – especially youth and women – a better chance of entering PFJ. Youth and women, however, still face



Assumptions	Changes in assumptions
	challenges entering PFJ (See context section/strategic considerations under results).

E4L Program Risks

Analysis of the risk levels and the prevention and mitigation measures for the identified risks of the E4L program in 2020 are presented in this section of the report in Table 2. The assessment of the risks is based on developments in the risk that might affect the program and the possibilities of achieving the expected outcomes. Developments which have a negative effect on the program progress will increase the risk level and vice versa.

Table 2: E4L program risks, assessment of risk levels and prevention/mitigation actions

Risk description	Risk level (Low, Medium, high)	Prevention and mitigation actions
OVERALL RISKS		
The democratic system is weak, ineffective and challenged by corruption and concentration of power, which maintains inequality, and works against a deepening of democracy	Medium/High	Political developments have weakened the institutional framework for fighting corruption and this has increased the general risk level in 2020 (See context description). E4L is starting up its work with anti-corruption in 2021, which will build on previous work with accountability and transparency. The program will work on the local mindset and empower communities to identify and report corruption. There will also be a focus on higher level developments to manage any risks in pursuing issues.
Advocacy requires long-term commitment and funding to yield results, but civil society organizations navigate in a complex political context with conflicting and changing interests	Medium	Political priorities in 2020 have been affected by COVID 19. Election year has also affected advocacy, it has been difficult to engage duty bearers during the 2 nd half of the year. E4L mobilizes civil society to monitor and engage duty bearers at local level as a mitigating measure.
GOVERNANCE RISKS		
Changes in governments coupled with the winner-takes-all nature of Ghanaian politics create an unpredictable and uncoordinated policy environment	Low risk level	The risk level is assessed as low, since re-election of the government in December 2020 is expected to lead to a certain predictability in cooperation and fewer changes in the policy environment. There will be changes, at ministerial level for example, but E4L will be proactive in building relationships with new duty bearers, and use existing relations to promote that.
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	Medium	There have been examples of negative tagging of CSOs raising issues of 'bad deals' made by the government. As mitigating measures, E4L will maintain its political neutrality and be open and transparent. Further, the partners will collaborate with other respected CSOs to increase impact and reduce vulnerability. Efforts will also be made



		to ensure that state institutions involved in E4L interventions understand the rationale and objectives of the program.
Political parties and others may attempt to manipulate the youth to further their own cause and political purposes	Low	The risk for the program remains low. YEFL Ghana is careful in selecting youth parliamentarians and Community Journalists who are passionate about social development, but will not misuse the platforms for political purposes and it therefore rarely happens.
Not all District Assemblies may have the required capacity and willingness to collaborate with CSOs on local revenue generation	Low to medium	MMDAs are very willing to collaborate with CSOs in order to improve their capacity, e.g. of revenue collectors. The willingness is, however, affected by the level of the rates paid by other CSOs doing similar work. <u>Mitigation:</u> E4L will build on the well-established working relations as well as its legitimacy and ability to support the districts according to their specific needs.
EDUCATION RISKS	Risk level	Prevention and mitigation actions
Unpredictable donor environment and external economic factors	High	SfL had been preparing to apply for GALOP and EOF for quite some time, but the calls were much delayed, probably due to COVID 19. Additional opportunities arising from COVID 19 were pursued, with mixed success. Donor scanning was done, and a number of applications were submitted.
Changing priorities with new governments and lower priority to basic education	Low	There is continued low attention to basic education even though the Education Strategic Plan gives some priority to it. Educational resource tracking and partnering with other organisations are measures taken by the program to monitor pro-poor policy implementation, e.g. CBE policy, and hold government accountable for delivery of quality basic education.
Difficult to influence existing education/school governance system	Low	The Regional Education Office has announced an intention to dissolve all SMCs due to weak performance, reform and train them. This could put at risk the work SfL has done with SMCs. In order to address this SfL will seek to coordinate with the Regional Director of Education so there is shared knowledge on what is being done. It would be relevant to collaborate with OXFAM on this. Regarding influence on educational methods, it is still a challenge to spread TPD into more schools for wider impact. One strategy is to work with a College of Education (Bagabaga) for the methodology to be reflected in pre-service training.
Decentralization of Ghana Education Service reinforces	Low/medium	The legislation from 2016 on decentralization of GHS and GES has not been implemented



inequities between rich and poor parts of the country		to any great extent so there are very few changes in practice. GES is to become a department under the DA, but it is still working from the national level and through regional level to districts. There are signs of beginning decentralization in how the departments are able to organize themselves. Teacher deployment is not yet decentralized. Teachers continue to be posted from Accra.
INCLUSIVE GROWTH AND EMPLOYMENT RISKS		
Government does not support climate change adaption interventions sufficiently or do not act promptly to address climate change effects	Medium/high	Government response to climate change is insufficient and slow which has increased the risk to medium/high as the effect on farmers is severe. The program sensitizes farmers to identify lowland areas and avoid cultivating there and cultivate drought resistant crops and diversify farming interventions. The program supports farmer groups in holding duty bearers accountable and advocating for public climate adaptation initiatives.
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	Politicization of government programs remains a risk. The programs (1V1D, PFJ, 1D1W, 1D1F) show examples of poor quality and ineffective utilization due to political interference. Sensitization and education on policies helps farmers holding duty bearers accountable and demand transparency in implementation of government programs.

3. PROGRAM OUTCOMES

The E4L program outcomes are reported in line with the three outcome areas of governance, education and inclusive growth and employment. This report focuses on results achieved in 2020 with regard to the indicators of the program per the three outcome areas. Thus, results chalked in 2020 despite the COVID-19 pandemic are reported in the ensuing sections and sub-sections. Some start up events were organized to mark the start of a new phase of the program including launching of the program among others.

E4L Program Launched

The E4L program was launched in February 2020. The launch brought together key stakeholders of the E4L program including the Regional Coordinating Council (RCC), University for Development Studies (UDS), National Youth Authority (NYA), Millar Open University, MMDAs, National Commission for Civic Education (NCCE) among others. The Pro-Vice Chancellor of the UDS, Professor Seidu Al-hassan chaired the launch. The keynote speaker, Professor David Miller of Miller Open University spoke on Increasing Civil Society Action for Equity and Sustainable Development in Ghana. He stated that he knows the E4L partners have been engaged in promoting sustainable development for several years and that promoting increasing civil society action for sustainable development falls much in line with what the program partners are working on.



As part of the launch a regional media seminar was held and presentations on the various thematic and strategic choices as well as objectives and strategies of the E4L program were made on the first day. This was meant to promote a shared understanding of the program among the E4L key media partners to enhance their reportage on the program.

Baseline

The program team and partners developed data collection instruments/tools based on the program objectives and indicators to gather data to establish the benchmark for tracking and measuring the program results. The tools were discussed and reviewed by partners. The data collection was done and a report for the baseline has been prepared and shared. The baseline report has been reviewed based on inputs from partners and GV.

Northern Regional Minister Commends GDCA, YEFL-Ghana and GV for supporting the fight against COVID-19

The E4L program donated PPE worth One Hundred and Forty-Seven Thousand, Six Hundred and Forty Ghana Cedis (GH¢ 147, 640.00) to the Regional Health Directorate through the Regional Coordinating Council (RCC) and the five target MMDAs of the program to help end the COVID-19 in Ghana. The PPE consisted of Veronica buckets, hand sanitizers, nose masks, hand gloves, liquid soap and tissue paper. The Northern Regional Minister, Hon. Salifu Sa-eed commended the program partners and urged other civil society organizations in the region to emulate the kind gesture of the program partners, GDCA, YEFL-Ghana and GV.

E4L program collaborated with the Northern Regional Coordinating Council (RCC) and the five MMDAs and their departments on COVID-19 response as follows:

- PPE were donated¹ to the RCC and the five MMDAs, Savelugu, Kumbungu, Mion, Saboba and Karaga to contain and fight the spread COVID-19.
- In collaboration with the five MMDAs, the Ghana Health Service (GHS), National Commission for Civic Education (NCCE) and Information Service Department (ISD) the E4L program has facilitated the sensitization and provision of relevant and updated information on COVID-19 precautionary measures, prevention and response to citizens of 111 communities in the five districts. Even though we targeted 75 communities, we were able to exceed our target. Many citizens have been educated through this initiative.
- The program also supported bi-weekly meetings of the COVID-19 Response Teams of the five districts which helped them to address emerging issues of COVID-19 in the districts.
- The program facilitated the formation of a COVID-19 community outreach teams made up of GHS staff, Community Journalist and E4L staff in the five districts. These teams sensitized citizens of 15 communities through community outreach in the five districts.

¹ Evidence of acknowledgement and appreciation of the donations are captured in Appendix A.



Picture 1: Community sensitization at Libga in Savelugu by NCCE, ISD, GHS and E4L



Case Story 1: DCEs and Health Experts Commend the E4L program for supporting the fight to end COVID-19

The Mion District Chief Executive had this to say after receiving the PPE, “Empowerment for Life has supported us a lot. The Mion District Assembly is in a very strong collaboration with the Programme. The provision of airtime to the Assembly by the E4L Programme to create awareness on COVID-19 is tremendous. I believe that the achievement we have chalked so far is the reason why we have not recorded any positive case in the District. The Assembly has 16 health units, which need to be equipped with basic PPE. With our little resources, we have not been able to buy nose masks and other PPE for the Health Units. We see what you have brought as a wonderful support. For us, GDCA is a partner worth working with”.

The District Health Director had this to say after receiving the PPE from the Mion District Chief Executive, “we are so grateful for the memorable support. We promise to put them into good use. Like Oliver Twist we still ask for more support”.

The DCE of Saboba district expressed how happy/appreciative he felt with the donation, for which words could not describe. He said he woke up the morning of the day with lots of thinking related headache about how he could resource the health workers with PPE to protect them to save lives since the district had completely ran out of PPE and did not know how they could acquire some. He emphasized that the donation was huge and very timely. He pledged his commitment and resolve to put the items to good use and ensure that they are used for the purpose for which they have been donated. He further pledged his commitment to ensure that the items will be delivered to the right beneficiaries.

In Karaga the DCD stated that “the E4L program is a reliable partner supporting the DA and this donation was a manifestation of the E4L program’s continuous support in addition to the radio programs already ongoing”.

Picture 2: Donation of PPE by E4L program to Mion District



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.

Overall, 15 capital development projects were monitored in 2020 using social accountability tools under the E4L program in the five target district. Through the monitoring 13 (representing 45%) out of 29 issues raised were addressed by the MMDAs. The issues addressed were mainly on completing uncompleted projects and handing over, fixing problems observed and adjusting the projects to meet citizens needs. Also, 10 (representing 29%) out of 35 issues raised on monitoring of local revenue generation were addressed by MMDAs. GDCA has developed a draft compendium of best practices in local taxation and shared for inputs. Joining forces with other CSOs/networks can help strengthen the work on improving local taxation and as such in order to facilitate the advocacy and work on local taxation GDCA has established cooperation with the Northern regional tax justice network, SEND Ghana and ISODEC. As regards the corruption fight, GDCA also established cooperation with Ghana Integrity Initiative (GII) and SEND Ghana, who are also working on anti-corruption. Citizens awareness has been enhanced on local government taxation in 2020 to facilitate payment of taxes and monitoring of tax utilization. To support youth mobilization and the pursuit of youth issues and interests two Youth Centres (YCs) in Savelugu and Karaga have acquired spaces for youth mobilization and engagement. The social enterprise model which the program will be using to support the youth is being developed (a draft is in place and yet to be finalized). The development of the model begun with a research (which is shaping the model development process) in January 2020 in collaboration with Via University in Denmark.

Outcome Indicator 3.1.1 CSOs use social accountability tools to improve local government performance

Preliminary evidence shows that performance of MMDAs in the execution of capital development projects is improving as more citizens are involved in monitoring this process and raising issues or concerns regarding the execution of these projects for improvements. The MMDAs are responding to the issues raised by the citizens in the execution of capital development projects. Thus, 45% of the issues raised by citizens were addressed by the five target MMDAs in the execution of 15 capital development projects in 2020.

E4L facilitated the capacity building of the Network of Community Development Monitors (NCDMs) on social accountability in 2020. This helped the NCDMs in monitoring 15 capital development projects in 2020 leading to increased participation of citizens and improvements in the execution of projects monitored. Citizens expressed satisfaction in the execution of the projects monitored. For instance, Alhassan Abubakari (NCDM member for Nurul-Islam borehole project in Karaga) indicated that “we would have been better off with regards to development projects in our communities if such monitoring were going on for every project”. He made this statement during a town hall meeting organized for the three projects monitored in Karaga district in 2020. In 2020, 29 issues were raised on the implementation of capital development projects in the 5 E4L target districts. The main issues raised include:

Savelugu;

1. The Savelugu Municipal Assembly (SMA) and the contractor should get in touch with the School Authority and work on following remaining aspect of the project before it is handed over.
2. Many of the Door locks need to be worked on



3. Most parts of the roofing are leaking. The roofing needs to be looked at and if possible, changed to prevent water from spoiling the ceiling
4. The WC needs to be changed
5. Most of the wardrobe doors are broken and needs to be changed.
6. The NCDM also observed during their monitoring that another project was awarded to the School that has to deal with the expansion and renovation of the Dining Hall has not yet started and is calling on the SMA to impress on the contractor to start work.
7. At Kudzeguyili, the SMA should ensure that the contractor reclaim the land that has been used for gravel.

Kumbungu;

8. The Kumbungu DA should ensure that a copy of the contract award letter should be given to the Assembly men whenever there is a project in their communities
9. The Tignayili, Gumo and Yaragfong communities should make a follow up to the Kumbungu DA particularly to the works department to ensure completion of the remaining part of the project like the KVIP toilets, unitary and provision of furniture.
10. The Tignayili and Yagrafong communities should lobby the contractors to extend water to the School or the new School building should be provided with rain water harvesters.
11. The Kumbungu DA should ensure that, electricity is extended to the School Blocks in communities connected to the national grid to enable students learn at night.
12. Community members should work together and apply the knowledge gained on monitoring of capital development projects and challenge issues that do not go well during projects implementation. Community members should work with all the necessary stakeholders and put forward issues they find during their monitoring that will help put the contractors on their toes.
13. All the projects monitored are School blocks and towards ensuring quality education and to ensure this, Beneficiary communities should enroll their children in the schools in order to achieve full utilization of the facilities.
14. Beneficiary communities should take steps to help the management of the schools to maintain the school building well when they are handed over.
15. The DA should endeavor to publish reports of routine monitoring visits to members of the community, NCDMs and the DSC.

Mion District;

16. The citizens demanded that community leaders be consulted on the identification of projects in their communities.
17. Citizens wanted contractors to be properly introduced to the community leaders and opinion leaders before the commencement of projects execution.
18. Citizens wanted to know whether electricity will be connected when the projects are completed.
19. Citizens want to see billboards of the projects.

Karaga

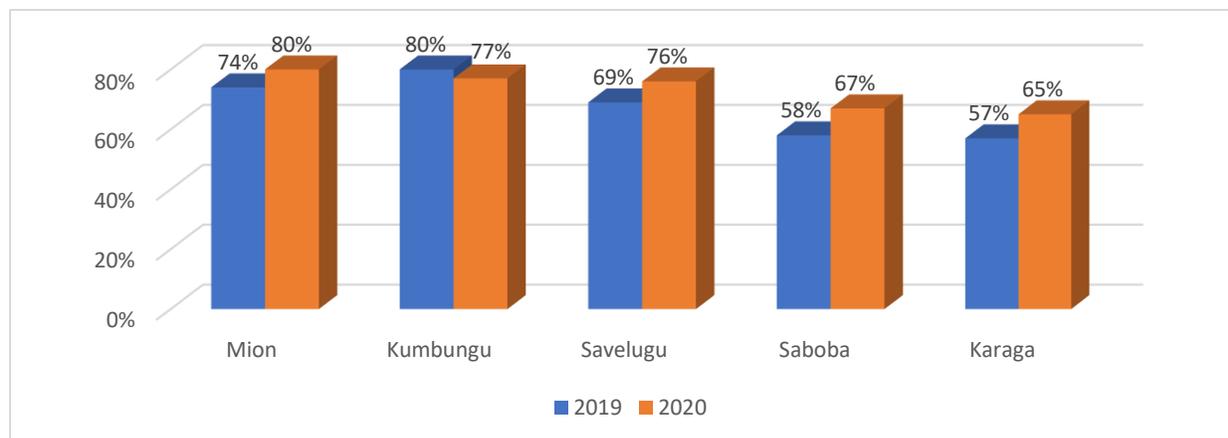
20. Citizens from the two communities (Karaga and Gunaayili) have appealed to the Karaga District Assembly (KDA) to impress upon the contractor to speed up the finishing touches on the projects to enables them to fully utilize the water facility
21. Members of Gunaayili community have requested the KDA to assist them with some bags of cement to construct a concrete platform around the standpipe. This will not only create hygienic surrounding but will also reinforce the stand taps.
22. The cables and pipelines (water hose) that extended the water from its source to the community are exposed; thus they can easily be damaged. The KDA should instruct the contractor to cover them.
23. The two communities (Karaga and Gunaayili) have asked that the contractor should fence round the stand pipes to protect them from being damage by children and animals
24. The NCDM at Nurul-Islam have asked for the replacement of the poly tank because the old one is leaking and is wasting the water.

The number of issues raised in 2019 and 2020 per district are presented in Figure 1. All E4L target districts except Kumbungu had increased their overall scores in 2020 (from 2019) on their performance in the



execution of capital development projects monitored by citizens. Kumbungu scores reduced because the ancillary facilities that were part of the projects were not completed yet at the time the monitoring was finalized.

Figure 1: Scores of capital projects monitored in 2019 and 2020



Source: Results from monitoring of capital development projects of MMDAs by E4L.

In 2020, 13 out of the 29 issues raised were addressed by the MMDAs in the execution of the capital development projects. This helped to improve the projects execution. The number of issues addressed per district are presented in Figure 2. In sum, two districts were able to raise and address more than the targeted 3 issues per district for year 2020. Some of the main issues addressed by the MMDAs included;

Savelugu/Kumbungu Assemblies;

1. The Savelugu Municipal Assembly (SMA) ensured that the contractor worked on the remaining renovation works on the Savelugu School for the deaf girl's dormitory before taking his final payment.
2. Savelugu Municipal Assembly (SMA) also made changes to the design of the expansion of the Dining Hall Project at the Savelugu School for the deaf by expanding the dining hall project along the width instead of the length as requested by the people.
3. The Kumbungu District Assembly (KDA) responded to demands from the people of Nwogu to commission the borehole project for use.
4. KDA followed up to get the contractor working on the Jakpahi CHPS compound to continue work on the project due to the demands from the community members.
5. The KDA also ensured work on the Zugu-Yilpkani School project was completed.

Saboba District Assembly;

6. The classroom Block in Bakundiba and Sambuli did not have furniture in the classroom and during the town hall meeting the issue was raised by the beneficiary community representatives in the meeting. The Saboba District Assembly representative assured the beneficiary communities that they were going to get the issues resolve and had supplied furniture to the School in Bakundiba and Sambuli communities.
7. The beneficiary communities were encouraged to take steps to help the management of the School to maintain the School building. The beneficiary communities always weed and clean around the blocks any time the need arises.
8. The SDA were asked to endeavor to share reports of routine monitoring visits with the NCDMs. The SDA has made the NCDMs part of the monitoring team.

Mion Distriict Assembly;

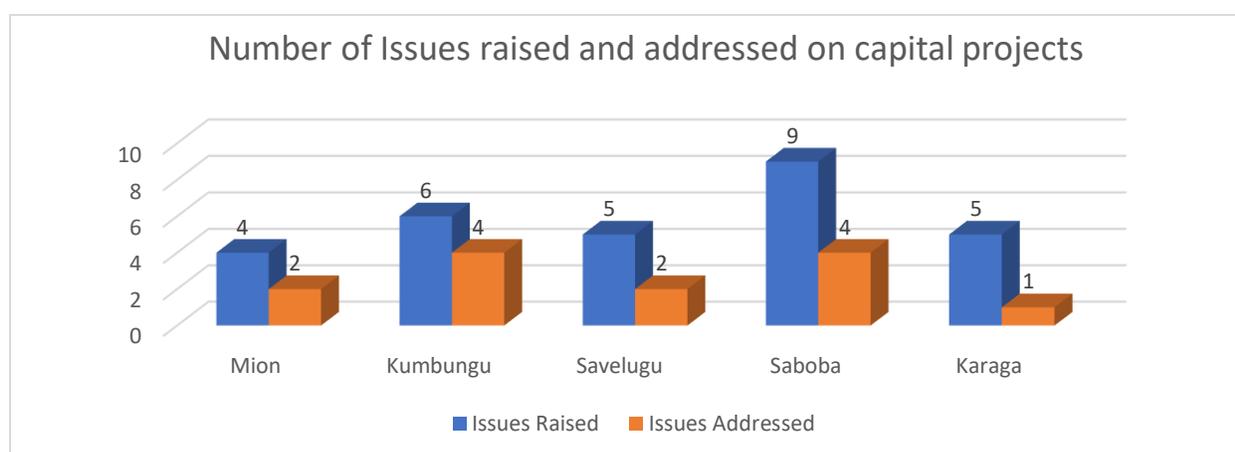


9. The various issues raised were discussed during the Town Hall meeting and the DA promised to widen its consultation network to cover a wider number of opinion leaders in the communities when projects are being identified.
10. The DA also took it upon itself to hand over contractors to Assembly persons in the communities for onward introduction to the rest of the community leaders.
11. The issue of electricity connection was not part of any of the 2020 projects but the DA said it would handle that on a separate contract when the citizens put in request to that effect.

Karaga District Assembly (KDA)

12. The KDA have provided 6 bags of cement to Gunayili community to help construct a raised platform at the stand pipes to provide hygiene at the water site. This addresses concern 2 in the issued.
13. The cables from the water source to the community have been buried underground by the contractor. This addresses concern 3 in the issues raised.

Figure 2: Number of issues raised and addressed on capital projects in 2020



Source: Results from monitoring of capital development projects of MMDAs

The issues raised on the capital projects monitored that were not yet addressed were discussed with the MMDAs during the five town hall meetings held in all the E4L target districts. Before the town hall meetings 17 interface meetings were held on the projects monitored in which the issues raised were discussed and agreed on. The project performance updates were discussed at the town hall meetings and shared in 75 communities in the five districts to inform other citizens in the other communities.

Outcome Indicator 3.1.2: 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 raised 35 issues during monitoring of IGF generation. Out of the 35 issues raised 29% (10 issues) of those issues were addressed by the target MMDAs. In 2020, citizens in the E4L target districts received a lot of information about tax collection and utilization through the E4L supported radio programs. The Network of Area Council Revenue Monitors (NACReMs) developed their action plans for the year and monitored the revenue generation processes in their districts. Citizens within the period under review 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 and town hall meetings were held in each district to discuss issues raised.



Radio programs were held during the year to sensitize citizens on the essence of paying their taxes. Staff of the MMDAs were used as resource persons to help educate the citizens on the tax collection processes and how the taxes collected are utilized and encouraged citizens to pay their taxes.

Citizens used knowledge gained on District Assembly Revenue generation and mobilization to monitor revenue generation and engage their MMDAs. Through the monitoring of revenue generation in the districts, citizens generated score cards on revenue generation by MMDAs and used the results to engage the MMDAs on issues of concern. CSO score cards were also generated on revenue mobilization and utilization at the Area Council level. The assessment gave the citizens the opportunity to make suggestions to the Assemblies on how to improve their revenue generation and utilization.

The citizens made inputs on District Assembly's revenue generation and utilization processes through interface meetings. First, the meetings gave the participants the chance to validate the Scores in the revenue score cards. Participants also had the opportunity to double check the marks, responses, suggestions and recommendation captured on the score cards. The meetings also discussed matters pertaining to the various processes surrounding internal revenue mobilization and utilization.

Quarterly accountability reflection sessions were held in each district 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. Aside from rendering account of revenues realized in the Area Councils, the revenue collectors also stated 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. The IGF Accountants who participated in the session assured that all issues raised will be addressed.

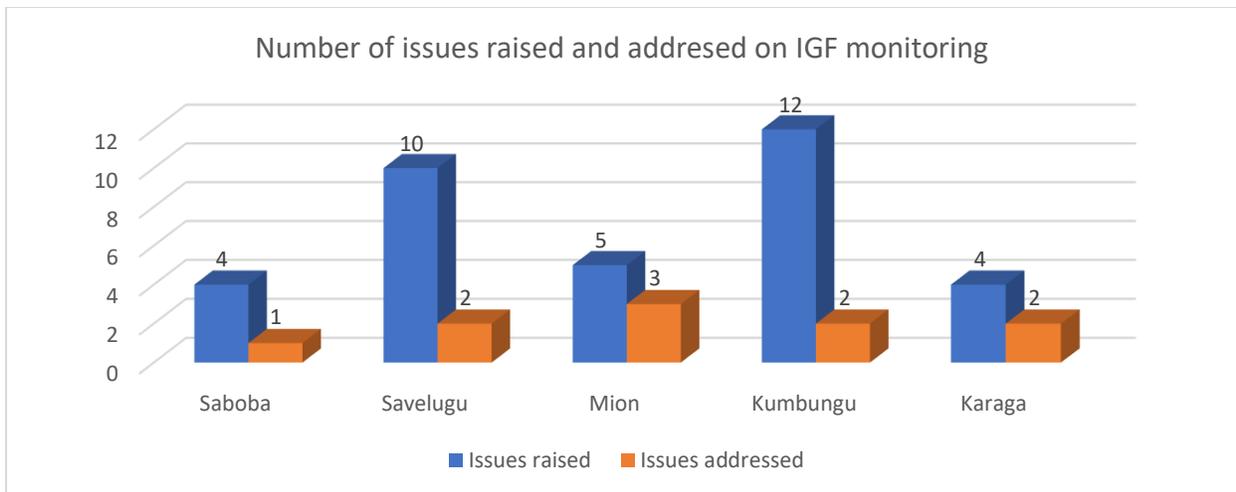
Outcome Indicator 3.1.3: Targeted districts reach their yearly target for internally generated funds

Citizens awareness and knowledge about how rates and fees are fixed is improving in the E4L target districts. This increased awareness and knowledge has the potential of improving the payment of taxes as it builds confidence of the citizens in the systems. Preliminary evidence shows that revenue generation in the districts was poor in 2020 due to the COVID-19 pandemic and the December 7 presidential and parliamentary elections. Local authorities are reluctant in collecting taxes during election years in Ghana with the fear that citizens may vote against the incumbent party if they enforce payment of taxes.

Available data show that 44 accountability reflections were held in 2020 in which 35 issues were raised through the monitoring of IGF generation and this resulted in 29% (10) of the issues being addressed by the MMDAs. The issues raised and addressed per districts is presented in Figure 3.

Figure 3: Number of issues raised and addressed on IGF monitoring.





Source: Data from monitoring.

The issues raised during the Town Hall meetings in the districts on revenue generation and utilization include;

Savelugu/Kumbungu Assemblies;

1. The KDA should work with the Dalun Youth Association to rectify the Revenue collection problem. Residents are not happy about the deadlock between Kumbungu DA and the Dalun Youth Association, which led to the hijacking of the collection of fees from tipper truck drivers. This issue must be resolved speedily to avert any losses to the DA. There has been a positive change in this situation. The District Assembly Revenue Collectors have been assigned to do the revenue collections while DYA plays a monitoring role to ensure that revenue collection activities move on smoothly.
2. The KDA should continue with the strategy of giving a percentage of revenue collected to the Area Councils to help in their development. This will help the assembly rake in more revenue.
3. The Kumbungu District Assembly should expand the stakeholder's consultations on fees and rates beyond the Kumbungu township.
4. The SMA should ensure that, the penalty for non-adherence to payments of taxes should be followed to the latter and every one should be equal before the law.
5. Also, the SMA should make public the connection between revenue generation, utilization and benefits.

Saboba District Assembly (SDA);

6. Citizens suggested that stakeholder engagement such as the fee fixing resolution meeting will cover all the area councils and diverse rate payer groups which the SDA promised to do in 2021 fee fixing resolution meetings.
7. The issue of limited number of revenue collectors was raised in 2020. and the SDA used National service personnel to complement the effort of the few revenue collectors in the District.
8. The SDA were encouraged to display the revenue mobilised and its utilization.
9. A number of revenue leakages were identified in a number of markets in the District.

Mion District Assembly;

10. Citizens said they do not see the need to pay cattle rates if Fulani herdsmen in the communities are not paying.
11. Citizens want to see capital projects initiated from IGF in the District.

Some of the issues addressed on monitoring of IGF are presented below:

Mion District;



1. At the quarterly Accountability reflection sessions, the IGF Accountants took turns and explained to participants how the IGF is spent by the Assembly. Examples of projects such as a Police post and minor repairs and stationery were mentioned.

Saboba District

2. The SDA now has very big revenue charts displayed in the Assembly and sometimes uses radio to disseminate information on the revenue mobilized and utilized.
3. The SDA assigned revenue collectors to the markets in which a number of revenue leakages were identified.

Within the year more citizens participated in the fee fixing resolution meetings of the five target MMDAs. Thus, 120 additional citizens participated in five fee fixing resolutions in the five target districts and gained increased understanding and knowledge about the various fees and rates payable in their respective districts. These citizens would not have gotten opportunity to participate in these meetings without the support of E4L program. It is anticipated that these citizens will share the information and knowledge gained on decisions regarding the fixing of rates and fees with other citizens in their communities so as to improve payment of taxes.

Outcome Indicator 3.1.4: Partners contribute to more effective local taxation through networks and coalitions

GDCA established cooperation with the Northern regional tax justice network to promote the work on tax justice. The northern regional tax justice network is coordinated by CALID. GDCA was invited to meeting of the regional tax justice network and GDCA participated in the meeting of the network.

Additionally, a draft compendium of best practices on local taxation has been developed and shared for inputs. GDCA has also established cooperation with SEND Ghana and ISODEC to advance the E4L program work on local taxation and tax justice.

Outcome Indicator 3.1.5: Youth are organized and create spaces to advance their interests

The Coronavirus pandemic affected the development of the social enterprise model within 2020 because scheduled meetings could not come on due to travel bans. Nevertheless, a draft manual has being developed for social enterprises model. Also, to enable the Youth Centres (YCs) to become sustainable hubs for youth mobilization and engagement in the districts two YCs acquired structures (Karaga and Savelugu) for youth mobilization. These structures have been assessed by the E4L program and findings show that these centres need to be rehabilitated to make them fit for use. The E4L program will support rehabilitation of these structures at a moderate level to make them habitable for the youth centres. A rehabilitation plan will be made to clarify responsibilities and expected level of maximum support.

One Peace campaign was launched by the Northern Regional Youth Network (NRYN) towards peaceful election 2020 after their capacities in campaigning, networking and messaging were built. With the support of the E4L program the NRYN held media engagement on the role of young people in shaping peaceful election on 23rd September 2020. Flash mob and stakeholder engagement on promoting peaceful election were held also on international peace day. These contributed to promoting peace before, during and after the December 2020 elections in the Northern region. The usual violence that usually characterize elections in the Northern Region were reduced even though not completely eliminated because there were few pockets of violence in the region. This year majority of the violence that occurred rather shifted to the southern part of Ghana, which previously was not known for electoral violence.

The Youth Centres were restructured in 2020. They developed action plans for youth engagements in 2020. As part of their action plans they made conscious efforts to mobilize more youth and youth groups to the YCs. The case story below suggests that more females have been attracted to the Mion YC.



The Mion Youth Centre has attracted more female members

In February 2020 the Mion Youth Centre developed gender and annual action plan, the Youth Centre Management Committee took it upon itself to explain to young women in the communities the content of the action plan and the strategy and urged them to join and become members of YC. As part of the strategy, room was made for female caucus within the YC in the action plan. Also, some particular positions were reserved for females in the YC management committee.

The male members of the Youth Centre also took it upon themselves to invite their female partners, friends and other family relatives to join the Youth Centre. The few female members also managed to convince their fellow females whom they shared the same groups. These new strategies really brought about a sharp rise in the number of females into the Youth Centre.

Outcome Indicator 3.1.6: Citizens put local corruption issues on the national agenda for resolution

Fighting corruption requires numbers and networks/alliances because as the Auditor General of Ghana once said if you fight corruption, corruption will fight you back. As such to enhance the corruption fight GDCA established cooperation established with Ghana Integrity Initiative (GII) and SEND Ghana to work together to advance the course of corruption fight in Ghana. Therefore, mechanisms have been identified and strategies developed on how to roll out. It is always good to have formal agreements for this kind of cooperation and therefore discussions have started to have a Memorandum of Understanding (MoU) with SEND Ghana and GII but this is yet to be finalized and signed.

Relevant Strategic Observations, Challenges and Lessons Learnt for Governance

Within the year some strategic observations were made for the governance strategic area. Table 4 below therefore presents analysis of the strategic observations within 2020 and the lessons learnt within the year.

Table 3: Governance relevant strategic observations, challenges and lessons learnt

Strategic Observation	Recommendation resulting from observation
The strategies for the governance thematic area have remained relevant particularly with the mainstreaming of capital project monitoring and monitoring of Internal Generated Funds (IGF) into the program arrangements.	The district teams should continue to facilitate the CBOs to identify their priority issues for local level advocacy and engagements with the duty bearers in line with the approved strategies.
The Social Accountability monitoring approach has 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
Lesson learnt/best practice identified	Recommendation resulting from lessons and best practice identification
Project communities are 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.
Competition for DDF funded projects is keener in the Districts and projects awarded on DDF are executed faster than those funded with DACF. This underscores challenges bedeviling the untimely release of the DACF.	The district teams should endeavour to focus their context analysis on government priority programmes such as 1District, 1Factory, Planting for Food and Jobs, 1Village, 1Dam to track its effectiveness at the district level.



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.
Increased access to relevant information by citizens on capital development projects such as project specifications, cost of project, duration for project execution and project benefits improves accountability, transparency and participation in local governance processes.	The E4L Districts Teams should take interest in helping citizens to understand the various monitoring pahses in monitoring of capital development projects to ensure its success and relevance in all the E4L Districts

3.2 OUTCOME 2 – EDUCATION

To contribute to improved distribution and use of education resources SfL mobilized other Civil Society Organizations (CSOs) and they pushed for adequate preparations for school reopening and provided recommendations for education authorities at district and regional levels. SfL also introduced supplemental learning (1,739 learners in rural areas benefited) and embarked on a back to school campaign to ensure that pupils especially vulnerable girls do not drop out of school when schools resume in January 2021. The networks of PTAs and SMCs were adequately prepared for the tracking of education resources and a model for education resource tracking using social accountability is being developed to facilitate tracking of education resources in 2021. The Teacher Professional Development model (TPD) has been reviewed based on lessons from the pilot phase and the training manual reviewed for use in 2021. This model will be implemented in all E4L target districts in the ensuing years. Ninety-eight (98) non-literate young women gained appreciable literacy and numeracy skills and 89 of them gained entrepreneurial skills in addition with the support of the E4L program. These young women will be closely monitored and mentored to start/expand and sustain their businesses in 2021 onwards.

Outcome Indicator 3.2.1: Partners organize civil society to push for increased funding and effective implementation of education pro-poor policies

The program planned to conduct an evidence-based research on at least one relevant education equity issue, but this was shifted to 2021 due to the impact of the pandemic. This evidence-based research was meant to provide evidence and the basis for conducting advocacy and engaging duty bearers on at least one relevant education equity issue as a target for 2020.

SfL mobilized other civil society organizations and they pushed for adequate preparations before the resumption of schools in January 2021. This was due to the closure of schools (due to COVID-19) for nearly a year and the governments declaration that schools will resume in January 2021. This became necessary because of the tendencies of children especially girls to drop out of school after a long break. SfL in collaboration with the networks of PTAs and SMCs and other CSOs such as RAINS, NNED, Impact Ed and Rights to Play pushed for adequate preparations for schools reopening by the school authorities. The CSOs did not only push for adequate preparations for schools reopening, but also provided relevant



recommendations to the education authorities to consider when schools reopen. Among them included provision of additional classrooms to address overcrowded classrooms.

The SfL through the E4L Program introduced a Supplemental Learning Program for vulnerable children who were not privileged to have access to the Government's electronic learning programs due to COVID-19. This covered 30 communities across five Districts of the E4L Program. A total of 1,739 learners (907 males and 832 females) participated in the 68 supplemental learning classes across the 5 districts.

To ensure that both children and parents were well prepared for schools reopening, the networks of SMCs and PTAs in the five target districts and other key stakeholders were also engaged on back-to-school campaigns. This supported in creating the awareness of school resumption and the need to have adequate preparations for it. Radio programs were held on back to school campaign. GES served as resource persons during the radio programs.

SMC Networks and PTA Networks in the five districts demonstrated increased Capacity on Networking and Linkages by networking with one another and other stakeholders in the districts to engage and obtain school infrastructure for schools in their area. The Networks had their capacities built in a training session on networking and linkages. Most of the executive members demonstrated their ability to engage duty bearers by asking questions such as; Who to contact on specific issues regarding the provision of infrastructure to schools in their communities? The networks resolved to implement their action plans to the later including reaching out to one another within the E4L operational districts. Social media including WhatsApp platforms were identified as a tool that could be used to support these connections.

The networks of SMCs in collaboration with the networks of PTAs across the E4L operational Districts have influenced some duty bearers to undertake some development activities. For example, Namongbani primary school in the Saboba District has gotten a school block, while at Kpabia in the Mion District, the PTA and SMC networks have initiated the construction of teachers' quarters and in Karaga town, Nuru-Islam E/A primary school is to get a pipe borne water through the influence of the SMCs and PTAs networks.

Outcome Indicator 3.2.2: School governance has become more inclusive, transparent and accountable; and education resources are used more effectively

The COVID-19 pandemic limited activities in the education strategic area in 2020 especially those dealing directly with schools as schools were closed down. The networks of SMCs and PTAs have become more aware on the need to actively get involved and take part in tracking duty bearers on the allocation and use of educational resources in their communities. The planned tracking of education resources was heavily affected due to COVID-19 since this could not happen without schools in session. That notwithstanding, the networks of PTAs and SMCs were adequately prepared for the tracking of education resources through capacity trainings on social accountability and tracking of education resources using social accountability. A model for education resource tracking is being developed to facilitate tracking of education resources in 2021. Thus, the target for increasing the capacities for SMC and PTA networks and developing the tools and methods for tracking education resources in 2020 was achieved.

To ensure improved school governance and regular attendance by Teachers the PTAs and SMCs are engaging school to identify challenges in the schools and to attempt to address them. The case story below shows efforts made by the PTA in Kpano in the Nanton area.



Case story 1: PTA renovate Kpano Teacher's Quarters

In 2020, after an observation of poor teachers' attendance to school by the PTA in Kpano in the Nanton area, the PTA decided to meet the teachers to discuss possible reasons for this problem. In the meeting, the teachers gave lack of accommodation as the reason for poor attendance. After these deliberations the PTA took an initiative to seek a support from World Vision Ghana (an NGO in Ghana) to renovate the teachers' quarters in the community. Fortunately for the community their request was granted. The renovation is still on ongoing up to date.

Picture: Renovated teachers' quarters at Kpano.



Outcome Indicator 3.2.3: New education methodologies are promoted for improved learning outcomes

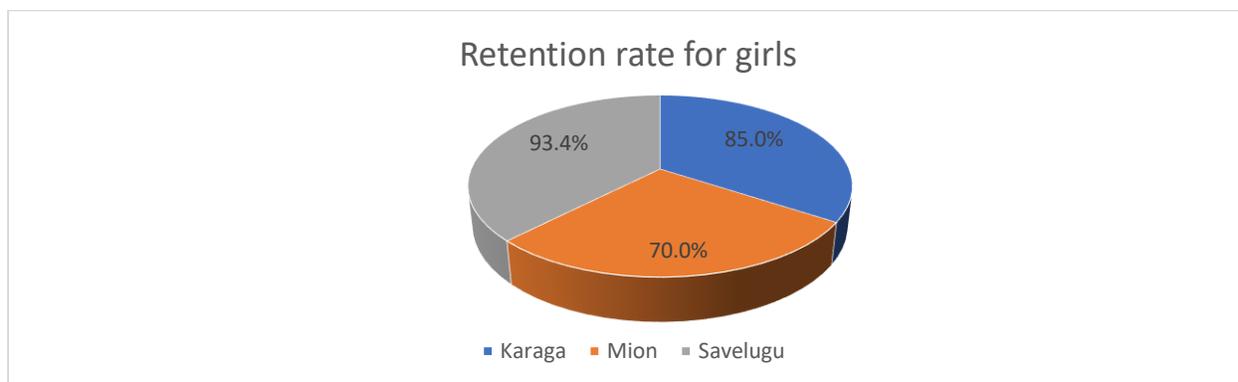
The E4L program piloted the Teacher Professional Development Project (TPDP) which yielded numerous results (*see baseline report for details*). After the pilot phase it became necessary for review of the manual for the Teacher Professional Development (TPD) model based on lessons from the pilot so that this model can be promoted for adoption by the Ghana Education Service (GES). The target for 2020 was therefore to review the TPD model.

The training manual for the Teacher Professional Development model (TPD) has therefore been reviewed and shared with GV for approval. Three manuals have been carved out of the original manual to cater for teachers/head teachers, District Authorities and Trainers. Thus, the updated TPD manual is in place and ready for implementation in 2021. The TPD model could not be rolled out in 2020 due to school closures as a result of the COVID-19 pandemic.

Outcome Indicator 3.2.4: Girls and young women have better education opportunities

Basic schools were closed for the entire 2020 year due to COVID-19 as such data on enrolment and retention could not be obtained to assess the girl-child retention rate in schools. However, the baseline report shows the following retention rate for girls in schools in the E4L districts. Data will be collected in 2021 when schools resume to assess changes in the retention rates. However, it is anticipated that the COVID-19 pandemic may impact negatively on the retention rate. The E4L program will monitor the retention rates for girls closely in 2021 to assess the changes.

Figure 4: Baseline retention rates for girls.

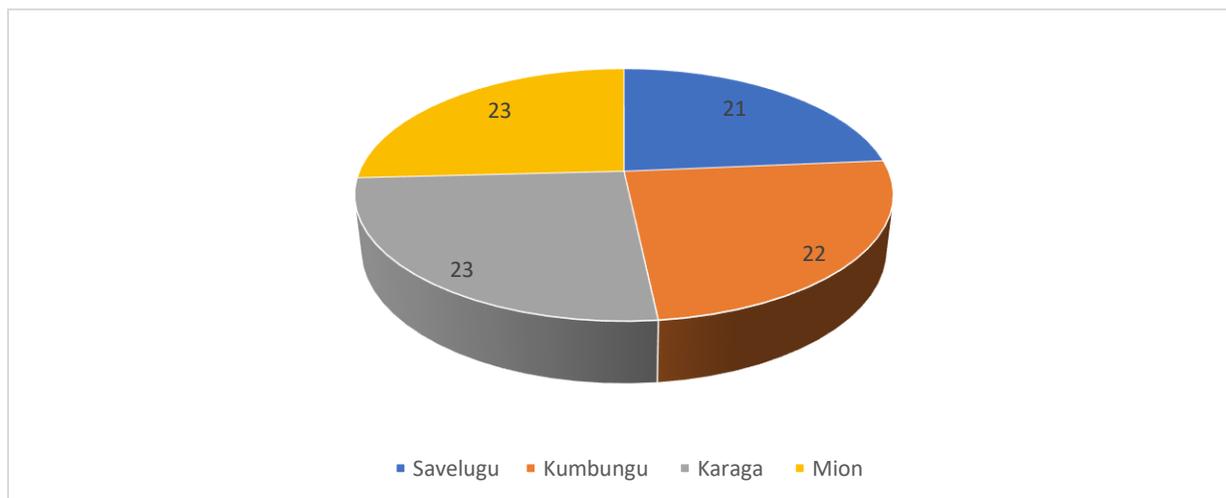


Source: E4L Baseline report, 2020.

Young Women in Literacy

Data available show that 98 non-literate gained appreciable literacy and numeracy skills in 2020 with the support of E4L program since they are now able to read, write their names as well as call out their phone numbers, write their house numbers, make phone calls on their own and also recharge phone credits on their own. This has increased the confidence levels of the girls and they are now able to speak boldly in meetings and express their concerns. Out of the 98 non-literate young women 89 of them gained entrepreneurial skills through the E4L facilitated entrepreneurship boot camp trainings. Breakdown of the number of young women who gained entrepreneurial skills per districts is presented in figure 5.

Figure 5: Number of young women who gained entrepreneurial skills per district in 2020



Source: E4L Monitoring data.



The young women in literacy project is aimed at supporting non-literate young women to achieve basic literacy, numeracy and entrepreneurship skills to enable them conduct their businesses in a functional and professional manner. The Program recruited a total of 98 non-literate young women, of which 28 and 65 were below and above 18 years respectively. Five of the non-literate young women dropped out as a result of family migration.

Reports from the field indicate that almost all the young women have attained an appreciable literacy and numeracy skills and could read, write their names as well as call out their phone numbers, write their house numbers and also make phone calls on their own and also recharge phone credits on their own.

The implementation of the intervention experienced few challenges among which included: lack of snack for the girls, inadequate furniture in some communities for the young girls, harvesting period affected attendance in some communities and mothers without caretakers attended classes with babies.

As part of the orientation process, the young women were taken through basic civil rights and reproductive health issues such as personal grooming, teenage pregnancy, right to association and civil responsibilities. Generally, the intervention increased the confidence levels of the girls. The girls are now able to hold discussions and answer questions boldly without keeping mute as before with little probing and using the local dialect. Also, the increased level of confidence has resulted to most of the girl openly sharing business ideas and discussing business plans as part of the entrepreneurship boot camp training. The significant result achieved is attributed to the level of devotion, and concerted efforts by the young women in fulfilling a collective dream of attaining basic literacy and numeracy.

Attendance to VSLA meetings was very encouraging, an indication of their interest in the mindset and attitude building towards savings to support the creation of own businesses. A total of 98 non-literate young women with an average of 24 young women per district were mobilized into the VSLA groups in the 4 districts namely Mion, Karaga, Savelugu and Kumbungu. This is a significant change in behaviour, considering the fact that, more than 50% of these young women are married with children and unemployed. Importantly, the concept of savings was embraced and thus can be reported that their asset has been built relative to the mindset of savings and actually doing it. Attendance was regular in spite of their daily chores and social activities.

Sequel to the VSLA and literacy classes, was the bootcamp entrepreneurship training for the young women where 89 (i.e. 91% of those benefited from the literacy classes and the VSLA) were trained. The training spanned between December of 2020 and February of 2021. Out of the 89 trained, 45 are mapped with mentors and the others in the process of selecting their mentors for mapping. Mentoring schedules are yet to be scheduled also to track progress. Follow up trainings for the entrepreneurship boot camp were done for the young women. These follow up trainings intends to help them to be able to identify their mentors for mentoring and be able to establish their businesses and run it professionally.

Young mothers without nannies and without any form of literacy prior to this intervention, are challenged in having a meaningful, active and full participation in the bootcamp. The young women also had high expectations with the coming of the intervention, hoping that they were going to be setup after trainings.

With guided support after training, 16 of the young women have been able to start-up their own businesses. Below is a table of the kind of businesses started by these young women:

Table 4: Businesses started by young women

District	Number Trained	Number started	Type of business	Remarks
Savelugu	21	2	 Sale of pastries  Sale of soap	Received training in late December
Kumbungu	22	3	 Sale of rice  Sale of sandals  Sale of pastries	Received training in late December



Karaga	23	9	<ul style="list-style-type: none"> ✚ Sale of groundnuts ✚ Sale of donuts ✚ Sale of soap ✚ Sale of eggs ✚ Sale of rice ✚ Sale of poultry ✚ Sale of tea ✚ Sale of soya beans kebabs ✚ Sale of eggs 	Received training in late December
Mion	23	0		This group received training in the first week of February

Source: Monitoring data.

The combination of literacy classes, VSLA and bootcamp is unique and offers young non-literate women the opportunity to acquire basic literacy and numeracy skills and be able to own businesses. However, the period for the literacy training (6 months) is observed to be inadequate which resulted in their less active.

Challenges

The following challenges were observed relative to the VSLA and Bootcamp:

- ✚ The young women were challenged in raising the money for the VSLA box which therefore delayed the start of their contributions for a while
- ✚ Low savings because most of the group members are unemployed
- ✚ Young mothers without nannies could not actively and meaningfully participate in entrepreneurship training because of their children. They manage to save from their stipends given them by their husbands or parents.
- ✚ The 6 months of literacy is observed to be inadequate to adequately prepare the young women to actively participate in the entrepreneurship training

Recommendations/conclusion

- ✚ The VSLA box could be purchased by the Program for this marginalized group
- ✚ The bootcamp module can be tailored to suit nonliterates that prepares them to start their businesses in a much easier way
- ✚ Trainings for groups with many nursing mothers, could be done in the communities to enable them receive home support in taking care of the children



Case story: Habiba Mohammed shares her story of change with literacy and numeracy

"If am not able to write and identify anything that is written what shows that I have been to School". This was what Mohammed Habiba told me when I tried probing to know if she has not really been to School during the selection process of the young women to be part of the Literacy and numeracy classes.

She showed so such interest in learning to read and write from the very beginning. Now she is able to write her name, date, copy notes, input her phone credit and identify how much has been sent to her through mobile money.

Her joy knew no boundaries when she completed the one-week training on entrepreneurship organized by the E4L Programme-Savelugu team.

When she came home after the training, she and other colleagues shared the knowledge they gained and the benefits and importance of education to her family and friends. This encouraged other girls to know that all is not yet lost and they can also be literate. They girls on the other hand came to the E4L Savelugu office to inquire about how they could be part of the classes.

Habiba hopes to be a big business woman one day.

HABIBA MOHAMMED

International Women's Day

The E4L Program joined the rest of the world to mark another year of International Women's Day. The day marked another occasion for governments, organizations and individuals to review how far we have come in our quest to achieving gender equality and equity in all facets of national development.

It also provided an opportunity for Government and Civil Society Organizations to look forward to salient and compelling actions that needs to be instituted to ensure that the lives of women across the globe are improved.

The theme for the 2020 celebration was "I am Generation Equality: Realizing Women's Rights". The theme clearly highlighted the work of the Empowerment for Life Program which has over the years worked on building the capacity of a critical mass of women and young girls in deprived communities to play more visible and active roles in promoting positive action through advocacy and community engagements aimed at promoting and enhancing women development.

To commemorate this day, a series of media engagements including radio discussions were held with selected media houses in the metropolis and a press statement issued and signed by the Technical Advisor on Gender and Advocacy. The statement lauded the efforts of Government and Civil Society in promoting the rights of women in the country.

The statement also noted with deep regrets the plight of a significant number of women in deprived communities across the country that still suffers from various forms of inequality and gender-based violence. The statement called on government to institute affirmative action policies and programmes that will create the needed environment for women development.

The statement also called on traditional authorities, religious heads and opinion leaders in our communities to create the needed ambiance by shaping cultural norms and practices that impedes women contribution to the process of national development.

Relevant Strategic Observations, Challenges and Lessons Learnt for Education Strategic Area

Presented in Table 5 are the relevant educational strategic observations made in 2020 and the accompanying recommendations. Lesson learnt and recommendation going forward is also presented in Table 5.



Table 5: Education relevant strategic observations, challenges and lessons learnt

Strategic Observation	Recommendation resulting from observation
E4L will not directly engage the DEOCs, individual SMCs and PTAs as in the previous years.	Much focus should be put on the extension of the networks of SMCs and PTAs within the E4L operational Districts to ensure a District-wide coverage of the networks. In addition, E4L should continue to monitor the activities of DEOCs and the individual SMCs and PTAs so as to ensure continuation of the gains realised over the past years.
Lesson learnt/best practice identified	Recommendation resulting from lessons and best practice identification
Members of the education groups become confident and highly motivated when they receive capacity support from the Program.	E4L should continue to engage with the education groups.

3.3 OUTCOME 3 – INCLUSIVE GROWTH AND EMPLOYMENT

This section of the report presents the outcomes of the E4L program in line with four indicators: (i) Communities have adopted climate resilient livelihood strategies; (ii) Farmers use strategies and technologies to improve and diversify their livelihoods; (iii) Farmer groups have improved growth opportunities to make their businesses profitable and competitive and (iv) Women and youth start up and sustain their own businesses.

In 2020 the program demonstrated two recommended appropriate resilient strategies in Saboba and Karaga districts on bee-keeping and irrigation respectively after vulnerability assessment. The Farming-systems approach was also developed and demonstrated in five districts. As a result of this demonstration 80 farmers from 10 farmer associations have diversified livelihoods through goat rearing in the communities. Thirty (30) farmer associations demonstrated new skills in organic compost preparation in their communities by preparing organic compost for their farms which increased their crop yield. Also, 50 youth Community Livestock Workers (CLW) are providing basic veterinary services to livestock owners in their communities and using income expand their farms/businesses and take care of other needs. Through the 2020 Farmer Field Schools, farmers in the five districts are sharing knowledge in good agricultural practices with their colleagues by explaining to them how to do planting in rows, use of improved seeds, spacing and application of fertilizer. Farmer associations (42) demonstrated improved capacity on the farming system approach by identifying and integrating the various components of their respective farming systems.

Outcome Indicator 3.3.1: Communities have adopted climate resilient livelihood strategies

Vulnerability assessment conducted for communities in the five target districts, resilience technologies were explored and two of the technologies demonstrated in two districts (Saboba and Karaga). The target for 2020 was to demonstrate two technologies in three districts. However, the third demonstration could not happen because assessment showed that the Mion district was not adequately prepared for the demonstration.

The vulnerability assessment showed that local livelihoods are heavily dependent on rain-fed agricultural production and crop yields are decreasing due to shifting rainfall patterns and increasing temperatures. The program has successfully carried out two (2) demonstrations on the recommended appropriate resilient strategies in Saboba and Karaga districts on bee-keeping and irrigation respectively. That is, bee-keeping with three (3) beehives was demonstrated in Nayili community in the Saboba district. The technical capacities of the farmers were enhanced on how to effectively and efficiently manage bees to get maximum



result. The farmers are therefore monitoring the beehives closely so as to address any challenges when they arise. As at December 2020 the bees were yet to enter into the beehives. The Zerizeri farmers in the Karaga District were supported to demonstrate irrigation for dry-season vegetable farming through pumping water from a perennial dam. The farmers have gained increased capacity from these demonstrations and are just beginning the farming process.

Picture: Training session for farmers on bee-keeping in Saboba district.



Outcome 3.3.2: Farmers use strategies and technologies to improve and diversify their livelihoods

In 2020 the Farming-systems approach was developed and demonstrated in five districts. As a result of this demonstration 80 farmers from 10 farmer associations have diversified livelihoods through goat rearing in the communities. Thirty (30) farmer associations demonstrated new skills in organic compost preparation in their communities by preparing organic compost for their farms which increased their crop yield. Also, 50 youth Community Livestock Workers (CLW) are providing basic veterinary services to livestock owners in their communities. Through the 2020 Farmer Field Schools, farmers in the five districts are sharing knowledge in good agricultural practices with their colleagues by explaining to them how to do planting in rows, use of improved seeds, spacing and application of fertilizer. Furthermore, 42 farmer associations demonstrated improved capacity on the farming system approach by identifying and integrating the various components of their respective farming systems.

Through the assessment the farmer associations in all the districts recommended/ selected crop farming and livestock production as the best farming systems approach for them. As such 10 farmer associations (2 in each district) in the 5 districts were supported with goats to effectively integrate with their crop farming to reduce the risk of rain-fed crop farming and to provide alternative income for their households. Goat was chosen due to its easy multiplication, lower cost and easy to manage as compared to sheep. Monitoring visits disclosed that the farmers are using crops residues from their farms to feed the animals. The animals are kept in communal pens and this facilitates cross learning and adaptation among farmers in the communities especially during field days. Other benefits of rearing the goats in a communal pen include; short time visibility of results (reproduction) and maintenance of breed type. Each farmer association had a demonstration pen with seven (7) nannies and a billy to cross them giving a total ten (10) demonstrations and 80 goats. Thus, 80 farmers have diversified livelihoods through goat rearing in the communities. Preliminary evidence shows that Farmer groups in other communities have adopted the farming system

approach to effectively integrate animal rearing with their crop farming. A good example is the Zieng Youth in development in the Nanton Area council which has integrated animal production with crop farming in the case story below.

Case story; Zieng Youth in development integrates animal production with crop farming

Last year, after receiving training in animal management the group bought five sheep to rear as a start up to go into animal rearing. This year, the group wants to expand what was started last years and therefore cultivated 4 acres of rice and 2 acres of groundnut. This they say will help them to raise funds to support the group activities and to expand their animals rearing business.

In the last quarter, the Zieng youth in development acquired three additional sheep with each sheep costing an amount of four Hundred Ghana Cedis GH¢ 400.00. This is done in line with their plans to generate income to improving food security and livelihood in their homes and the community.

Data available show that 50 Community Livestock Workers (CLW) are providing basic veterinary services to livestock owners in the five target districts. CLW are implementing action plans and as such have treated 2,320 animals across the 5 districts. They are using income from their activities to support their businesses and farming activities. Mr. Salifu S. Yussif from Nangunkpang has increased his farm from 2 acres in 2019 to 4 acres in 2020 due to income realized from his activities as CLW. This increase in acreage has increased his yield from 10bags of soya beans in 2019 to 20 bags in 2020. 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 and are attracting better market prices. The Table below presents details of services rendered by the CLWs per district.

Table 6: Services rendered by CLWs

District	Total Animals treated	Deworming	Hoof cutting	Castration	Wound treatment
Karaga	641	436	99	0	60
Kumbungu	508	283	93	9	123
Mion	559	216	66	7	39
Saboba	465	390	50	0	72
Savelugu	147	113	20	2	12
Total	2,320	1,438	328	18	306

Source: E4L program monitoring data.

The skills acquired by the CLWs have inspired some of them to further their education to become official veterinary officers. For instance, Alhassan Ayuba a CLW in Pishigu community in the Karaga District, gained admission to study animal health science in College of Agriculture in Damongo.

Thirty (30) 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. For instance, Gmaljon Taagan, Ullen Thomas and Uyan James in Gnalaajodo community in the Saboba district prepared and applied organic compost in their farms which resulted in increased crop yield. These are specific examples of individuals who recorded increased yields. The table below presents highlights of the increased yield. Similar examples of increased crop yield due to the application of organic fertilizers by farmers has been recorded in Savelugu, Mion, Karaga and Kumbungu districts.



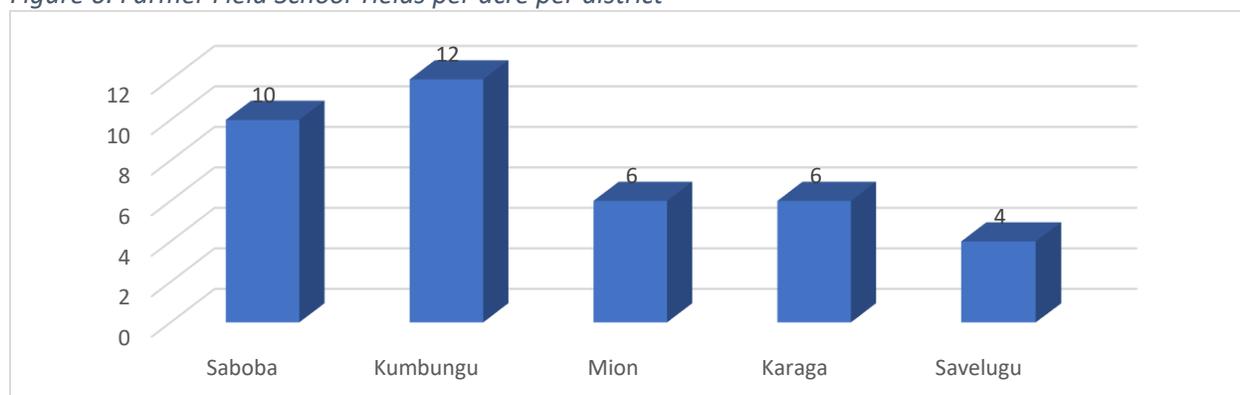
Table 7: Examples of individuals with increased yield.

Name of farmer	Yield before organic compost	Yield after applying organic compost
Gmaljon Taagan	4 bags	7 bags
Ullen Thomas	6 bags	10 bags
Uyan James	5 bags	10 bags

Source: E4L monitoring data.

This year two varieties of maize – sanzal sima (yellow maize) and Obaatampa were demonstrated in each of the five districts. Each variety was done on an acre of land making 2 acres per demonstration in each district. 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 demonstration farms in Saboba, Karaga, Mion and Kumbungu recorded an average of 7 bags per acre.

Figure 6: Farmer Field School Yields per acre per district



Source: Monitoring data.

That is, Saboba had 10 bags, Mion recorded 6 bags, Kumbungu recorded 12 bags, and Karaga district also recorded 6 bags. The farm in Savelugu recorded 4 bags per acre due to the poor nature of the farmland. The demonstration was done on a farmland that could not have been used by any farmer in the community for maize farming due to poor fertility. During a community durbar to present the results of the demonstration farms to the community members, the farmers were surprised the demonstration farm could produce that result. Similarly, community durbars were organized in the remaining 4 districts to explain the demonstration process and present the results to the wider community members and other actors.

Outcome Indicator 3.3.3: Farmer groups have improved growth opportunities to make their businesses profitable and competitive

The Tungteiya shea butter processing enterprise has improved the quality of their business and as such attracted new wholesale and retail customers who buy between 5 – 15 tonnes of shea butter per month. They also have developed improved packaging for customers who are buying in kilos/ smaller units. Similarly, Zegbansuma, suhudoo rice and Tisongtaaba rice all reported to have increased customers and hence they recorded improved sales and profit than before. All the six businesses indicated they had increased customers' base in 2020. All the businesses indicated they are recording increased profits due to the enhanced capacity from the incubator program. The kinyandal soap group has recorded increased profit from GH¢14,400 in 2019 to GH¢28,900 in 2020. Similarly, the Tisongtaaba rice in Mion District has also recorded increased profit from GH¢1,200 in 2019 to GH¢1,500 in 2020. The businesses have also improved on keeping records of their financial/business transactions. The six business cases all keep and manage bank accounts.



The businesses have 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 business groups have demonstrated improved capacity in the development and implementation of their marketing action plans. The 6 business cases after receiving training on marketing action plans have developed and are implementing their marketing action plans. The farmer business groups demonstrate improved capacity in marketing and promoting their businesses to make profits and become more competitive. The Kinyandal soap making group has identified new markets (clients) in Saboba market, Wapuli market, and the SHS in Saboba town. Before participating in the business incubator model, they were only concentrating in small markets/community such as the Kujooli market and surrounding communities. Furthermore, the group has advertised their products (soap) on radio Gaaki and this has attracted new customers from Yenkazia community among others. GAWU has change its name to Zegbansuma and this has attracted more customers for them. Tungteiya shea butter enterprise through body shop (key customer) has supported them to acquire an acre of land in Mbanayili community to plant shea nut seedlings. In all, 1400 shea nut seedlings have been planted to promote the production of nuts in the community.

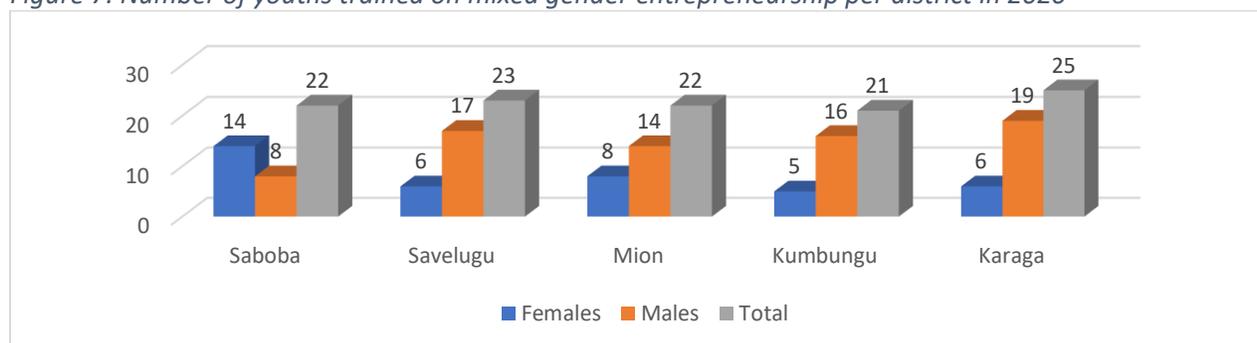
The six business cases all keep and manage bank accounts. The Tungteiya shea butter enterprise keep two accounts, Ghana Commercial bank (GCB) and absa bank (formerly Barclays). The Kinyandal soap group has an account with GCB, Suhudoo rice and Zerizeri farmers with Bonzali rural bank and Zegbansuma with Borimanga rural bank. Also, the businesses have improved on savings for reinvestment in to the business. That is, the Village Savings and Loans Association for the businesses has become more effective due to increase income from the businesses.

Outcome 3.3.4: Women and youth start up and sustain their own businesses.

Monitoring show that 89 youth entrepreneurs trained in the last quarter of 2019 representing 71.2% have established and running their businesses. Also, 36 others are being supported to also start their businesses. However about 15 out of the 36 are at different stages of learning a vocation.

For the year 2020 a total of 202 youth was trained on entrepreneurship in 2020. Out of this number, 89 non-literate young women were trained under the young women in literacy initiative. Out of the 113-youth trained under the usual mixed bootcamp 39 were females and 74 were males. The Mion district training for non-literate young women was suspended because of challenges and poor preparation of the group in Mion. The group in Mion were trained in the first week of February 2021 and 23 non-literate young women participated in the training. Overall, it means that out of the overall 202 young people trained there are 128 young women and 74 young men. Number of youths trained per district for the general entrepreneurship bootcamp training are presented in Figure 7. In 2020, Saboba district recorded more females than males (14 females and only 8 males). This is the first time that more females have participated in the general entrepreneurship trainings.

Figure 7: Number of youths trained on mixed gender entrepreneurship per district in 2020



Source: Monitoring data.



For the non-literate young women 98 were supported to learn literacy and numeracy through E4L facilitated classes and this enabled them to participate in the entrepreneurship boot camp trainings. In total 89 gained entrepreneurial skills through the entrepreneurship boot camp trainings.

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

Strategic observations	Recommendation resulting from observation
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.	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.
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.	The need for more skilled CLWs to provide animal husbandry services to farmers. The district teams should regularly monitor the CLWs and document their activities.
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.	The District teams should identify and include all relevant stakeholders in the durbar to promote the replication of the good agricultural practices.
Lessons/best practice identified	Recommendation resulting from lessons and best practice identification
There are many agri-business groups with potential business cases in the agricultural commodity value chain that can be supported to become commercially competitive.	The DT should take keen interest in identifying these groups for enrolment in to the business development incubator model in 2021.



4. PARTNERS ORGANISATIONAL DEVELOPMENT, COLLABORATIONS AND CONNECTEDNESS

4.1 Partner Capacity Building and Organisational Development

This section of the annual report presents outcomes recorded in 2020 relating to the partners organizational capacity building and development. It presents changes observed in YEFL-Ghana, GDCA, SfL and CLIP.

YEFL-Ghana

A new Youth Strategy development process was supported and finalized by the E4L Program. This new strategy is giving a much clearer focus and direction to YEFL-Ghana's ways of working and in engaging donors. It is also helping in reshaping YEFL-Ghana's ways of targeting and working with the young people and others in various ways.

The capacities of the Board in cooperate governance was strengthened during the period. This intervention has facilitated the board to transition a less stable organization to a more stable one and expanded its membership base as a membership organization. The board has also revised its constitution and have put in place functional sub – committees fulfilling their oversight, policy and decision – making functions.

Further, the knowledge management systems training has equipped us with the right tools to manage knowledge and reinforced what we are already doing to manage knowledge. An example is the use of Office 365.

The establishment of a communication team internally is significantly projecting and marketing the organizational products, activities and engagements. This is keeping YEFL-Ghana in touch with their constituents for feedback on activities and engagements.

Ghana Developing Communities Association (GDCA)

The GDCA strategic plan expired in 2020. A framework for a new plan was developed. A brainstorming session was organized comprising members of the GDCA Steering Committee, Management, beneficiary CBOs, representatives of Metropolitan, Municipal and District Assemblies. The session reviewed the Vision and Mission statements and proposed strategies for the strategic plan. A session was also held to identify key performance indicators for the strategies. The rest of the strategic planning process will be completed in 2021.

The HR system is being re-organized with the acquisition of a software that is used to build a database for staff, board members and volunteers. The introduction of the system has enhanced recruitment procedures, making it easier to receive applications online, compile and shortlist quickly. This has brought great improvement in the recruitment process. The system has been used to recruit two key staff during the year.

For the first time the annual evaluation of the Executive Director was done using a 360-degree assessment tool, with the participation of Steering Committee members, management and staff. The report was discussed by the Steering Committee, which recommended that the tool should be adopted for all Managers.

Major changes in governance bodies and organisational structures.

There were a few significant changes in the GDCA governance bodies. The SfL TC was reconstituted with the addition of new members and the appointment of a new Chairman. This follows the demise of the former Chairman, whose sad event occurred in October 2020.



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

Members of Management, staff and governance bodies underwent various forms of capacity building to improve individual and organizational performance. For instance, the Monitoring, Evaluation and Research Officer participated in an online monitoring and evaluation certification program facilitated by the International Training Centre (ITC) of the International Labour Organization (ILO) in October/November 2020. This certification programme deepened his skills and knowledge in monitoring and evaluation. Management and staff demonstrated improved knowledge on resource mobilization through a capacity training facilitated by GDCA under the E4L program. Staff also participated in media engagement training which was quite practical and this boosted staff skills and confidence in engaging the media. Using knowledge from the knowledge management system training professional emails with the GDCA were created for staff and staff has since started using the emails. These professional emails are hosted by Microsoft through the office 365.

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

The GDCA annual general meeting was held during the year to present an account of the organization's project and financial performance to its stakeholders. The stakeholders comprised beneficiary CBO groups, MMDAs, traditional authorities, other CSOs, the governance bodies, management, staff and volunteers. For the first time the auditors presented the audit report virtually as a result of COVID-19 and responded to questions from the participants. At the meeting beneficiary groups raised their concerns about the organizations' services and got responses from the governance bodies and management. Beneficiary groups also obtained copies of the annual report and other information materials of the organization for further discussion and reflection back in their communities.

School for Life (SfL)

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?

Over the reporting period, SfL developed its 4-year (2020 -2024) Strategic Plan focusing on four strategic areas: Access to Education for all children, Quality Education, School Governance and Equity. Some of the strategy areas have already been implemented and yielding results. For instance, SfL came out with a Supplemental Learning Program to reach out to vulnerable children who did not have access to the e-learning program introduced by the Government of Ghana in response to the COVID-19 pandemic and school closure.

SMCs and PTAs networks started working around their schools in preparation for schools reopening after they were sensitized and made aware of how they could support their children to go back to school.

Under the Supplemental Learning Program, beneficiary children were provided remedial tuition to help them catch up with their counterparts who learned through the e-learning program organized by the Government of Ghana.

Also, the organisation's Gender, Safeguarding, Anti-corruption and conflict of Interests policies were updated to meet the current standards in the development sub-sector. Health and Safety Policy and Environmental Policies were also developed to guide staff and management in the conduct of operations that ensures the safety of staff and the environment.

Major changes in governance bodies and organisational structures.

During the period under review, the then Head of School for Life, Alhaji Sulemana Osman Saaka retired, and Ms. Wedad Sayibu was appointed to take his place. The swift search and prompt appointment helped



in ensuring a smooth transition and the avoidance of any administrative vacuum in the management of program activities.

Also, during this period, the membership of the Board of School for Life was reconstituted with the appointment of a New Chairman following the untimely demise of its chairman. Also, two (2) new members (both females) have been appointed to the Board. This puts the total membership of the Board as eight (8) with 4 females and 4 males.

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

During the period under review, key staff of the organisation had the opportunity to have their capacities built on how to use kobo collect to gather and analyse data. The knowledge gained from this helped staff to use kobo tool in getting relevant information from the field. This minimised the use of paper in the collection of data and information from the field, hence, ensuring value for money.

School for Life staff and board members also participated in a training on Resource Mobilisation. The knowledge and skills acquired will be helpful in developing the organisational resource mobilisation strategy.

Selected staff of School for life also participated in Media Engagement workshop to enhance their skills in communicating and engaging the media in projecting the work of the organisation.

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

School for life strengthened its engagement with key stakeholders of education across all five Program Districts of the Empowerment for Life Program. The engagement sessions brought together network of PTA and SMC members, traditional authorities, Assembly representatives and the District Assembly's to discuss and understand the preparations of the various stakeholders towards school reopening. The engagements at the District level provided a better understanding to some of the challenges faced by the District stakeholders in relation to school reopening. It also gave a better understanding to some collective efforts made at the community level in readiness for school reopening which among others included disinfection of schools, weeding and clearing of bushes, repairs of broken furniture. The engagements at the District level further provided inputs for a regional convening on school reopening amidst COVID-19. The Regional level engagement provided a bigger platform for collective discussions on the ways of ensuring safe school reopening during the COVID-19 period.

Changing Lives in Innovative Partnerships (CLIP)

During the period under review, CLIP undertook key organizational development activities. The following are results of the organization capacity building activities implemented during the year.

The 5 year strategic document developed in 2019 was finalized, printed and launched. The new name Changing Lives in Innovative Partnerships (CLIP) has been duly registered with the Registrar Generals Department. CLIP has become more visible following the launch of the new website. The launch of the new CLIP website has attracted over 800 people to the site.

During the year under review, CLIP launched its 5 year strategic document. The event was attended by key CSOs such as Water Aid, Plan International, UNICEF, CRS, Care international, CWSA etc. The theme for the launch was 'creating sustainable skills and opportunities for improved livelihoods'. The key strategies for the 6 thematic areas of the strategic document were presented and clarified for the appreciation of the participants. The strategic document is being used to guide and market the various focus areas of the organization to donors and relevant stakeholders. Printed copies of the strategy were distributed to participants. As a result, lots of organizations and people have become more aware of the focus areas and strategies used to achieve the desired outcome. The new name Changing Lives in Innovative Partnership



(CLIP) was officially registered with the Registrar General Departments to replace the old name – Community Life Improvement Program (CLIP). Furthermore, the new CLIP website which was designed in 2019 was launched during the reporting period. The website has attracted not less than 800 people after it's launched in October, 2020. This has made the organization more visible.

The FCH Marketing coordinator contract ended in June, 2020. He has since handed over all the project assets to the CLIP program manager. CLIP will also recruit a new marketing officer to support the activities of the soy bean factory in Sang. Five people are doing their internship with the organization. During the period, the staff benefited from capacity building training on resource mobilization, knowledge management and the use of office 365. As part of the knowledge management process, new official email addresses have been created and in use. The office 365 has enhanced the work of staff through effective sharing of documents and improved collaborations. The staffs are now more familiar with the office 365 and are using it to enhance their work.

Also during the year, a two (2) day annual sustainable agriculture and business forum was organised. The event brought together farmers from Savelugu, Kumbungu, Mion, Karaga and Saboba districts, CSOs in food security and business development, aggregators, actors in the agricultural community value chain, experts, researchers and the media. The main theme was; Sustainable transformation of agribusiness in Ghana. The sub-themes for the forum included;

- Financing products and services to promote sustainable agribusiness in Ghana
- The future of agriculture in Ghana; Synergy between research and sustainable agriculture development
- Smart livestock farming; enhancing sustainable development

The farmers learned new channels such as the Research Extension farmer Linkage Committee (RELC) planning sessions at the district and regional level to communicate their agricultural challenges. Also, the agribusiness groups acquired new knowledge on the various products and services of the National Board for Small Scale Industries (NBSSI) and had their grievances addressed by the regional director. Linkage between farmers and aggregators was established to provide ready market.

4.2 Partner Fundraising Activities and Collaborations with Other Donors

The fund-raising activities of the partners of the E4L program and changes observed in their collaborations with other donors are presented in this section. Specifically, projects currently being implemented with other donors and new projects that are yet to commence or anticipated are presented per partner organization.

YEFL-Ghana

YEFL-Ghana is currently implementing the following projects presented in the Table 9 and working to secure the other projects in the pipeline. Four projects are currently being implemented by YEFL-Ghana Ghana and five other projects have been applied for and are yet to be granted.

Table 9: YEFL-Ghana Projects won and in progress

Partner Collaborations			
Partner and project title	Project objective	Project duration	Project grant (indicate whether annual or in total) – GH¢
CRS (Youth Led Initiative for Employment – LIFE)		2 years	342, 127.11 (total grant)
Konrad Adenauer Stiftung (Youth Parliaments)	To promote the Youth Parliament concept and to increase the reach of young	Annual	373, 600 (2020)



	people in youth participation in democracy		
Oxfam in Ghana (Promoting Youth Active Participation in Civic Engagement)		Annual	112, 578.00
YCI – HerStart	To promote entrepreneurship and social enterprise development and gender equality for young females	7 years	57, 440.64 per annum
Applications in the pipeline			
Partner and project title	Status (awaiting response/unsuccessful)	Project duration	Grant applied for (GH¢)
CRS (Sahel Peace Initiative)	Project has been designed together with CRS, RAINS, SELL and the Archdioceses and awaiting feedback from CRS	5 years	Grant is not known
Oxfam (Volunteer Cooperation Program)	Project scope discussed and partners mapped in readiness for project take-off. To provide response to COVID – 19 and to engage the services of volunteers	7 years	Grant is not known
Commonwealth Foundation COVID – 19 Special Call Grant (Special Needs in COVID – 19 era)	This has been submitted but the status is not known	1 year	No budget submitted
UEFA Foundation for Children (Together, We Gather)	This has also been submitted but yet to receive feedback	1 year	250,000
African Publishers (Promoting Reading in Early Grade Struggling Readers – PRESS)	Submitted, status unknown	1 year	Grant is not known
UK AID Direct Impact Grant (Waste My Business”	This has been submitted but unsuccessful	3 years	No budget submitted

Ghana Developing Communities Association (GDCA)

The following table presents projects GDCA has won and implementing and projects that are still being pursued. The table summarizes information about the project partners, objectives, duration and grant size per projects. GDCA is currently implementing five projects with other donors and three others are in the pipeline.

Table 10: Current GDCA Projects and those in pipeline

Partner Collaborations			
Partner and project title	Project objective	Project duration	Project grant (indicate whether annual or in total)
Tzedek UK: Empowerment for Life, Tolon	<ol style="list-style-type: none"> 1. Improve CBO capacity to organize and mobilize 2. Improve the technical capacity of CBOs 	Jul. 19 to June 2023	GHS 1,830.000 (approx. Total);



	3. Improve CBO capacity to advocate for improved service delivery		GHS 463,000 (annual)
Acting for Life (with funding from AfD and EU): Project to Support Livestock Mobility for Better Access to Resources and Markets in West Africa (PAMOBARMA)	Specific objective 1: to prepare conditions for access to natural resources and the mobility of herds by strengthening the capabilities of key actors in the sector at the cross-border level. Specific objective 2: to improve the living conditions of agropastoral populations by providing livestock feed, marking itineraries, providing market facilities and access to cross-border veterinary posts. Specific objective 3: the consolidation of cross-border mobility by embedding it in the inter-community landscape.	Aug.18 to Sept. 2022	Approx. GHS 4,134,508.27 (total) GHS 1,727,548.63 (annual)
CARE/OXFAM/ISO DEC Consortium (With funding from USAID): Ghana's Strengthening Accountability Mechanisms Project	Strengthening social accountability by building citizens' and CSOs' capacity to exercise oversight of capital projects.	Oct. 2015 – April 2022	Approx. GHS 75,000 a year
STAR Ghana (with funding from DfID, EU and Danida): People's Choice Project	Voting is based on informed choices in five Districts	Dec 2019 – Feb 2021	GHS 450,000
ADICE/ASPEm (with funding from the EU): EU Aid Volunteers initiative	- Improving the projects of local partners (new methods, tools and skills), - Improving the volunteering and humanitarian aid projects management of Non-EU partners, - Achieving and developing new humanitarian projects to support the local communities.	Dec 2019 – Dec 2021	Approx. GHS 145,000
Applications in the pipeline			
Partner and project title	Status (awaiting response/unsuccessful)	Project duration	Grant applied for
Intensification of the production of quality slaughter animals in the Northern and Upper East Regions of Ghana	Awaiting project start. Project start stalled in the face of COVID-19	Two years	USD 200,000
Grameen Foundation (with US State Department funding) /WE GAIN Project	To promote the uptake of digital financial services by beneficiaries of Village Savings and Loans Associations	Two years	USD 32,800
Grameen Foundation with USAID funding)/IDEAL Project	To assess the effect of engaging male partners on the uptake of digital financial services by their female partners	Two years	USD 52,000



School for Life (SfL)

The projects currently implemented by SfL and those in the pipeline are presented in the Table 10 below. Contained in the table are description of each project's partners, objective(s), duration and project grant size. In sum, SfL is currently implementing one project with Teach to Teach International and three others are in the pipeline.

Table 11: SfL projects

Partner Collaborations			
Partner and project title	Project objective	Project duration	Project grant (indicate whether annual or in total)
Teach to Teach International and FCDO Community Volunteer Teacher (CVT) Project	Provide quality professional teacher training to talented and motivated young people who want to develop professional skills in teaching and help their communities.	15 months	Budget yet to be finalised
Applications in the pipeline			
Partner and project title	Status (awaiting response/unsuccessful)	Project duration	Grant applied for
Education Outcomes Fund (EOF)	Stage 1 (successful) Stage 2 (Awaiting)	5 years	
Education Out Loud (EOL)	First Round (Unsuccessful) Second Round (Awaiting Feedback)	3 years	
DFID Community Partnership Grant	Unsuccessful	2 years	
IDRC call	Awaiting	3 years	

Changing Lives in Innovative Partnerships (CLIP)

During the period under review, CLIP won the second phase of the Adaptation Fund Project (AFP) being funded by UNDP and MESTI. The project locations include Northern, Upper East and Upper West regions. The project was for a period of 6 months and ended in November, 2020.

CLIP also partnered/collaborated with French based organization; Positive Planet International and submitted a concept note and full application for an EU call on circular economy. The full application had a pass score of 85.5 but could not win the project. However, EU decided to put the full application on a reserve list for a possible funding. CLIP in a consortium including GDCA, UDS, Bawku Livestock market committee and Pong Tamale breeding Station submitted and won a project on PACBAO; Intensification of the Production of Quality Slaughter Animals. The table below gives highlights of the collaborations with other donors.

CLIP also during the period visited funding agents and CSOs for possible collaborations. These organizations include; Water Aid, Plan International, University of Ghana, CRS etc. and in the process, the 5 years strategic document of CLIP was shared to further elaborate on the thematic area and strategies employed to achieve the areas. Resource mobilization training for staff was conducted during the year to pave way for the development of resource mobilization and fundraising strategies in 2021.

Table 12: CLIP Projects

Partner Collaborations



Partner and project title	Project objective	Project duration	Project grant (indicate whether annual or in total)
UNDP & MESTI Adaptation Fund Project	To improve sustainable livelihoods of 18 vulnerable groups in nine (9) selected communities in the Northern, Upper East and West Regions of Ghana through capacity building and cage fish farming as a livelihood diversification strategy.	6 months	US 40,000
Applications in the pipeline			
Partner and project title	Status (awaiting response/unsuccessful)	Project duration	Grant applied for
ECOWAS PACBAO; Intensification of the Production of Quality Slaughter Animals in the Northern and Upper East Regions of Ghana.	Project has been approved and agreement signed. Waiting for release of funds to start implementation	2 years	USD 178,706
EU Improved livelihoods and environmental sustainability through enhanced household solid waste management programme in Savelugu - Ghana	Reserved List	4 years	Euro 1,350,000

4.3 Partner Participation in Networks and Alliances

The E4L partners involvement in networks and alliances and changes that occurred in 2020 as a result of these networks and alliances are report in this section per organization.

YEFL-Ghana

On the International Women's Day, YEFL - GHANA collaborated with Right To Play to mark the day in 3 districts (Savelugu, Kumbungu and Tolon). The event brought together women, youth, parents and teachers to discuss a Gender Analysis report conducted by Right To Play. Gender Action Plans were developed at the end of the sessions for further engagements.

The NRYN has built a stronger alliance with vibrant youth groups within the Northern Region including Activista, Ghana Youth Guide, and Camfed Alumni that has strengthened the youth force in numbers within the Region. The alliance with Ghana Youth Guide and other youth groups for example has supported the visibility of the RYN on social media. The NRYN has also cautiously involved known vigilante groups (Aluta Boys, Kandahar, Azorka Boys) in their peace campaigns. This has brought these groups close to stakeholders to dialogue about the roles of young people in promoting peaceful election. This approach has placed YEFL – Ghana as a youth focused CSO with the ability to mobilize youth for change.



Ghana Developing Communities Association (GDCA)

International Day of Democracy

The 2020 international day of democracy was marked with a Press briefing session on 15th September 2020 on the theme “**COVID-19: A spotlight on Democracy**”. A press statement was issued with a number of recommendations. First of all, a call was made to use the day as an opportunity to reflect on the history of democracy around the world, thank those who influenced the development of our democratic nation and look for opportunities that will promote and protect Ghana’s democracy. Secondly, a call was made to use the December 2020 elections to democratize the system of government to achieve a more equitable allocation of power and resources in Ghana’s development process. Ghanaians were urged in the press statement to strive against the following:

- Vigilantism and electoral violence
- Media sensationalism, rumour mongering and politics of insult
- The politics of ethnicity

The outcome of this event is that it contributed to relatively peaceful electoral processes in the Northern region in particular. Even though the December 2020 general elections were characterized by pockets of violence across the country, Northern region witnessed a significant reduction in electoral offences/violence as compared to previous elections. This notwithstanding, the death of one person in the Savelugu Municipality in post-election day processes and during the declaration of results, is regrettably one of the isolated incidences recorded during the 2020 general elections in Northern region. Overall, The outcome of this is that even though the nation witnessed pockets of election related violence, the Northern region recorded a relatively peaceful campaigning and voting election processes.

Good Governance Network

GDCA participated in the activities of two Good Governance Networks during the period namely; the Civil Society Platform on Good Governance (CSOPGG) and the Partnership for Good Governance (PAGG). PAGG, which is led by GDCA, marked the International Day of Democracy on 15th September 2020 as reported above.

GDCA also participated and supported the 2020 election observation processes under the CSO Platform on Good Governance (CSOPGG). GDCA supported pre-election observation and post-election observation press briefings. These contributed to the free, fair and transparent nature of the December 2020 general elections. Over 100 election observers were deployed across polling centres in three administrative regions namely; Northern, North East and Savannah. Overall, the elections were observed to be peacefully conducted across all these polling centres, with 93% of the observers rating the elections as good. That is, no significant disorder took place during the process, while only 7% rated it as having minor incidents (mostly disagreements among party agents during sorting of ballots), which did not have significant impacts on the election results.

Northern Network for Education Development (NNED)

GDCA has remained an active member of the Northern Network for Education Development (NNED). GDCA participated in the 2020 AGM of Northern Network for Education Development (NNED) on 15th October 2020. Elections were conducted as required by the NNED Constitution to constitute a new Executive Committee (EC) of NNED. GDCA was elected as the CSO representative in the EC. The Northern Network for Education Development (NNED) exists among other things to contribute to improve quality Education delivery in Ghana. The new EC has started making inputs into the Ghana Education Service (GES) Framework for coordination of operations of CSOs in the education sector in Ghana. NNED represents the 5 regions of Northern Ghana and has a mandate of fighting poverty and educational challenges in Ghana.

Northern Development Forum

GDCA took part in the work of the Northern Development Forum to develop a policy document to influence the development of manifestos of political parties in Ghana to capture development priorities of Northern



Ghana. The process was initiated with the preparation of proposed development priorities following the outcome of the Northern Development Conference held in 2018. The proposed development priorities were then presented at Regional Stakeholder forums to validate. GDCA organized the validation forum for the Northern and Savannah Regions. The validated priorities document was then presented to the major political parties in Ghana. The result was that most of the priorities were reflected in the manifestos of the political parties.

As a follow-up, another Northern Development Conference was organized with GDCA's participation at the planning and implementation stages. The conference brought together political leaders of the five regions of northern Ghana, chiefs, national level political leaders, CSOs, MMDAs and other interest groups. The conference generated public debate concerning who should be championing northern Ghana's development? Is it northern Ghana's elites or the State of Ghana?

These activities boosted the image of GDCA by making it possible to get in contact with other stakeholders in the development of northern Ghana including regional ministers, officials of the Northern Development Authority, CSOs and politicians. GDCA was invited by political parties to some of their activities such as consultations to get inputs to develop their manifestos.

Baobab Market

The Boabab Market led by GDCA in collaboration with Star Ghana Foundation organized a national convening on illegal rosewood trade in Ghana on the theme "Accountability of key actors in the illegal rosewood trade in Northern Ghana" in Tamale. The E4L program contributed to organizing this event. The national convening was a hybrid one including a face to face event and a virtual one for participants outside the region. The national convening brought together chiefs, the academia, regional forestry commissions, other national CSOs to dialogue on the effects of illegal rosewood trade and accountability of key actors in the trade following a study on the political economy analysis of illegal rosewood trade in Ghana. The Star Ghana Foundation commissioned this study which was done by Bishop Akolgo (former ISODEC Executive Director). Findings from this study was discussed during the convening. Local and national level media channels and was live on social media.

The national convening in Tamale was followed by a press conference held at the GDCA office to engage the media more on the issues discussed during the convening and the recommendations for various stakeholders. This was covered by national and local level TV, radio and online media channels.

School for Life

School for Life is an active member of the Northern Network for Education Development (NNED). During the year under the review School for Life actively participated in Network meeting and has contributed inputs to various position papers and petitions by the Network to the Government. For instance, in September 2020, when the government solicited for inputs from stakeholders on the reopening of schools amidst COVID-19, through NNED, Sfl made its inputs. Also, recently, when the government through the Ministry of Education came out with a draft 'Framework for Coordination and Harmonising the Operations of NGOs, CSOs and Faith Based Organisations in the Education Sector in Ghana', NNED issued a position paper on it with inputs from Sfl and other NGOs in the regions. As a result of Sfl's contributions in advancing the objectives of the Network, it was nominated to the Executive Committee (Board) of the Network as the NGOs representative.

School for Life also participated in a regional education stakeholder engagement meeting held at the instance of the Newly posted Regional Director of Education. This meeting was organised for the Regional Director of Education to familiarise himself with the key education stakeholders in the region and to create opportunities for collaboration in order to enhance coordination and synergy in education in the region.

School for Life also worked with members of the CBE Alliance including OXFAM, World Education, Afrikids etc and sent a memorandum to parliament during parliament's consideration of the Complementary



Education Bill. The Memorandum was positively received by parliament and the Bill has since been passed into law.

Changing Lives in Innovative Partnerships (CLIP)

CLIP participated and shared its experience in effectively managing farmer-herder conflicts in Northern Ghana in an ECOWAS-UNOWAS experience sharing workshop in Abuja, Nigeria. The workshop brought over 70 participants from five ECOWAS member states and each country shared their experience on the prevention and resolution of conflicts between farmers and herders in West Africa. Relevant local actors such as farmers, herders, national government officials, regional and international NGOs etc from Ghana, Mali, Guinea, Senegal and Nigeria were also present in the workshop. The organization had increased knowledge on farmer-herder conflict management strategies employed in other West African countries. The workshop further presented networking opportunities for CLIP as it exposed the organization to institutions, associations and individuals with interest in farmer-herder relations management.

During the year, CLIP also participated in the Joint Regional Workshop co-organized by ECOWAS, AUC and UNECA (United Nations Economic Commission for Africa), Le Bureau National d'Études Techniques et de Développement (BNETD) and University of Côte d'Ivoire (Department of Tropical Geography) from 17th – 20th February 2020 at Grand Bassam, Abidjan, Cote D'Ivoire. This workshop focused on Climate Change, Adaptation, and the GMES & Africa projects. The three consortia implementing the GMES-Africa programme in West Africa are Centre de Suivi Ecologique (CSE) of Senegal, the University of Ghana (UG) and the Centre for Space Science and Technology Education (CSSTE) of Nigeria. The overall objective of the workshop was to share with stakeholders and decision-makers the relevant information and tools developed by the three (3) consortia and to strengthen collaboration among stakeholders for the sustainable implementation of environmental policies at continental, regional and national levels. CLIP's participation in the workshop was through a recommendation from the Department of Earth Sciences of the University of Ghana, which is a member of the consortia. Participating in the program exposed CLIP to academic and social research conducted by consortia members to find more productive climate change adaptations mechanisms especially in floods management. It also presented an opportunity to meet and network with institutions and organizations working in the area of climate change for future engagements to learn more in the field of climate change and adaptation.

The representation of CLIP in the Ghana Cattle Ranching Committee (GCRC) at the national level continued during the year. CLIP participated in two quarterly meetings organised during the year to discuss key issues on effective management of agro pastoral activities in the country. The meetings also looked at effective dialogue and collaboration in linking up with our neighbouring countries (Togo, Burkina Faso and Cote D'Ivoire) in the effective management of transhuman herders across our common borders. Further discussions on agro-pastoral infrastructure development across the country in areas that have conditions suitable for livestock development were assessed. CLIP shared its experience and the projects/activities being implemented to improve livestock infrastructure in the country. The organization's participation in the Committee has increased CLIP's contacts with key actors at the national level especially in the Animal Production Directorate of MoFA and made CLIP a reference point for information and advice on agro-pastoral development issues.

CLIP also participated in Mole XXXI WASH conference organized by CONIWAS in Accra. The conference provided space for over 400 participants from CSOs, Governments, the Private sector, academic and research institutions and Development partners to adequately address WASH issues; especially sustainable WASH services against the backdrop of emergencies. The main theme was; Prioritizing and Refocusing Sustainable WASH service Delivery: Lessons from the COVID-19 pandemic. The sub-themes were;

- Drinking water supply and Integrated Water Resource Management
- Environmental Sanitation and Hygiene
- Governance and Institutional Development
- Technology, Innovations and Private Sector Participation.



The organization interacted and networked with other CSOs, the Private sector, research institutions for possible future collaboration and partnerships. The organization also took advantage to share with other participants the new strategic document.

During the period under review the E4L program continued 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. Discussions are being held to link the farmer associations in the E4L districts to the national level for effective advocacy and engagement.

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) quarterly and provided leadership for the management of the program. During the first half of the year when cases of the coronavirus pandemic were skyrocketing the E4L partners instituted weekly meetings to address emerging issues to ensure the smooth running of the program. This was relaxed when the number of cases went down and restrictions were eased. The E4L program went on a partial lockdown for two weeks in April in which period the staff worked remotely.

5.2 Human Resource

The E4L program is implemented by four District Coordinators and 14 Field Facilitators (one responsible for each area council) at the district level. At the Program level the Finance Officer is responsible for financial management, the Communications and Media Officer for communications and media and the Monitoring, Evaluation and Research Officer for monitoring and evaluation. There were no changes among these staff within the year. At the partners level, the Technical Advisors for Governance, Education, Inclusive Growth and Employment, Youth and Gender provided technical advice on strategies for the various thematic areas for the smooth implementation of the program. The Economic Governance Project Officer, Mr Mohammed Musah however resigned during the year. A new Governance Program Officer, Ms. Evita Emma Dunee was recruited to replace him. The School for Life Manager, Alhaji S. O. Saaka retired within the year. Ms Wedadu Sayibu was recruited as the new School for Life Manager.

5.3 Finance

The year 2020 began smoothly, and funds were transferred to the program in due time to kick-start program activity implementation. Funds were therefore made available at the district level for execution of program activities in time. Expenditure for Programme activities for the year 2020 were within estimated levels. Some of the funds were devoted towards COVID-19 related activities including the provision of PPE to the Regional Coordinating Council (RCC) and District Health Directorates through the District Assemblies. For details regarding financial expenditure and status please refer to the Budget Control Sheet attached to this report (See Attachment).



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

Managers and Technical Advisors (TAs) of Partner organizations monitored and supervised activities of the E4L Program at regional and district levels. Especially with the advent of the coronavirus pandemic the Partners proposed adjustments to the program implementation during the peak period. The partners monitored the implementation of the program at the district and regional level to ensure that the program implementation conform to the regulations by government, the proposed adjustment and the safety protocols for preventing and containing the coronavirus. Their monitoring at the district level helped the district teams to address challenges confronting them in the implementation of the E4L program and with key stakeholders in the district. The Technical Advisors monitored closely the execution of the E4L strategies in the districts to ensure the achievement of the E4L objectives and provided guidance and support to district staff.

6.2 Program Level Monitoring

Program level monitoring was done in 2020 using several tools as explained below:

M & E Tools of the Program:

Monitoring, Evaluation and Reporting Team (MERT) Meetings

The MERT held four quarterly meetings within the year. The first meeting was held virtually during the partial lockdown of E4L program implementation to review the first quarter reports of the districts. Even though it was a bit challenging for some staff at first to make presentations virtually it became exciting discussing and reviewing the reports virtually when staff became use to it. This offered staff the opportunity to learn working remotely with new tools. The second, third and fourth meetings were respectively used to review the semi-annual reports, third quarter reports and annual reports from the districts. The inputs from this meeting were used to sharpen the reports and clarify issues in the district reports.

Outcome Harvesting

Outcomes were harvested in 2020 using the outcome harvesting approach. The outcome harvesting was done using the online kobo toolbox. Staff harvested outcomes in 2020 and these outcomes have been processed and used to support results reported in this report.

6.3 District Level Monitoring

The district teams planned monitoring of CBOs as part of the monthly and quarterly implementation plans. The teams monitored the CBOs each month. Monitoring is considered as an ongoing process by the district teams. They monitor the CBOs on the same route when they are going for activity implementation in other communities. Monitoring and reporting are clearly captured with timelines within their quarterly and monthly implementation schedules before their quarterly budgets are approved. Staff harvest outcomes continuously during monitoring and activity implementation.



7. CONCLUSION

The launch of the new phase of the program at the beginning of the year helped to promote visibility of the program and inform stakeholders about the new dimensions in the program. The Coronavirus pandemic which affected the whole world did affect the E4L program since some activities were deferred to 2021. In 2021 the activities which were deferred (greatest among them are the education activities) will be given priority to ensure that the strategic area is not left behind. The COVID-19 does not show signs of ending soon and hence the program partners will ensure that adequate PPE are provided for staff to enhance the work of the program while observing the safety protocols and directives by the Ghana Government.

Citizens participation in MMDAs processes is increasing through the monitoring of capital projects and this has the potential of improving the transparency, accountability and performance of the MMDAs. Preliminary data show that, citizens raised 29 issues and got 13 addressed through the monitoring of capital projects and as such the program in 2021 will support more citizens to ensure they improve on monitoring of the capital projects and increase the number of issues they are able to get the MMDAs to address beyond the 45% addressed in 2020 in the execution of these projects. The fact that citizens were able to influence the MMDAs to address 29% of issues raised on IGF generation is significant as this has the potential of boosting citizens confidence in the MMDAs, improving transparency and accountability of the districts. These processes have the potential of contributing to improving the general performance of the target MMDAs. GDCA developed a compendium of best practices on local taxation and therefore will from 2021 share it with more stakeholders and promote the compendium. The GDCA cooperation with the Northern regional tax justice network, SEND Ghana, ISODEC and GII established in 2021 is significant and can enhance the work of the program in local taxation, tax justice and anti-corruption. To this end GDCA should strengthen this cooperation in 2021 and beyond. The acquired YCs for Karaga and Savelugu YCs has boosted the moral of the youth in the districts and hence plans by the program to make these spaces habitable will enhance the work of the YCs. The development of the social enterprise model in 2020 lays the foundation for finalizing and piloting the model in 2021.

The SfL championed the back-to-school campaign and this helped a lot of pupils to return to school and therefore in 2021 it will make sense to continue to run this campaign since the second wave of the COVID-19 pandemic is on its way. SfL will monitor closely the enrolment in 2021 to assess whether or not there was any impact of the campaign. The networks of PTAs and SMCs will be supported in 2021 to engage in the tracking of education resources after being trained. The review of the Teacher Professional Development model (TPD) allowed for lessons from the pilot phase to be incorporated in revised training manual. The model will be rolled out in 2021 in the other districts if the COVID-19 situation goes down and schools reopen.

Eighty-nine (89) of non-literate young women gained entrepreneurial skills after participating in the literacy and numeracy classes and VSLA. These young women will be closely monitored and mentored to start/expand and sustain their businesses in 2021 onwards. The literacy and numeracy classes helped them quite well in the entrepreneurship trainings and in acquiring literacy and numeracy skills and hence it will be good to train more non-literate young women using this model in 2021.

Two recommended appropriate resilient strategies are being demonstrated in Saboba and Karaga districts on bee-keeping and irrigation respectively after vulnerability assessment. Results of this will be monitored and documented in 2021. The Farming-systems approach which was demonstrated in five districts enabled 80 farmers from 10 farmer associations to diversify livelihoods through goat rearing in the communities. As a result, the E4L program envisages demonstrating more of this in 2021 in the program area to improve livelihoods and food security. The E4L program plans to continue the trainings on organic compost preparation, community livestock workers and the farmer field schools as these are helping the farmers to increase yield and improve livelihoods.

Despite the successes, the main challenges faced during the year were the COVID-19 pandemic which affected the education thematic area so much, the fall army worm infestation which affect farms and floods which made access to some districts difficult. Armed robbery cases have also risen in some of the districts



and as such district staff are strategically planning activities such that it does not take them to night time. These will be monitored closely in 2021 and appropriate strategies adopted to ensure smooth running of the program.

ATTACHMENTS

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

