

# Yen Sore Final Evaluation



## Final report

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21 March 2022

# YENSOREANS



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### Acronyms and Abbreviations:

CARE	Cooperative for Assistance and Relief Everywhere
CARE Ghana	Care International in Ghana
CBO	Community-based organisation
CDA	Community Development Agreement
CSIFM	Civil Society led Independent Forest Monitoring
CDMC	Community Disaster Management Committee
CSO	Civil society organisation
CEIA	Centre for Environmental Impact Analysis -Ghanaian NGO
CEPIL	Centre for Public Interest Law – Ghanaian NGO
CHRAJ	Commissioner for Human Rights and Administrative Justice
CICOL	Civil Society Coalition on Land
CONIWAS	Coalition of NGOs in Water and Sanitation
DA	District Assembly
Danida	Danish International Development Assistance
ECOWAS	Economic Community of West African States
ENI	Ente Nazionale Idrocarburi - Italian oil & gas company
EPA	Environmental Protection Agency
FC	Forestry Commission
FIPC	Free Prior and Informed Consent
FWG	Forrest Watch Ghana
GCF	Green Climate Fund
GNPC	Ghana National Petroleum Corporation
MC	Mineral Commission
MESTI	Ministry of Environment, Science, Technology and Innovation
MLNR	Ministry of Lands and Natural Resources
MMDA	Metropolitan, Municipal, and District Assemblies
M&E	Monitoring and Evaluation
NADMO	National Disaster Management Organisation
NAP	National Adaption Planning
NDA	National Designated Authority
NDC	Nationally Determined Contributions
NGO	Non-Governmental Organisation
NRE	Natural Resources and Environment
NREG	Natural Resource and Environmental Governance
PIAC	Public Interest and Accountability Committee
PWD	Person with disability
SDG	Sustainable development goal
SPOSAT	Strategic Partner Organisational Self-Assessment Tool
SRA	Social Responsibility Agreement
UCSOND	United Civil Society Organisations for National Development
UPR	Universal Peer Review (of human rights)
VPA	Voluntary partnership agreement (with EU on trade in timber)
VSLA	Village saving and loans association
Wacam	Ghanaian NGO based on network of communities affected by mining

# 1 Summary

The Yensore programme is a continuation of CARE Denmark and CARE Ghana's support to Ghanaian civil society. The first phase of Yensore was implemented from 2013 to 2017. The second phase, which was implemented 2018 – 2021, continued to support four partners, KASA, Wacam, Civic Response, and UCSOND. The programme focused on organisational development and natural resource advocacy in the areas of mining, oil & gas, forestry and climate change. For the second phase the overall objective was to ensure that *“the rights of vulnerable communities to natural resources essential for their food security and resilient livelihoods are respected, protected and fulfilled through inclusive and responsible governance of natural resources”*.

**Relevance:** The Yensore II programme was highly relevant in relation to communities and the national context. It addressed the needs of communities affected by natural resource-based and extractive industries whose quality of living had been adversely affected by the degradation of the environment due to cutting of forests, uncontrolled mining and oil and gas extraction.

Furthermore, the programme objectives are in line with the objectives of the Ghanaian Government and its regulatory bodies who are to protect the environment. The Yensore II programme is also aligned with the priorities of CARE Denmark and Danida.

The partnership model of Yensore has been influencing Care Ghana, who now sees strategic partnerships and core funding as the way to interact with Ghanaian civil society organisations.

**Efficiency:** Yensore breaks with the usual 'project mode of operation' between NGOs and donors, where the NGOs are implementers of specific projects defined by the donor. Yensore partners receive core funding and are left to take their own decisions on how to spend their funds based on their own strategies. The core partners all agree that this mode adds value and effectiveness to their operations.

At the end of Phase 1 it became clear to the Yensore partners that their relations were not equal. CARE was seen as superior and as a provider of funds and technical support to the others. It was realized that all partners including CARE had to learn from the other partners and that all partners had something to contribute. This change to a multilateral relationship meant that partners took ownership of the programme, and this stepped up the learning process.

Each of the partners have contributed with knowledge and expertise from their specific sectors: oil and gas, mining, forestry and the governance of the NRE sector. But they also exchanged experiences on community mobilisation, advocacy, use of ICT for community reporting etc. CARE has played key role as facilitator and convenor of coordinated and has introduced a number of useful tools. Care Denmark introduced Outcome Mapping in October 2014. Outcome

Mapping is rather complex, and Care Denmark introduced a simplified form of Outcome Harvesting from 2019. However, it has been found that partners do not fully understand the key concepts of Outcome Mapping/Harvesting and CARE Ghana and core partners have been left to fend for themselves.

*Recommendation:* The experience from Yensore indicates that Outcome Harvesting is not always applied appropriately. CARE Denmark should consider how Outcome Harvesting is applied. The way the tool is used might be adjusted and programme partners that apply the tool might need more support.

**Effectiveness** deals with achievements in relationship to the three objectives on:

- Empowerment of women and youth in vulnerable communities.
- Partners increase or sustain their capacity.
- Duty bearers are accountable and responsive to communities.

On the basis of the qualitative data collected by the Evaluation as well as the M&E data collected by the programme it is concluded that Yensore programme contributed to empowering vulnerable communities politically as well as economically. It is especially women and youth who have been empowered.

The Evaluation's qualitative research indicates that Yensore contributed to enhancing the capacity of the core partners. Statistical data collected by the programme, shows that all partners have experienced steady increase in organisational capacity throughout Phase 2 of Yensore. This corroborates the finding from the qualitative research, which furthermore indicate that Yensore contributed greatly to this result.

The Evaluation has applied Outcome Harvesting to collect policy outcomes of Yensore for the whole project period 2014 - 2021. From a descriptive analysis of the policy outcomes, it can be concluded that the most important policy outcomes are results of activities over many years. The Land Bill can exemplify this: it was discussed over 15 years before it was finally passed.

The overall conclusion is that an impressive list of outcomes from the Yensore programme which has been harvested (refer to Annex 8) shows that Yensore has contributed to make duty bearers more responsive.

**Impact:** The findings and conclusions on effectiveness indicate that Yensore has changed the lives of women and youth in the target communities in two ways. Firstly, some have been economically empowered and have improved their economic situation. Secondly the political empowerment combined with the support of the core partners has contributed to producing a number of positive policy outcomes. They have received compensation or been resettled, or they have been provided with social or economic infrastructure.

The evaluation has not found any clear case where one community has been benefitted at the expense of another and the overall assessment is that there might not be many of such cases. However, partners that empower communities to try to avoid such situations.

*Recommendation:* Programme partners who empower specific communities should monitor how far these communities use their skills to attract public services or other benefits at the expense of other communities. If this is the case, the programme partner should take remedial action.

The overall conclusion is that the Yensore programme has had a considerable positive impact.

**Sustainability** is assessed by domain (Domain 1: Empowerment of women and youth in vulnerable communities; Domain 2: Core partners increase or sustain their capacity; and Domain 3: Duty bearers are responsive to the rights of communities).

The empowerment of communities is generally sustainable. The communities now know their rights and even without support from core partners they will be able to defend their rights.

The sustainability of the economic empowerment is quite clear. The VSLA groups that have been established are operating on their own with minimal support from core partners. The groups met told, that they will that they will be able to continue without any external support. The beneficiaries who have started their own businesses due to the programme's skills training are also likely to continue. Their small businesses do not depend on external support.

The Achilles heel of the partner organisations is financial sustainability. The partner organisations need external funding to maintain themselves. However, based on their sustained or increased capacity due to the programme they are now in a good position to make proposals and to attract interest from potential donors and all of them do in fact have other donors.

Policy outcomes cannot be assessed on the basis of the normal criteria for sustainability. The field of politics is dynamic, and policies are constantly changing. The evaluation can only conclude that the Yensore programme has contributed to a push in the right direction to making duty bearers more responsive to vulnerable communities.

**Lessons learnt:** The Yensore has been a successful intervention and a number of lessons have been learned.

- One of the most important lessons learnt is that the strategic partnership model is an efficient way to strengthen civil society partners. Key elements in the strategic partnership model are provision of flexible core funding over a longer period and respecting that partner the partner defines own priorities.
- Equal partnership facilitates learning: When a more equal relation was established between all partners and core partners took ownership, learning was facilitated and all partners started learning from each other.
- Effective advocacy depends on many factors: One key factor is the availability of flexible funding which enables the organisation to

undertake advocacy and to act quickly when a window of opportunity is open. Another key factor is that cooperation between CSOs strengthens advocacy. A coordinating unit, or a common platform like Kasa, is important for a successful advocacy campaign. The third point is that community people often have to be in the forefront. CSOs can support them with advice and training, but community representatives will have to speak for themselves, otherwise a campaign for their rights can lose credibility.

- The combination of political empowerment and economic empowerment can strengthen community organisations: The introduction of VSLAs to community that had already been empowered to claim their rights was a great success. The immediate and tangible results of the VSLAs contributed to holding the groups together.
- Simple, relatively cheap, and locally managed tools and technologies like VSLA, peer learning among the partners in contrast to inputs from external experts, and the collaboration of NGOs based on platforms and networks have contributed to sustainability.

## **2 Introduction**

### **2.1 Context**

Ghana's economy has throughout the known history been fuelled by the exploitation of natural resources and humans with serious social, economic and environmental consequences. When the Portuguese arrived in the late 15<sup>th</sup> century and engaged in gold trading the Akan rulers started buying slaves from the Portuguese in order to expand their gold production. By the mid-17<sup>th</sup> century, the importance of the gold trade declined, and the coast became a major hub in the transatlantic slave trade with serious and tragic consequences for the direct victims, the enslaved people, as well as for the in-land communities.

The colonial economy established under British rule depended on the export of cocoa, gold, and other natural resources. It broke down after independence when world market prices fell, and Ghana went through a deep political and economic crisis. The economy started growing again with the Economic Recovery Programme when foreign interests took control of natural resources and increased exports. However, the growth came at a high price, natural resources were depleted at an alarming rate: forest cover was continuously reduced; mining and forestry revenue were not well captured; and declining environmental quality due to uncontrolled mining and other economic activities affected the quality of life of Ghana's population. This is notably through loss of agricultural land, loss of access to forest resources, air pollution and inadequate supply of clean water. The World Bank, which had been a major proponent of the Economic Recovery Programme, set up a Natural Resource and Environment Governance (NREG) programme to address these problems with a civil society component. This civil society component was the origin of Kasa, one of the Yensore partners (see below). However, the civil society component was underfinanced right from the start, indicating that the will to address the environmental and social problems caused by the extractive economic model was limited. (Refer to Annex 4, where some reflections on this problem are made).

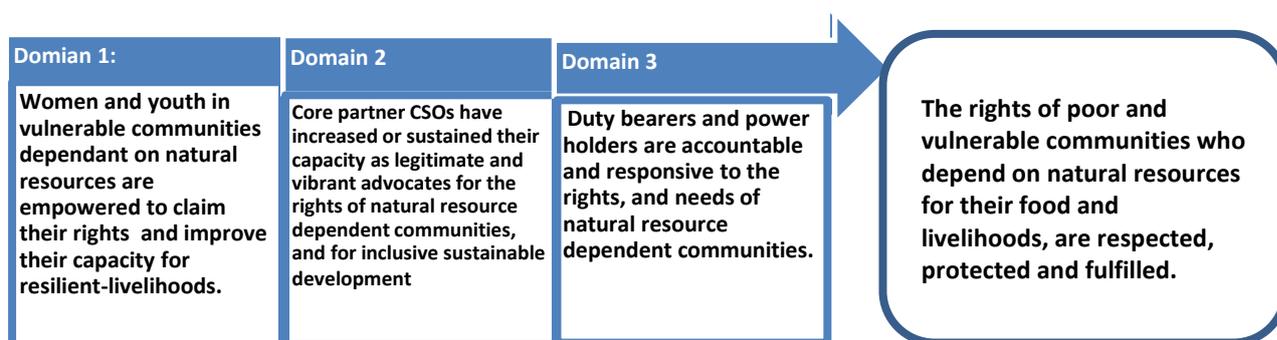
### **2.2 Yensore**

The Yensore programme is a continuation of CARE Denmark and CARE Ghana's support to Ghanaian civil society. From 2009 to 2013 CARE provided support for a number of civil society initiatives including Kasa, a network of seven coalitions in the natural resource and environmental governance sector and a platform for civil society engagement in the natural resource sector. Based on this they designed the Yensore programme, which broadened and redefined the focus of CARE's programme support to CSOs working on climate change, natural resource and environmental governance, through strategic partnerships with four Ghanaian CSOs, namely;

- Civic Response, working with the rights of forest communities, and host of Forrest Watch Group (FWG), the main coalition for forest sector advocacy.
- Wacam, a network of groups and communities affected by mining.
- UCSOND, a network of civic unions (CBOs) in locations affected by oil and gas extraction as well as mining in the coastal districts of Western Region.

The first phase of Yensore was implemented from 2013 to 2017. The second phase, which was implemented 2018 – 2021, continued to support the four partners with focus on organisational development and natural resource advocacy in the areas of mining, oil & gas, forestry and climate change. For the second phase the overall objective was to ensure that *“the rights of vulnerable communities to natural resources essential for their food security and resilient livelihoods are respected, protected and fulfilled through inclusive and responsible governance of natural resources”*.

The visualisation of the programme’s theory of change below depicts three domains of change, each one with a specific objective supposed to contribute to the overall objective though it is emphasized that the theory of change is not necessarily a linear development model.



The Anticipated Results Areas in relation the above three domains of change of the programme from 2018 to 2021 were:

1. Mobilise and empower communities dependent on natural resources through awareness on their rights to land and other natural resources and mechanism for addressing their needs and rights.
2. Enhance women and youth participation in decision making processes in natural resource management, local governance and development processes.
3. Economic empowerment of vulnerable women and youth through information, skills and financial services including VSLAs, to improve their access to resilient livelihood opportunities

4. Mobilise and support vulnerable coastal communities affected by climate change to build adaptive capacity and resilience against climate-induced natural disasters.
5. Strengthen organisational development and technical capacities of CSOs and partner organisations to enhance their governance and capabilities to influence policy and facilitate opportunities for natural resource dependent communities to claim their rights.
6. Strengthen CSOs platforms on SDGs, especially SDG13 and SDG15, are more vibrant and effective in mobilising citizens' awareness and participation in processes towards achieving the SDGs in Ghana.
7. Core partners mobilise civil society coalitions, create awareness, and actively monitor human rights issues using international mechanisms, including the UN Guiding Principles on Business and Human Rights, the UN Universal Periodic Review Mechanism and the SDG framework to present evidence and call for action.
8. Core partners & CSOs platforms have influenced policies & contributed to effective regulation and law enforcement in the natural resources sector; and sustained advocacy for inclusive climate change financing and actions to address the needs of vulnerable communities.

The prospect for Danida funding after 2021 was uncertain at the time when Yensore II was planned. CARE Denmark therefore decided to gradually reduce its budget to Yen Sore II over the period 2018-2021 and the individual support for core partners was significantly reduced. At the same time financial and organisational sustainability of core partners became a key priority.

## 2.3 Purpose and Approach of the Evaluation

The Terms of Reference for the evaluation (refer to Annex 1) state that purpose of the evaluation of Yensore Phase II (2017 – 2021) is to '**identify, assess and document** the extent of achievement of program results and related lessons learnt and recommendations for future.' In addition, the evaluation is to '**assess and document key impacts** or changes in the medium to long term which the program contributed to during the period from 2014 to 2021, and the sustainability of the program results/impacts.'

The ToR has outlined a number of specific evaluation questions. These questions have been used to prepare an evaluation matrix which has been guiding the evaluations collection and analysis of data.

The evaluation has used the following tools for its qualitative research following a standard inductive method:

- Desk review of relevant background and programme documents:

- Interviews, individual as well as group, with communities, partners and other stakeholders; and
- Observations in the field.

In addition, the evaluation has used the following analytical tools:

- Outcome harvesting, where reported outcomes have been derived from partners reports and discussed/verified with the partners.
- Presentation and discussion of preliminary findings with stakeholders including a specific 'Stakeholder Workshop' held in Accra on 25<sup>th</sup> of February.

The evaluation has also used complementary statistical data generated by an organisational assessment tool (SPOSAT) applied by the Yensore partners.

The evaluation was undertaken by Ole Stage in collaboration with CARE Ghana and the other Yensore partners. Field work in Ghana took place from 7<sup>th</sup> to 25<sup>th</sup> of February 2022. The itinerary is presented in Annex 2; the persons met by the Team are listed in Annex 3.

The evaluator would like to express appreciation to CARE staff, the partner organisations, government officials, community leaders and others who took time to meet the team and share advice and information. The evaluator would also like to express appreciation to CARE for excellent support and for fruitful discussions throughout the process.

## **3 Findings and conclusions**

### **3.1 Relevance**

#### **3.1.1 Relevance in relation to key stakeholders**

The Yensore II programme is highly relevant in relation to communities and the national context. It addresses the needs of communities affected by natural resource-based and extractive industries whose quality of living has been adversely affected by the degradation of the environment due to cutting of forests, uncontrolled mining and oil and gas extraction. The programme aims at empowering these communities and support them to address these problems. This assessment was corroborated by the communities met who all emphasized the need to defend their rights to land, as well as other natural resources, and their rights to a clean and healthy environment. Furthermore, the programme objectives are in line with the objectives of government and its regulatory bodies who are to protect the environment and include civil society and communities in governance. This was underlined by the government representatives met.

The Yensore II programme is also aligned with the priorities of CARE Denmark and Danida, which comprise poverty reduction, protection of the environment and the existence of a vibrant civil society.

The programme is furthermore aligned with the goal and domains of change of the Programme Strategy 2014-2024 of the CARE Ghana country office. The CARE Ghana programme goal is: *'Poor and vulnerable women and youth aged 15-25 in rural and urban areas of Ghana, have sustainable and dignified livelihoods and their voice for change is persuasive'*. Yensore 2 contributes to this goal through rights-based interventions aimed at empowering poor and vulnerable women and youth whose livelihoods depend on natural resources for their livelihoods.

#### **3.1.2 Relevance and significance of the Yensore strategic partnership model**

The emphasis on civil society development in the Yensore 2 theory of change (*Core partner CSOs have increased or sustained their capacity ...*) was to a high degree driven by Care Denmark. Care Denmark has in its theory of change a similar partner capacity domain, where civil society partners and civil society development are conceptualised as means in themselves and not as contractors implementing specific projects, which is how donors generally conceive NGOs. This conceptualisation of civil society is the basis for the 'partnership model' where core partners are provided with core funding and allowed to set their own priorities.

The partnership model of Yensore has been influencing Care Ghana, who now sees strategic partnerships and core funding as a better way to interact with Ghanaian civil society organisations. This will be reflected in a new country strategy which will be prepared in 2022.

## **3.2 Efficiency**

### **3.2.1 Overall quality, effectiveness and added value of the programme**

Yensore breaks with the usual ‘project mode of operation’ between NGOs and donors, where the NGOs are implementers of specific projects defined by the donor. For Yensore the partners are ends in themselves and this is underlined by specific objective 2 (refer to Domain 2 in the Theory of Change) which states: *‘Core partner CSOs have increased or sustained their capacity as legitimate and vibrant advocates for the rights of natural resource dependent communities, and for inclusive sustainable development.’*

Therefore, partners receive core funding and are left to take their own decisions on how to spend their funds based on their own strategies. The core partners all agree that this mode adds value and effectiveness to their operations because it gives them flexibility and enables them to use the programme funds to where they find it most needed for developing their organisations and their programmes. The strategic partnership with flexible core funding approach has also allowed partners to focus more on their contribution to the overall Yensore programme results /outcomes areas rather than being preoccupied with accounting for only specific activities funded solely by the project. Hence resources from Yensore are seen by partners as a strategic contribution to complement and leverage other resources for the partners to execute their organisations’ strategic plans and programmes. This is particularly efficient way of supporting policy advocacy work which often require different resources and stakeholders support over long period of time.

### **3.2.2 Programme management and the implementation arrangements**

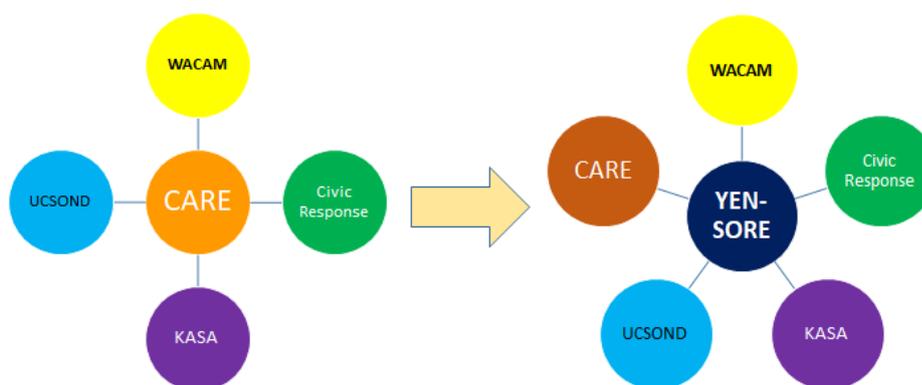
CARE Denmark and CARE Ghana have in accordance with the objectives set up appropriate implementation arrangements. They have not interfered in core partners decision making and they have only provided technical support when partners have requested for it. The Yensore programme staffing within CARE Ghana has been lean, it could even be said that the Yensore programme has been understaffed. During most of Phase 2 has the coordinator being the only full-time staff on the programme. He has had 25% of an accounts officer to support the programme from the financial department of Care Ghana. This contrasts to Phase 1, where the programme had three full-time staff plus 50% of an accounts officer within Care Ghana. Only during the last seven months has the coordinator been supported by an M&E officer.

Care Denmark has not paid systematic attention to the Yensore programme: the desk officer in Copenhagen has been changed quite often and it has been found that there has been insufficient follow up (refer to Section 3.2.3 and Annex 6). This should be seen on the background of changed priorities within Care Denmark. When Phase 2 was initiated, Danida had announced that it would phase out of Ghana because Ghana had become a middle-income country and

Care Denmark was expected to follow suit sooner or later. Care Denmark has meanwhile adopted a new strategy which focuses on fragile states and due to this Care Denmark now phases out of Ghana.

The transfer of funds from Denmark to Ghana has not been smooth, however, despite of this core partners generally receive funds when they are needed. Care Ghana has informed that funds arrive from one to four months after they have been requested from Care Denmark. However, unused funds from other Care Ghana projects are used to pre-finance Yensore partners, so they have not been affected by delays.

**Positive shift in partnership relations:** At the end of Phase 1 it became clear to the Yensore partners that their relations were not equal. CARE was seen as superior and as a provider of funds and technical support to the others. It was realised that all partners including CARE had to learn from the other partners and that all partners had something to contribute. This change in attitude meant that partners took ownership of the programme, and they have found that this stepped up the learning process. Thus, the Yensore partnerships has evolved from bilateral to **multilateral relationships**, where all partners are united by the common objectives of the Yensore program with a sense of collective ownership and responsibility. The diagram below illustrates the evolution of the partnership relationships.



Much of this learning has taken place in the regular partnership review meetings, (hosted by each partner on rotational basis) which were quarterly during Phase 1 and became semi-annual in Phase 2. The annual partnership feedback survey conducted directly by CDK, also contributed to learning opportunity for improving the quality and added value of the Yensore partnership.

### 3.2.3 How partners contributed to program quality and performance

Each of the Ghanaian partners contributed with knowledge and expertise from their specific sectors: oil and gas, mining, forestry and the governance of the NRE sector. But they also exchanged experiences on community mobilisation, advocacy, use of ICT for community reporting etc.

CARE has contributed considerably by introducing some key tools and technical support. For example, CARE introduced the concept of Village Saving and Loans Associations for community groups, and this has helped UCSOND and Wacam to set up over 60 VSLA groups (against the target of 27 VSLAs) among their community members and trained their staff to take over this kind of work.

CARE also provided technical organisational development support to partners including the introduction of Strategic Partner Organisational Self-Assessment Tool (SPOSAT) developed by CARE. This tool guides partners to assess seven broad elements of organisational capacity, namely: governance, management practice, human resources, financial management, programming delivery and impact, networking and external relations, and sustainability of their organisation, using a scale of 0 - 5. Identified weaknesses inform the partner annual action plans for their organisations' capacity improvement

CARE has played a key role as facilitator and convenor of coordinated CSOs engagements. CARE has also been a promoter of the platform approach for advocacy, an approach emphasizing collaboration and coordination between NGOs in order to maximise their voice in relation to government or private companies. For example, CARE Ghana championed formation of CSO's platforms on SDGs in Ghana and currently Yensore partners are the conveners of sub platform on SDG 13, 14 and 15 on also actively involved SDG 1,2, 5, & 16, sub platforms.

CARE Denmark introduced Outcome Mapping in October 2014, and partners state that this helped them focus their monitoring on results and to reflect on the changes achieved. However, Outcome Mapping is rather complex, partners found it difficult to use, and the introductory training was not followed up. Therefore, CARE Denmark introduced a simplified form of Outcome Harvesting from 2019. Basically, the core partners were given a form or a table for reporting outcomes. Core partners do not fully understand the key concepts of Outcome Mapping/Harvesting. CARE Ghana and core partners have been left to fend for themselves. CARE Denmark has not followed up on incorrect reporting of outcomes. Finally, the format used for reporting of outcomes has made core partners repeat information, which makes it difficult to get an overview and to analyse the data.

*Recommendation:* The experience from Yensore indicates that Outcome Harvesting is not always applied appropriately. CARE Denmark should consider how Outcome Harvesting is applied. The way the tool is used might be adjusted and programme partners that apply the tool might need more support.

### **3.3 Effectiveness**

#### **3.3.1 Achievement of the three specific programme objectives**

Effectiveness will be analysed in relation to Yensore's three specific programme objectives - one for each of the three domains described in the Theory of Change. The three objectives are on:

- Empowerment of women and youth in vulnerable communities.
- Partners increase or sustain their capacity.
- Duty bearers are accountable and responsive to communities.

The programme's achievement in relation to each of these objectives (fully described in Section 2.2) are dealt with separately in the sections below. Accountability of duty bearers is dealt with under the analysis of programme outcomes.

### **3.3.2 Empowerment of women and youth in vulnerable communities**

Not all core partners engage in community work. Kasa is a platform, which does not deal, directly with communities. Civic Response engages communities in reporting of illegalities build the capacity of communities to demand their right from timber contractors. while Wacam and UCSOND engage more broadly with communities. This section is based on Wacam's and UCSOND's community work, which was included in the evaluation's field programme.

The communities in which the two organisations work are under pressure from extractive industries: mining companies and oil and gas companies. These companies often grab land, destroy crops and settlements without paying proper compensations. Due to this and due to degradation of the environment community livelihoods are undermined. The community members are mostly unaware of their rights; they are often told by companies and authorities that they must cede their land and that they must move because they are not allowed to block 'national development'. Often authorities side with the companies because the companies provide them with resources in the form of tax payments.

Wacam and UCSOND have engaged with communities situated where the companies work and have informed the communities about their rights. According to international law, companies can only acquire land based on free, prior and informed consent (FPIC). Based on the support from Wacam and UCSOND farmers and communities have been empowered to claim their rights in relation to companies encroaching on their land. In some cases, they have received compensation, in some cases they have been resettled. In a few cases, they have been able to ensure, based on the principle of FPIC, that companies leave their area. However, claiming community rights is not easy, the positive outcomes are often the result of long and tough conflicts with companies and authorities. Wacam has trained community members as paralegals and in some cases Wacam has had to engage in long lasting legal cases.

Communities who have been empowered by Wacam and UCSOND have also used their skills to demand services like schools and clinics from government as well as from companies. In Wacam's case a school built in Saaman was a result of community self-development with no support from government or mining companies.

Some of the empowered community members have seen the importance of political institutions and have become elected members of district assemblies.

However, the communities where Wacam and UCSOND work have also been economically empowered. In addition to supporting their advocacy for rights, which often is a lengthy process, the organisations have helped members establish village savings and loans associations (VSLA) which is a tool for improving their livelihoods and resilience. Wacam has established 17 and UCSOND has established 47 VSLAs with a total of roughly two thousand participants. The VSLA has been a great success for their members. The members met have told that they have been enabled to establish or expand petty-trade businesses, a few have even acquired shops, others have used the savings to invest in their children by paying school fees, while some have used it to pay for larger durable consumer goods. Some community members in UCSOND operational area also explained how the support had helped them to cope with impacts of COVID-19 and other external shocks. Negative effects of VSLA operations have not been identified, but it has been found that the poorest of the poor are not able to use the VSLA as they are unable to save anything from their income.

UCSOND and Wacam have also provided simple skills training on a short-term basis, which seems to have been a success as trainees in most cases have used their new skills to increase their incomes.<sup>1</sup>

The economic empowerment especially the VSLA groups has given quick tangible results and has contributed to holding the groups together. As one member said, 'we are becoming a family'. The economic empowerment has therefore created groups that provide a strong basis for advocacy in relation to government and companies.

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<sup>1</sup> UCSOND has also collaborated with the Ministry of Agriculture to train farmers adopt crops and vegetable species resilient to climate change. The evaluation has not met any of these farmers and is therefore not able to assess the results of this.



Enthusiastic members of a VSLA in Kenyasi with the evaluator. The majority are market women, who have used the savings and credit from the VSLA to expand their businesses. The credit also enables participants to pay when larger expenses like school fees are due.



Joycelin Blay Borzah, Member of VSLA in Axim: 'The VSLA has really changed my life. I am a qualified schoolteacher, but I have been unemployed for a long period, because I was unable to find a job as a teacher. I used the credit from the VSLA to start my own business and I now have two shops with staff employed. However, I still wish to become a schoolteacher because this is my vocation. If I get a job as a teacher, my staff will run the shops.'

During the global covid 19 pandemic CARE provided personal protective means that were distributed among community groups. This seems to have heightened the awareness and the ability of group members to protect themselves. UCSOND and Wacam took some clever steps that combined protection from the pandemic

with local development. They procured locally produced soap and nose masks to create demand from local producers. The

most forward-looking measure was to provide smart phones and train 10 of the UCSOND VSLA groups on the use of mobile money transfer, which enabled them to interact under strict adherence to covid 19 protocols. The use of mobile money makes the groups more efficient as they now can make contributions without having to be present at meetings and it forms part of linking the groups to formal financial services. Wacam likewise procured mobile devices and trained 9 community zonal officers on how to use zoom and video conferencing apps to ensure community advocacy continued during the pandemic. Wacam held organisational meetings such as Zonal meetings comprising 20 participants via zoom to regulate movement of people during the pandemic.

Within the communities it is the women, the youth, and in some cases persons with disabilities, who have benefitted most from the Yensore. Adult and elderly men still tend to dominate the political arena, but women and youth now have voices that have to be considered. And in some cases, the youth have become change agents like in some mining communities like Kenyasi where youth demonstrations have forced authorities as well as mining companies to act. The economic empowerment has also benefitted women disproportionately: most VSLA groups are for women only, but some of them have a few male members. UCSOND has considered disabled persons through skills training.

The Yensore has collected quantitative data on community empowerment, which complement the qualitative data collected by the Evaluation. The M&E data on community empowerment presented in the table on the next page indicate that the programme has been quite successful in this field as it has achieved and greatly surpassed most of its targets. The only exception is participation in formal decision making which is a little lower than targeted.

On the basis of the data collected by the Evaluation as well as the M&E data collected by the programme it is concluded that Yensore programme contributed to empowering vulnerable communities politically as well as economically. The data collected by the Evaluation shows that it is especially women and youth who have been empowered.

**M&E data on community empowerment, December 2021**

<i>Outcome indicator</i>		<i>Target</i>	<i>Achieved</i>
Indicator 2.1: # persons who have meaningfully participated in formal (government led) and informal (civil society or private sector led) decision-making	# formal	1,355	1,166
	# informal	10,481	17,874
	Total	11,836	19,040
	% women	54%	49%
Indicator 2.2: # functional groups or community-based structures organized and strengthened to claim rights, promote public investments and build community resilience within thematic outcome areas	# groups	440	519
	# persons	14,965	18,736
<b><i>Output indicator:</i></b>			
Participants (directly and consistently engaged via face-to-face project activities; information and support services)	Male	8,466	15,770
	Female	9,939	17,084
	Total	18,405	32,854
# People reached directly in project communities (including community-based radio discussions and use of community information centres, for IE&C activities)		150,000	390,642
Populations reached indirectly through mass media and online platforms (estimates)		1,500,000	4,500,000

**3.3.3 Partner capacity – assessment based on qualitative research**

The core funding from Care has been an important basis for capacity development. From the core funding partners have paid necessary expenses like staff salaries and office rent, which are not always covered through project funding. This has enabled them to focus on developing their organisational capacity and to develop their own programmes. Each organisation has had its own priorities for organisational capacity development. Wacam has had a focus on incremental strengthening of staff capacity within the juridical area. The technical director has become a qualified lawyer and other key staff have also upgraded their skills in this field. UCSOND has had a focus on setting up governance structures. Civic Response has had a focus on the development of technical tools for reporting illegalities and for recording social responsibility agreements as well as the capabilities to use these tools. Kasa has had a certain focus on development of systems and procedures for the secretariat and the board in addition to strengthening the capacity for making proposals.

UCSOND and Wacam have expanded their reach to communities considerably during Phase 2 of Yensore. At the beginning of Phase 2 UCSOND was present in two districts, during Phase 2 it expanded its reach and is now present in seven districts. At the beginning of Phase 2, Wacam had 132 operational zones and communities, this number has been increased to 180.

The flexible core funding has also enabled partners to undertake effective advocacy. Availability of funding might not be considered capacity in a narrow sense; however, funding is a precondition for the capacity to undertake most activities, so the evaluation has included this in its broad assessment of Yensore's contribution to organisational capacity development.

The possibility for launching an advocacy campaign depends to a large degree on the political process where the issues that reach the top of the agenda and whether or not a successful campaign can be launched can be hard to predict. At a certain conjuncture there might be a window of opportunity, which can only be undertaken if funds are readily available. In case the advocacy organisation has to submit a proposal and get permission before acting, the window may no longer be open when the funding arrives. This point has been emphasized by Civil Response, but the other partners agree, that flexible funding is essential for effective advocacy.

The programme has also provided a framework for learning and peer learning, which has contributed to strengthening of organisational capacity. Core partners have shared experiences on advocacy, legal cases, community advocacy etc. and have learned from this. CARE Ghana has provided training and has introduced SPOSAT, which core partners regard as a useful tool for monitoring their own organisational development. Civic Response has introduced the tool to its partners in the Forrest Watch Ghana platform. Wacam and UCSOND have learned how to set and how to support VSLA groups.

CARE Denmark has supported partners' capacity building through participation in international training programs (e.g., Danida fellowships) and conferences on climate change (including participation in COPs) and web-based forums for dialogue.<sup>2</sup> CARE has also supported capacity building in relation gender and climate change and resilience. Partners have been provided with tools for integration of gender and climate change such as gender marker, resilience marker, inclusive governance marker, climate finance tracking tool etc. These tools enabled the partners to undertake activities like a gender analysis mining sector impact on women (Wacam), research on climate adaptation finance in Ghana (Civic Response in collaboration with CARE Denmark), design and implementation of community-based adaptation to climate and disaster risk reduction (UCSOND), and participation in the national climate change policy dialogue (KASA).

Based on the evaluation's qualitative research it is concluded that Yensore contributed to enhancing the capacity of the core partners.

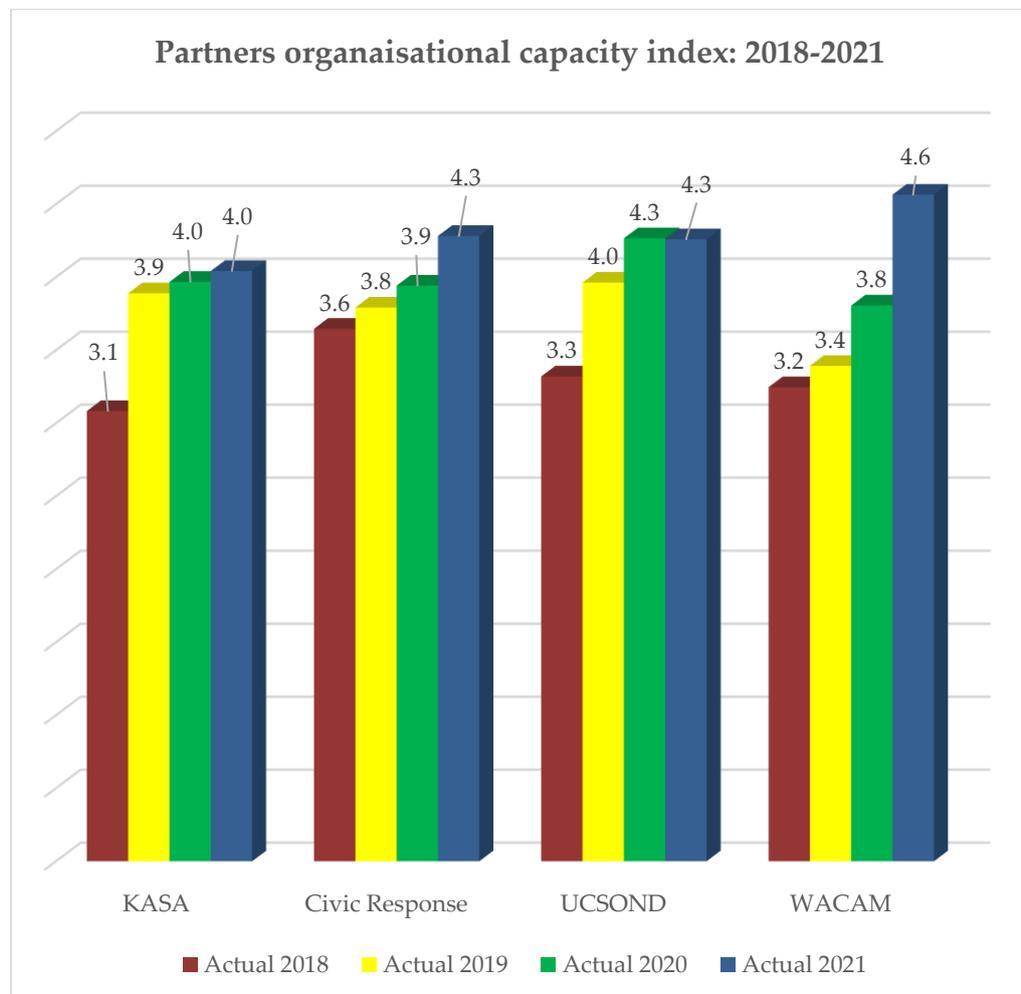
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<sup>2</sup> Including the "Southern Voices" programme and more recently also the CLAR programme.

### 3.3.4 Partner capacity – assessment based on SPOSAT

The assessment above is based on the evaluations qualitative research (meetings with the organisations and field visits to some of the organisation’s programme areas). In this section the qualitative assessment is complemented by the statistical data from SPOSAT. The partners have once a year used this tool to assess their capacity within seven areas: governance, management practice, human resources, financial management, programme delivery, networking and external relations, and sustainability. SPOSAT and the detailed results from the assessment of partner capacity are presented in Annex 7 below. The diagram below contains a summary of the overall capacity of each of the four partners year by year during Phase 2 of Yensore.

The diagram, which is based on data from SPOSAT, shows that all partners have experienced steady increase in organisational capacity throughout Phase 2 of Yensore. This corroborates the conclusion based on the qualitative research, which furthermore indicate that Yensore contributed greatly to this result.



### **3.3.5 Policy outcomes of the Yensore programme**

The Yensore Programme has collected monitoring data on policy related outcomes which shows that all targets have been achieved within this area (refer to Annex 9). The Evaluation has decided to go more in depth by applying the tool Outcome Harvesting to collect policy outcomes of Yensore for the whole project period 2014 - 2021. It is based on core partners reporting and harvesting of outcomes. The evaluation has limited the harvest to policy outcomes, i.e., outcomes where a duty bearer (government or company) changes behaviour = adopts a policy or takes a stance that it otherwise would not have done. It is the opinion of the evaluation that harvesting of policy outcomes is where outcome harvesting is a strong tool. Using Outcome Harvesting for collecting outcomes within the other domains does not add much to capturing results in these fields and it could even be argued that Outcome Harvesting has been inappropriately used. The use and misuse of Outcome Harvesting is discussed in more depth in Annex 6.

Yensore has produced many outcomes. All the outcomes collected are described in Annex 8. The reader should as a minimum scan through Annex 8 before reading this section of the report to understand the kind of outcomes the report refers to, otherwise, this section will make little sense.<sup>3</sup>

A note of caution should be considered when analysing the policy outcomes:

Not all Yensore's policy outcomes have been harvested. The harvester (the evaluation) depends to a large degree on what core partners report, and some are more thorough than others. It is suspected that the policy outcomes are skewed towards the more recent results.

Not all policy outcomes are of equal importance, thus a statistical count of policy outcomes might not be meaningful.

There is also an arbitrary element in how policy outcomes are recorded. Look for example at the following policy outcome: Kibi Goldfields starts engaging with Saaman community. This outcome has come after a decade long conflict with many (sub)outcomes e.g., court rulings over time which has eventually led to the result that the company changed attitude and started engaging with the community. Wacam and the evaluation could have chosen to record all the sub-outcomes but chose to record a summary.

Similarly, the policy outcome recorded by UCSOND, Oil and gas companies provide infrastructure to communities is a summary of many sub-outcomes spread over a geographical area with various actors (companies). UCSOND/the evaluation could have chosen to record a large number of sub-outcomes like: ENI rehabilitates road in community X, GNPC provides water supply to community Y, etc. However, a summary outcome has been recorded. And by the way, the evaluation nearly missed this outcome, which has not been

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<sup>3</sup> The busy reader should as an absolute minimum read through all the headlines of the policy outcomes.

reported/harvested via the monitoring system. This policy outcome was rather hinted at in the dialogue between UCSOND and the evaluation.

The policy outcomes have been classified by two dimensions to make a descriptive analysis. The first dimension is the nature of the boundary partners/duty bearers at whom advocacy is targeted. Boundary partners are classified as government or private sector (=company) actor. Originally government was subdivided into central and local level. However, as this simply showed that UCSOND's outcomes referred to local level government, while the policy outcomes of the other core partners all referred to central government entities, it was decided not to subdivide in the analysis presented in this report.

The other dimension is the reach of the outcome. It is divided into three categories:

- Open space for/ recognise/ collaborate with civil society or communities.
- Compensate/ provide infrastructure or land to some individuals or a community; or
- The action has a broad or general scope like the passing or implementation of a law/ a decision to stop or implement a broader programme/ change programme or service for a larger group.

A policy outcome describes a duty bearer changing behaviour. Thus, a first glance at the list of policy outcomes seems to indicate that duty bearers generally are benevolent and responsive to communities. However, this is a false impression! The full text, especially the section on contribution, generally shows that a positive policy outcome is the result of years of advocacy and hard struggle. In many cases the policy outcomes merely mitigate negative effects (e.g., through payment of compensation or resettlement), they are not providing for further community development. In some cases, status quo must be regarded as a positive outcome e.g., when a company halts exploration in an area or it stops harassing a community.

The analysis of the policy outcomes in the table below only makes sense to a reader who has been through Annex 8; among other things because the table makes short-hand references to all the policy outcomes recorded. Note that the policy outcomes are recorded by partner organisation.

**Descriptive analysis of the policy outcomes of Yensore**

	<i>Government entity</i>	<i>Company/Private sector</i>
<b>Kasa Initiative</b>		
Give space	Mid-Term UPR Members of Kasa on NDA Committee Youth NREG Platform More NGOs in NDC review More CSOs in NAP process Civil society in review of climate expenditure	
Compensate/ assists specific community		
Pass or implement law or programme	Agyapa deal off the table New Land Act Climate change in curriculum	Media houses publish NGO brief on NRE
<b>Wacam</b>		
Give space		Kibi Gold engage with community,
Compensate/ assists specific community	Arresting illegal miners DA must assess water quality	Newmont provide infrastructure, Newmont resettles GNPC halts exploration
Pass or implement law or programme	Mining policy Bans prospecting in forests and water bodies Stops prospecting in Tano Offin White paper: review CDAs	
<b>Civic Response</b>		
Give space		
Compensate/ assists specific community		Timber companies implement SRAs
Pass or implement law or programme	FC use CSIFM, FC use a database on SRA, FC adopt guidelines for DA use of timber royalties New Land Act Better policies on forest governance	
<b>UCSOND</b>		
Give space	Involve community in climate change adaptation projects Invite communities in design of projects Links with CDMCs	Collaborate on SDG 13

	<i>Government entity</i>	<i>Company/Private sector</i>
	Collaborate on SDG 13	
Compensate/ assists specific community	Land to women, youth, PWDs Climate resilient plan Market structures x 2	ENI compensates farmers
Pass or implement law or programme	Include farmers in program Reduce cutting of mangrove along banks of Ankobra river	Provide infrastructure Ghana Gas expansion stopped by Asemduaso Y

From a descriptive analysis of the policy outcomes the following can be concluded:

- The most important policy outcomes are results of activities over many years. The Land Bill can exemplify this: it was discussed over 15 years before it was finally passed.
- All of the outcomes recorded are results of hard work on the part of core partners. However, some companies seem more responsive than others. Private companies in oil & gas sector seem more responsive than other companies, possibly because they have vast resources and because goodwill from the public helps them renew their licenses.

The policy outcomes of core partner have distinct patterns, which seems to be due to their different modes of operation and their different priorities:

- Kasa's outcomes are concentrated in two fields: Central government entities providing space for civil society, and central government pass a law or take a deal off the table. One outcome, 'Media houses publish NGO brief on NRE' is special as the boundary partner is neither government nor a company in the extractive sector. It has been categorized as a company, but the reader should take note of this fact.
- Civic response outcomes are mostly in one field: Government use tools developed by Civic Response and collaborate on fighting illegalities and implementing policies. It has been pointed out that the Civil Response contributed significantly to the New Land Act recorded under Kasa.
- Wacam outcomes are spread over many fields. Boundary partners comprise central government entities as well as companies. It has been pointed out that local government bodies have been involved in producing some of the outcomes.
- UCSOND outcomes are also widely spread over many fields. It should be noted that outcomes within the column 'Government' all refer to local government entities (chiefs, district assemblies etc.).

Overall conclusion: The impressive list of outcomes from the Yensore programme indicates that duty bearers have become responsive.

### 3.4 Impact

The findings and conclusions in the preceding section on effectiveness indicate that the Yensore programme has changed the lives of women and youth in the target communities in two ways. Firstly, some have been economically empowered and have improved their economic situation. Secondly the political empowerment combined with the support of the core partners has contributed to producing a number of positive policy outcomes. They have received compensation or been resettled, or they have been provided with social or economic infrastructure. As mentioned earlier, this has not necessarily improved their lives, in many cases they have merely succeeded in protecting their environment and their livelihoods in the face of threats from the extractive industries. In other words, the result is no or little change but very different from the counterfactual situation (=what we believe would have happened if the programme had not intervened), which is land grabbing without compensation and environmental degradation.



Example of visible environmental degradation due to gold mining. This how a households in Kantinka had to live surrounded by rubble and with no land for agriculture nearby.

The impact of the Yensore programme should not only be assessed from the point of view of the direct target group; it should also be assessed from the point of view of ‘society at large’. It has been outside the scope of the evaluation to engage systematically with communities outside the programme communities, however, target groups have been asked to identify effects on neighbouring

communities and partner representatives and other stakeholders have been asked to identify general effects on society at large.

It has been found that neighbouring communities generally benefit from the political empowerment of target communities. They have learned about their rights, and they have learned that they are entitled to compensation or that they have the right (based on the principle of FPIC) to say no to a company, who wants to grab their land. In the case of the community living in Saaman, next to Kibi Goldfields, (refer to the outcome description in Annex 8 where this case is described), nine other communities were inspired to also claim their rights in relation to Kibi Goldfields and persons from Saaman supported them by informing them about the law, their rights and how they can claim them.



Members of Saaman Community with the evaluation team. Saaman has struggled for a decade and has succeeded in keeping the mining company Kibi Goldfields Ltd. away. Farmers have therefore maintained their agricultural lands and Saaman is now the only community in the area with clean potable water.

Economic empowerment has also had an effect on neighbours who have seen the success of the VSLAs. They have demanded and have received support to set

up their own groups, and a few have on their own initiative managed to set set up their own VSLAs.

Empowered target communities have in many cases successfully demanded local government entities to provide infrastructure or services. This is positive as dialogue between communities/citizens and authorities is essential to democratic development. However, there is also a danger in some communities becoming more influential than others and getting a lion's share of the budget for services. This is basically a zero-sum game where communities compete for a limited amount of infrastructure and services, so if one community advocates effectively and gets e.g., a new school, it will be at the expense of another community that does not get it. The communities met have argued that this is not the case, as they have also advocated on behalf of others. Their arguments have not convinced the evaluator. However, the evaluation has not found any clear case where one community has been benefitted at the expense of another and the overall assessment is that there might not be many of such cases. However, partners that empower communities to try to avoid such situations.

*Recommendation:* Programme partners who empower specific communities should monitor how far these communities use their skills to attract public services or other benefits at the expense of other communities. If this is the case, the programme partner should take remedial action.

Some of the policy outcomes are national laws or they relate to the implementation of national laws and set some important precedents. It is not possible to measure this impact, much depends on how the government, companies and civil society interact in the future. However, the assessment is that this will have a considerable positive impact on Ghana as a whole.

The overall conclusion is that the Yensore programme has had a considerable positive impact.

## **3.5 Sustainability**

### **3.5.1 Sustainability was integrated into the programme design**

When Yensore II was designed, the prospect for Danida funding after 2021 was uncertain and Care Denmark therefore gradually reduced the budget over the Yensore II programme period. Therefore, the programme prioritised financial and organisational sustainability of core partners. The programme document consequently emphasized support for resource mobilisation through donor diversification and own generation of funds. The programme document also discourages coverage of participation cost to members of the CSO platforms and

promote partner-led peer learning rather than relying on external expert-led capacity strengthening.

### **3.5.2 Programme implementation was considering sustainability**

Programme implementation has emphasized sustainability in a number of ways. First and foremost, has the partnership approach with core funding given the partners the room they needed to develop their organisation based on own priorities. In addition, the capacity strengthening support provided by Care has contributed to organisational development/capacity strengthening.

Another factor is the emphasis on relatively cheap and locally managed tools like peer-learning, use of platforms for advocacy and promotion of VSLA.

The original budget only provided funding for Kasa in the first two years (2018-19). However, the secretariat Kasa would have faced severe difficulties, without funding in 2020 and 2021. Care Denmark therefore agreed to provide finance for the last two years in order to keep the secretariat going in the hope that this would sustain or enhance sustainability and increase chances of getting funding from other sources.

### **3.5.3 Sustainability of outcomes by domain**

How far the programme outcomes contributed to sustainability and the likelihood that results are sustained beyond the programme will be assessed by domains of the Yensore theory of change (Domain 1: Empowerment of women and youth in vulnerable communities; Domain 2: Core partners increase or sustain their capacity; and Domain 3: Duty bearers are responsive to the rights of communities).

The empowerment of communities is generally sustainable. The communities now know their rights and even without support from core partners they will be able to defend their rights. However, they have a much stronger position for claiming their rights if supported by core partners with legal and other advice.

The sustainability of the economic empowerment is much more clearcut. The VSLA groups that have been established are operating on their own with minimal support from core partners. The groups met told, that they will that they will be able to continue without any external support. The evaluation finds that this assessment is realistic and furthermore finds that some replication, neighbouring communities starting their own VLSA groups, is not unlikely.

The beneficiaries who have started their own businesses due to the programme's skills training are likely to continue. Their small businesses do not depend on external support.

Partner organisations have become stronger due to the programme. Their organisational capacity is sustainable as it is based on their own organisational development including increased skills of their staff. However, all organisations suffer from staff attrition, so in the very long run organisational capacity could decrease if they do not have programmes for training.

The Achilles heel of the organisations is financial sustainability. The partner organisations need external funding to maintain themselves. However, based on their sustained or increased capacity due to the programme they are now in a good

position to make proposals and to attract interest from potential donors and all of them do in fact have other donors. The Kasa secretariate has the most fragile economic basis, its survival seems to depend on whether it will be able to attract additional donor funding. However, Kasa is more than a secretariat; it is a coalition of civil society organisations with a board, which has developed over the year.

Policy outcomes cannot be assessed on the basis of the normal criteria for sustainability. The field of politics is dynamic, and policies are constantly changing. The evaluation can only conclude that the Yensore programme has contributed to a push in the right direction to making duty bearers more responsive to vulnerable communities. Communities are able to defend and claim their rights, but there is no guarantee that a backlash will not happen.

#### **3.5.4 Major factors which influenced sustainability of the programme**

The evaluation concludes based on the analyses on the sustainability of outcomes by domain in the section above that the programme results are relatively sustainable. The main factor that has contributed to sustainability is that the implementation has followed the strategy in the design (which could be regarded as an exit strategy). The implementation has therefore emphasized simple, relatively cheap, and locally managed tools and technologies like the introduction of VSL, peer learning among the partners (in contrast to inputs from external experts), and the collaboration of NGOs based on platforms and networks.

## 4 Recommendations and Lessons Learnt

As the Yensore has been finalised the Evaluation has focussed more on lessons learnt than on recommendations. The two recommendations are the following:

*Recommendation:* The experience from Yensore indicates that Outcome Harvesting is not always applied appropriately. CARE Denmark should consider how Outcome Harvesting is applied. The way the tool is used might be adjusted and programme partners that apply the tool might need more support.

*Recommendation:* Programme partners who empower specific communities should monitor how far these communities use their skills to attract public services or other benefits at the expense of other communities. If this is the case, the programme partner should take remedial action.

The Yensore has been a successful intervention and a number of lessons have been learned:

**The partnership model is efficient:** One of the most important lessons learnt is that the strategic partnership model is an efficient way to strengthen civil society partners. Key elements in the strategic partnership model are provision of flexible core funding over a longer period and respecting that partner the partner defines own priorities. This enables a partner to develop organisational capacity and to develop programmes that are appropriate to the local context.

**Equal partnership facilitates learning:** This is the lesson learnt when Yensore developed from Phase 1 to 2, and it was found that the relationship between partners had not been equal. The donor, Care, was seen as being on a higher level, and it was expected that Care would teach and train the others. However, when a more equal relation was established between all partners and core partners took ownership, learning was facilitated, and all partners started learning from each other.

**Effective advocacy depends on many factors:** The Yensore programme has contributed to a large number of advocacy effort that have achieved important policy outcomes. One key factor is the availability of flexible funding which enables the organisation to undertake advocacy and to act quickly when a window of opportunity is open. Another key factor is that cooperation between CSOs strengthens advocacy. Often a concerted effort is necessary to impress the duty bearer and a concerted effort enables each participant to bring its comparative advantage into play. A coordinating unit, or a common platform like Kasa, is important for a successful advocacy campaign. The third point is that community people often have to be in the forefront. CSOs can support them with advice and training, but community representatives will have to speak for themselves, otherwise a campaign for their rights can lose credibility.

**The combination of political empowerment and economic empowerment can strengthen community organisations:** The introduction of VSLAs to community that had already been empowered to claim their rights was a great success. The

immediate and tangible results of the VSLAs contributed to holding the groups together. Adding economic empowerment has given communities a stronger basis for claiming their rights in relation to government and companies.

**Simple, cheap and locally managed technologies contribute to sustainability:** It has been found that simple, relatively cheap, and locally managed tools and technologies like VSLA, peer learning among the partners in contrast to inputs from external experts, and the collaboration of NGOs based on platforms and networks have contributed to sustainability.

## **Annex 1: Terms of Reference**

## Annex 2: Itinerary

<i>Date</i>	<i>Time</i>	<i>Activity</i>
6 <sup>th</sup> of Feb.		Travel from Copenhagen to Accra
7 <sup>th</sup> of Feb.	9	Introduction to the staff of CARE Ghana
	10	Security briefing
	12	Tele-meeting with KASA
	15	Yensore M&E Officer
8 <sup>th</sup> of Feb.	8:30	Yensore team
	10	Former KASA Coordinator
	12	Civic Response
	14	Ministry of Land and Natural Resources
9 <sup>th</sup> of Feb.	9	Tele-meeting with Minerals Commission
	11	WACAM
	14	Tele-meeting with representatives of the private timber sector
10 <sup>th</sup> of Feb.	9:30	KASA
	11	Tele-meeting with Dr. Steve Manteaw
	12	Tele-meeting with Ministry of Finance
	16	Tele-meeting with NGO representative from Northern Ghana
11 <sup>th</sup> of Feb.	9	Tele-meeting with Kasa Steering Committee member
	12	Yensore team
	15	Care Ghana financial team
	16	Tele-meeting with representative from Ministry of Finance
13 <sup>th</sup> of Feb.	9	Travel from Accra to Kumasi
	12	Saaman Wacam group
14 <sup>th</sup> of Feb.	11	Donkro Nkwanta and Busunyani community
	15	Travel to Sunyani
15 <sup>th</sup> of Feb.	10	Dorma Kantinka resettled members
	11:30	Kenyasi VSLA group
	14	Travel to Kumasi
16 <sup>th</sup> of Feb.	8	Travel to Tarkwa
	13.30	Tarkwa Bansa and Brahabebone groups
	16	Travel to Takoradi
17 <sup>th</sup> of Feb.	11	Travel to Axim
	13	UCSOND
	17	Avrebo community leaders
18 <sup>th</sup> of Feb.	9	Village Saving and Loans Association in Asanta
	11	Ellebelle National Disaster Management Organisation
	13	Kaku people with disability
	15	Gari processing factory
	16	Travel to Takoradi
19 <sup>th</sup> & 20 <sup>th</sup> Feb.		Weekend in Takoradi
21 <sup>st</sup> of Feb.	10:30	Assuawa: case of compensation and meeting former member of DA
	13:30	Asemdasuazo community olunteers and CDMC
	17:00	Axim VSLA group
22 <sup>nd</sup> Feb,	10:00	Travel to Accra
23 <sup>rd</sup> & 24 <sup>th</sup> Feb.		Report writing
25 <sup>th</sup> of Feb.	9.30	Validation Workshop
	22:15	Departure for Copenhagen

## Annex 3: Persons Met

<i>Name and organisation</i>	<i>Function</i>
<b>Care Ghana</b>	
Yakubu Zakaria	Yensore Programme Coordinator
Alexander Buunaaim	Yensore M&E Officer
Rose Tchwenko	Country Director
<b>Civil Response</b>	
Albert Katako	Head of Programmes
John Kebir	Finance Officer
Elvis Oppong-Mensah	Programme Officer
Belinda Boator	Communication Officer
<b>Kasa</b>	
Louis Acheampong	Kasa activist
Kwame Mensah	Former Kasa Coordinator
Jonathan Gokah	Coordinator of Kasa
Haruna Rasheed	Technical Support
Kandey Al-Hassan	Communications Volunteer
Steve Manteaw	Member of Technical Committee
Dorcas Awortwe	Member of Kasa Steering Committee, Representing Oil & Gas Platform
<b>Wacam</b>	
Hannah Owusu-Koranteng	Assistant Executive Director
Doreen Asiedu	Administrative and Accounts Officer
Kwaku Afari	Technical Director
<b>UCSOND</b>	
Wisdom Kwaiby	Executive Director
Gladys Amoah	Project officer
Benjamin Bright Yankey	Project Officer
Esther Nyanzu	Finance Officer
Ransford Eric Nyamson	Project Officer
<b>Government</b>	
Robert Mensah	Ministry of Finance
Joseph Osiakwan	Technical Director (Forestry), Ministry of Land and Natural Resources
Samuel Boateng	Ministry of Land and Natural Resources
Steven K Agbo	Assistant Manager of Social Support, Minerals Commission
Bash Mohammed Abdul-Razak	Ministry of Finance, former NREG Secretary
Ezrah Bright	District Director, National Disaster Management Organization
<b>Timber Associations</b>	
Kwame Adam	
Kafui Denkabe	
Richard Senkyire	
Alexander Darzi	President of Ghana Timber Association
Clement	
<b>Other civil society</b>	
Hajia Fati Siedu Tambro	Sung Foundation, Tamale

Saaman Wacam Community

Name	Name	Name	Name
Baah Erich	Vivian Boahemaa	Afia Kyerewaa	Togbenu Gabriel
Akosua Frimpomaa	Akosua Agyeiwaa	Oduro Thomas	Daniel Obeng
Mercy Kena	Nyancoa Lydia	Abigail Ofosua	

**Dorman Kantinka Wacam Community**

Name	Name	Name	Name
Solomon Agbasa	Mahama Mensah	Nimo Felicia	Maame Konadu Yaa
Kofi Osei	Alex Gyan	Ayishetu Amidu	Akosua Adlah
Atta Kwadwo	Daniel Agyapong	Forgive Hedi	Memuna Zenabu
Kwame Boare	Naomi Kuma	Attaa Agyemang	Serwaa Destina
Nuhu Salifu			

**Tarkwa Wacam Community**

Name	Name	Name	Name
Alex Appiah	Thomas Yeboah	Angnes Dawda	Akwesi Aduakwa
Albert Kingsley Prah			

**Nkroful persons with disability**

Name	Name
Kaku Famiyeh	Kwame Peter

**Asanta – VSLA**

Name	Name	Name	Name
Patricia Kenyah	Elizerbeth Dwukwa	Veronica Ndele	Menle Tena
Georgina Kaku	Thomas Yankey	Doris Yankey	Matilda Kwofie
Anna Kenyah	Mary Abakah	Suzana Bewieka	Rebecca Koomson
Charlotte Armo	Juliana Cudjoe	Hagar Duku	Judith Dwukwa
Gifty Andoh	Elizerbeth Nawo	Comfort Kwesijan	Elizerbeth Buah

**Assuawa community members**

Name	Name	Name	Name
Beatrice Asiedu	WO 1 Oteng Ebenezer	Yaba Abubakari	Siedu
Sophia Lale	James Ackah	Joseph Tangba	
Ali Yanwaba	Nyameke Edia	Kwame Oluman	

**Asemdasuazo community volunteers and CDMCs**

Name	Name	Name	Name
Kwame Mathew	George Arthur	Derick Boah	Theresa Meinya
Grace Kaku	Emmanuel Kaku	Isaac Kofi	Miezhah Beniye
Gladys Alima	Joseph Anoma Kojo	Jonson Cudjoe	

**Axim- VSLA**

Name	Name	Name	Name
Edward Yamson	Catherin Akon	Emmanuel Fosu	Agatha Aka
Joycelin Blay Borzah	Victoria Kujo	Victoria Adoley	Benjamin Biadi
James Kojo Tandoh	Nana Koba Smith	Grace Akins	
Sabastian Adonye	Georgina Foley	Christina Fin	
Angelina Amanu	Philomina Ahinful	Gladys Asuah	

Names were not taken due to the large numbers of members present in Kenyasi VSLA and Donkro Nkwanta.

**Summary of participants engaged in the Yensore 2 programme evaluation**

Organization	Name of Community	No. Male	No. Female	Total
WACAM	Accra Office	0	2	2
WACAM	Saaman	4	8	12
WACAM	Donkro Nkwanta	15	23	38
WACAM	Dorman Kantinka	12	13	25
WACAM	Kenyasi VSLA	0	63	63
WACAM	Tarkwa	4	1	5
UCSOND	Axim Office	3	2	5
UCSOND	Avrebo	6	0	6
UCSOND	Asanta	1	19	20
UCSOND	Nkroful-NADMO	1	0	1
UCSOND	Nkroful-PWDs	2	0	2
UCSOND	Assuawa	8	2	10
UCSOND	Asemdasuazo	7	2	9
UCSOND	Axim-VSLA	6	13	19
Government officials	Accra	6	0	6
Private sector	Timber Association	4	0	4
Civic response	Accra-Office	3	2	5
Kasa	Accra- Office	2	1	3
Kasa society	Zoom	4	1	5
Sung Foundation	Tamale	0	1	1
<b>TOTAL</b>		<b>84</b>	<b>152</b>	<b>241</b>

## **Annex 4 : A historical reflection**

Ghana and Denmark have a common history. In 1659 did the the Glückstadt-company owned by German-speaking subjects of the Danish King establish a fort on the coast named Frederiksborg after the King. Two years later they established a fort or castle 150 km further East and named it Christiansborg after the crown prince. The forts were points of trade and the major commodity traded was slaves. The slaves were mainly sold in the West Indies, where Denmark took possession of three islands where sugar plantations were established.

At the end of the 18<sup>th</sup> century under influence of the ideals of the American and the French revolutions that saw all men as equals and with inalienable rights did enlightened people question slavery and the trade with humans. One of them was the medical doctor Paul Erdman Isert, born in Brandenburg (Germany) but serving the Danish king. He came to the Gold Coast in 1783 and stayed for three years. He was a friendly man who was liked by the local population because he acted kindly, learned to speak their language, shared food with them and was interested in their culture as well as the African nature. The Danes at Christiansborg castle did not like him because he did not participate in their heavy drinking but preferred to stay outside and socialize with the Africans.

When Dr. Isert travelled back to Denmark in 1786, he had several shocking experiences. He travelled on a slave ship via the West Indian Islands and saw how the slaves suffered from inhuman conditions, he was almost killed in a slave rebellion where he was taken ransom, and he saw how badly the slaves were treated on the plantations. Back in Denmark he wrote a book, where he argued for the abolishment of slavery. He then contacted Count E. H. Schimmelmann, who was prime minister of Denmark and presented a plan for establishing plantations in Africa. The intention was that export of coffee, cocoa and cotton should supplant the slave trade. Schimmelmann, who was enlightened and therefore shared Dr. Isert's ideals agreed to support the plan. Dr. Isert travelled back to the Gold Coast in 1788 with his pregnant wife, whom he had married three months earlier. He established a plantation called Frederiksnobel, but he died in January 1789 and a few months later did his wife and their newborn baby die as well. The plantation failed like most large-scale agricultural projects in Africa have failed ever since.

Count Schimmelmann did take steps to abolish the slave trade a few years after Dr. Isert's plan had failed. In 1792 did Denmark forbid the transatlantic slave trade. However, Count Schimmelmann owned plantations on the Danish West Indian Islands, and he wanted to ensure that they had plenty of slaves. The law therefore had a huge loophole: in a 10-year grace period until 1803 could slaves

still be traded and slaves were actually traded in great numbers because the plantation owners on the West Indian Islands ensured that they had enough slaves to continue their inhumane production.

Count Schimmelmann and the Danish king managed to position themselves as humane and progressive. But they were in actual fact hypocritical, their economic interests trumped their humanistic principles.

Denmark left the Gold Coast in 1850, when it sold the castles to Great Britain, so why tell this long-forgotten story? Well, we might wonder how history will judge our efforts. Will government, the World Bank and others who are protagonists of the exploitative economic model, where local communities and nature pay a high price be seen in line with Count Schimmelmann? They know the cost of the economic model, but they allow economic interests to trump such considerations. And are Yensore and others walking in the footsteps of Dr. Isert? We try to address the problem, but there is little we can do about it.

## Annex 5: Evaluation Matrix

DAC Criteria and Evaluation Question	Judgement Criteria and Indicator	Tool	Source
<b>Relevance</b>			
To what extent is the Yensore II Program design and strategic focus relevant, adequate and compatible with or aligned to the core priorities of Danida, CARE, the core partners, communities and the national context of Ghana?	How far the programme corresponds to the priorities and needs of stakeholders	Interview	Stakeholder representatives
		Document review	Policy documents of stakeholders
What is the relevance and significance of the Yensore 'strategic partnership model' to the overall partnership strategy of CARE DK and CARE International?	How far the strategic partnership model corresponds to the partnership strategies of CARE DK and CARE International	Interview	CARE DK
		Document review	Strategy documents of CARE DK and CARE Int.
<b>Efficiency</b>			
What is the overall quality, the effectiveness and added value of the Program Strategic partnerships?	Comparison between programme strategic partnerships and other support modalities	Interview	Programme partners
How appropriate, effective and efficient is the program management & implementation arrangements?	Ability to address key problems. Ability taken timely decisions. Ability to manage resources efficiently.	Interview	CARE Ghana CARE DK Core partners
How did CARE DK, CARE Ghana and Core partners contribute to program quality and performance of Yensore?	Assessment of what each stakeholder (CARE DK, CARE Ghana and Core partners) contributes to programme quality and performance	Interview	Core partners
<b>Effectiveness</b>			
What is the overall level of program performance, against the results framework and related indicators?	Comparison of results achieved in relation to objectives and indicators defined in the results framework	Document review	Progress reports – in particular M&E data
To what extent has the core objectives of the Program and expected outcomes been achieved?	Women and youth in vulnerable communities dependent on natural resources are being empowered and taking actions to claim/realize their rights	Interview	Women and youth in vulnerable communities Duty bearers
	Core partners' capacity is stronger than before the programme intervention	Interview	Core partners Key observers

	Duty bearers have become more accountable and responsive to the rights, and needs of poor people in natural resource-dependent communities.	Interview	Poor people in natural resource-dependent communities Duty bearers
What are the key outcomes or changes in the medium to long term which the Yensore program contributed to during the period from 2014 to 2021?	Core partners and their networks /coalitions influenced. Policy changes of government and private sector actors influenced by core partners and the communities they support.	Outcome Harvesting	Annual reports from the core partners and CARE Ghana. Representatives from these organisations. Informed stakeholders/observers
<b>Impact</b>			
What impact /change has the program contributed to make in the lives of women and youth in target communities?	Target group, women and youth, have experienced changes in their living conditions	Interview	Women and youth in target communities
How do the partners and the 'impact groups' describe the benefits or effects and legacy of Yensore Program?	Target group and partners detail how living conditions have changed and describe how they think the programme has contributed	Interview	Partners and impact groups
<b>Sustainability</b>			
To what extent was sustainability integrated into the programme design.	Assessment of how sustainability has been addressed in the programme documentation	Document review	Programme documentation
To what extent was programme implementation informed by considerations to strengthen sustainability?	Assessment of how sustainability has been addressed by programme implementers	Document review	Programme reporting
		Interview	Programme implementors
To what extent are the outcomes that the program contributed towards sustainable? What is the likelihood of sustaining program results beyond the program lifespan, in the short- and longer-term?	For each of the programme results identified by this evaluation a critical assessment will be made.	Sustainability analysis	Descriptions of outcomes and impacts of the programme
What were the major factors which influenced sustainability of the programme?	Analysis and assessment of contributing/facilitating factors as well as impeding factors.	Data analysis	Outcome Harvesting data, esp. assessment of pgm. cont.

## Annex 6: Notes on Outcome Harvesting

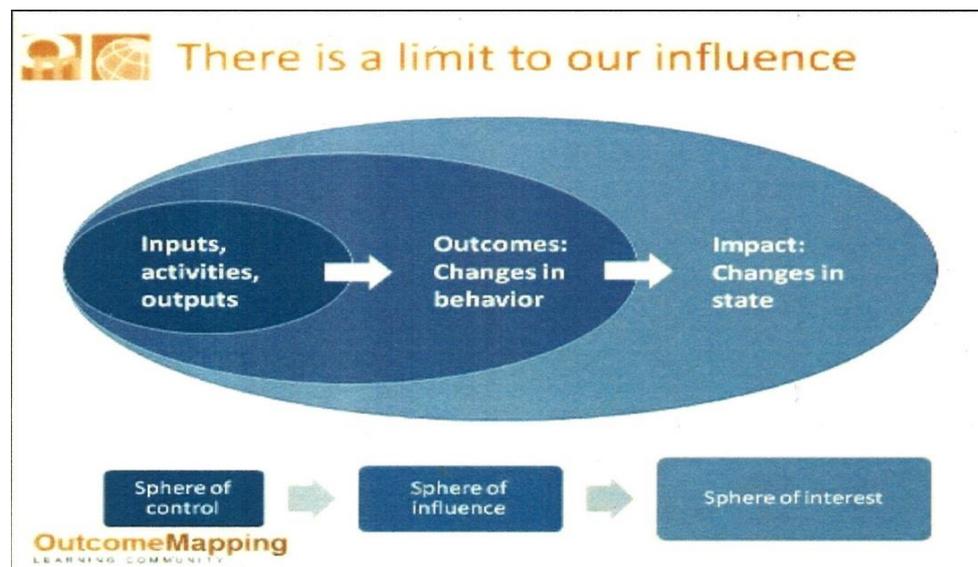
Outcome Mapping and Outcome Harvesting deal with social change and are good tools for change agents engaged in rights-based advocacy. Outcome Mapping and Outcome Harvesting share three key concepts:

- Outcome understood as changes in behaviour of boundary partner
- Sphere of influence
- Boundary partner/actor (exist on the boundary on our influence) those with whom you interact directly to effect change and with whom the programme can anticipate some opportunities for influence

**Outcome as behavioural change:** Outcome is defined as *behavioural change* 'largely writ'. This means that outcome includes policy change and change in relationships between persons, groups and organisations. This also means that some effects of output, which in normally are described as outcome, are not outcomes within this framework.

**Sphere (of influence):** Outcome Mapping defines three different spheres around a programme shown in the diagram below:

- The sphere of control, where the programme turns inputs into outputs;
- the sphere of influence, where the programme contributes to outcomes; and
- the sphere of interest, beyond the sphere of influence, where impacts emerge.



**Boundary partner:** Boundary partners are those individuals, groups, or organizations with whom the programme interacts directly and with whom the programme can anticipate opportunities for influence. These actors are called boundary partners because, even though the programme will work with

them to effect change, but it does not control them. (They are located at the boundary of the sphere of influence).

Outcome Harvesting is obviously well suited for M&E of advocacy. A boundary partner can be seen as a duty bearer, whom the programme partners seek to influence. A description of an outcome should therefore be described in the following way: Duty bearer x made a behavioural change y on date z ... It should NOT be described in the following format: Organisation A and communities B undertook activities C ...

Outcome Harvesting cannot be used for M&E of capacity building. Yensore's capacity building is not focussed on a core partner (at the core of the programme) it does not deal with behavioural change of a boundary partner.

Outcome Harvesting is not a good tool for M&E of empowerment of the target group. The target group are allies and close to the programme and not at the boundary of the programme's sphere of influence. More appropriate tools can be used to describe changes related empowerment and improved livelihood of the target group.

This is the background for the evaluation's focus on policy outcomes. The Outcome Harvesting of the evaluation has taken its point of departure in the annual reports of the programme and in the outcomes reported for the years 2019 – 2021. The policy outcomes have then been edited and changed into the format described above. The descriptions have been shortened to enable the reader to get an overview. The Yensore partner has corrected, added or commented before the final version of the outcome descriptions were made. The final policy outcome descriptions are presented in Annex 8.

## **Annex 7: Capacity Development Assessment based on SPOSAT**

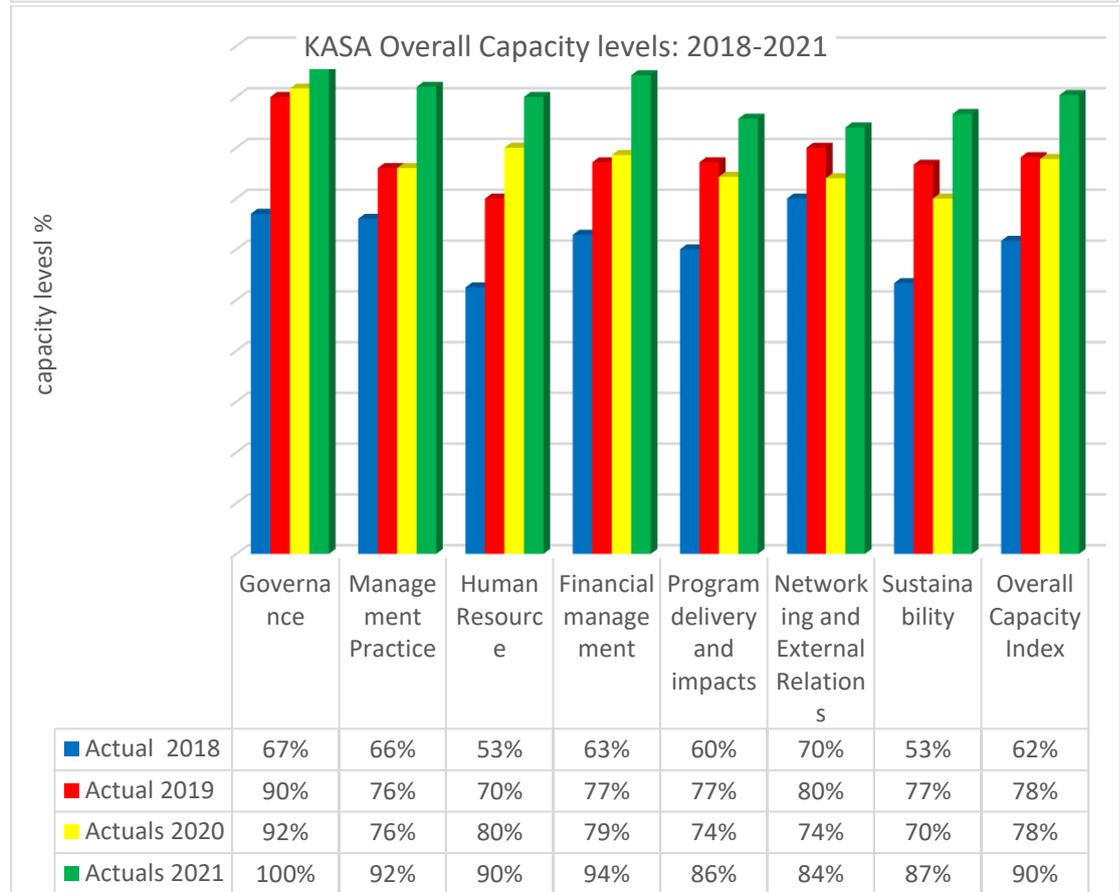
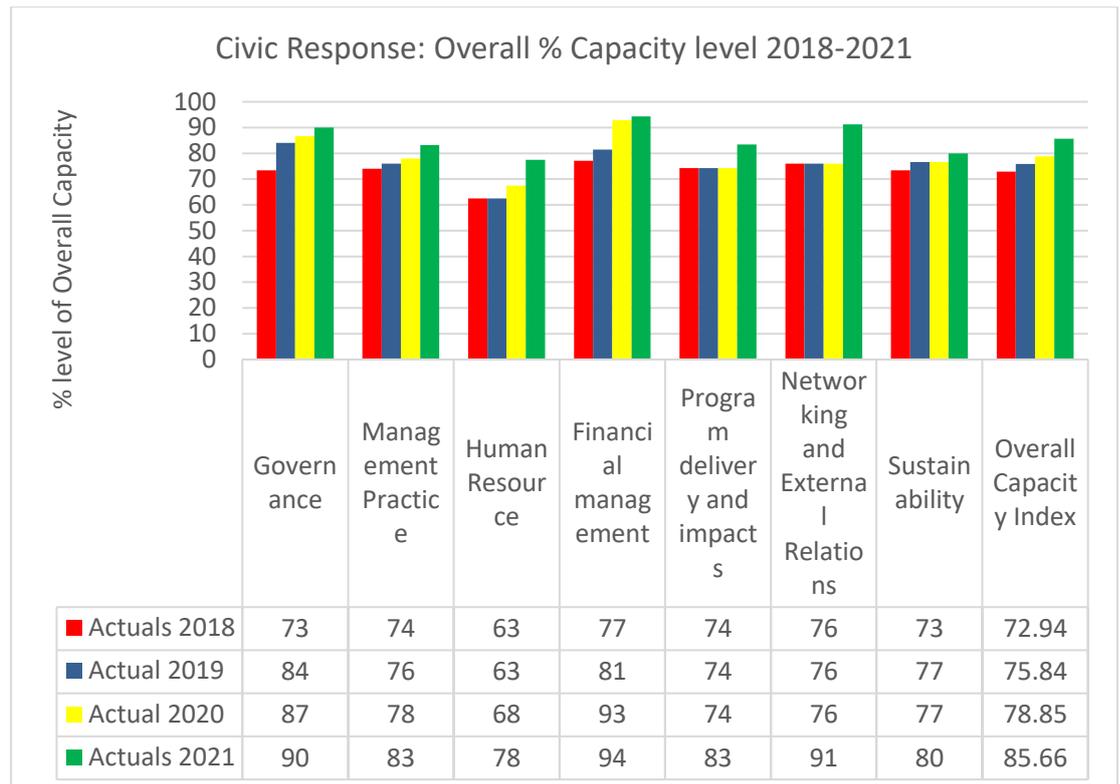
Strategic Partner Organisational Self-Assessment Tool (SPOSAT) is a tool developed by Care Ghana. SPOSAT guides partners to assess seven broad elements of organisational capacity:

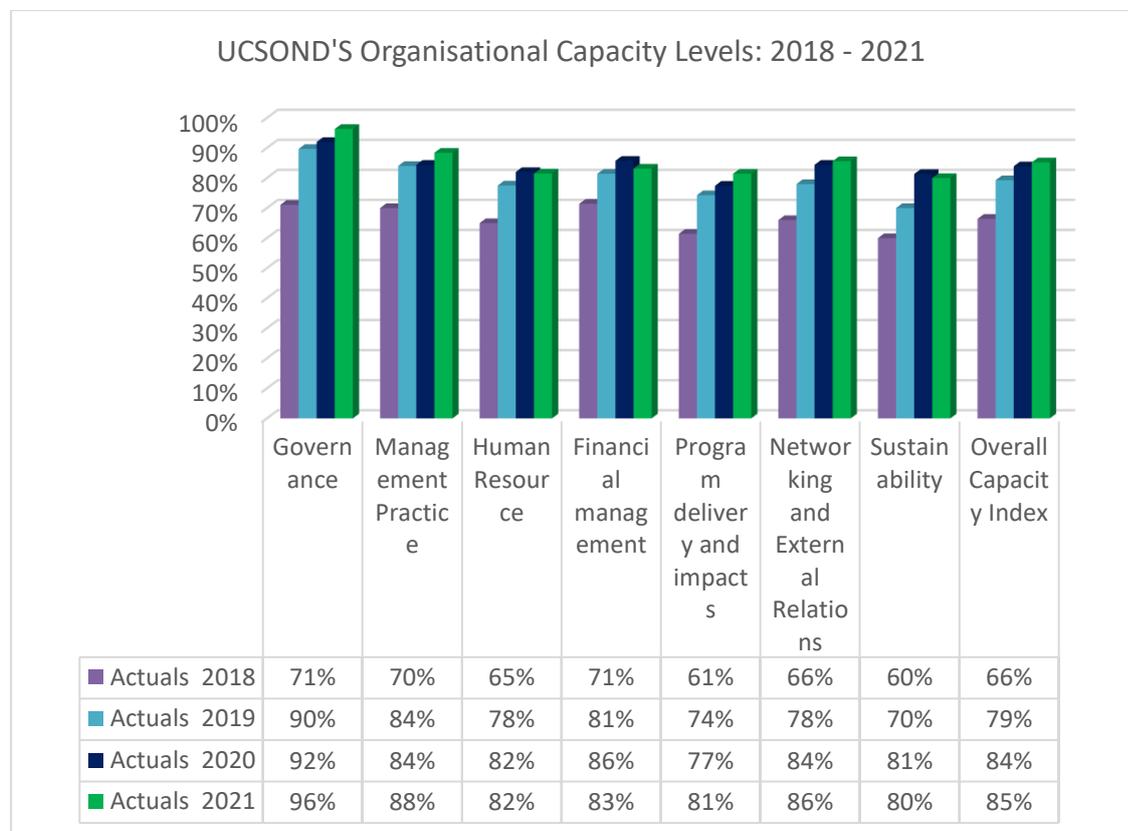
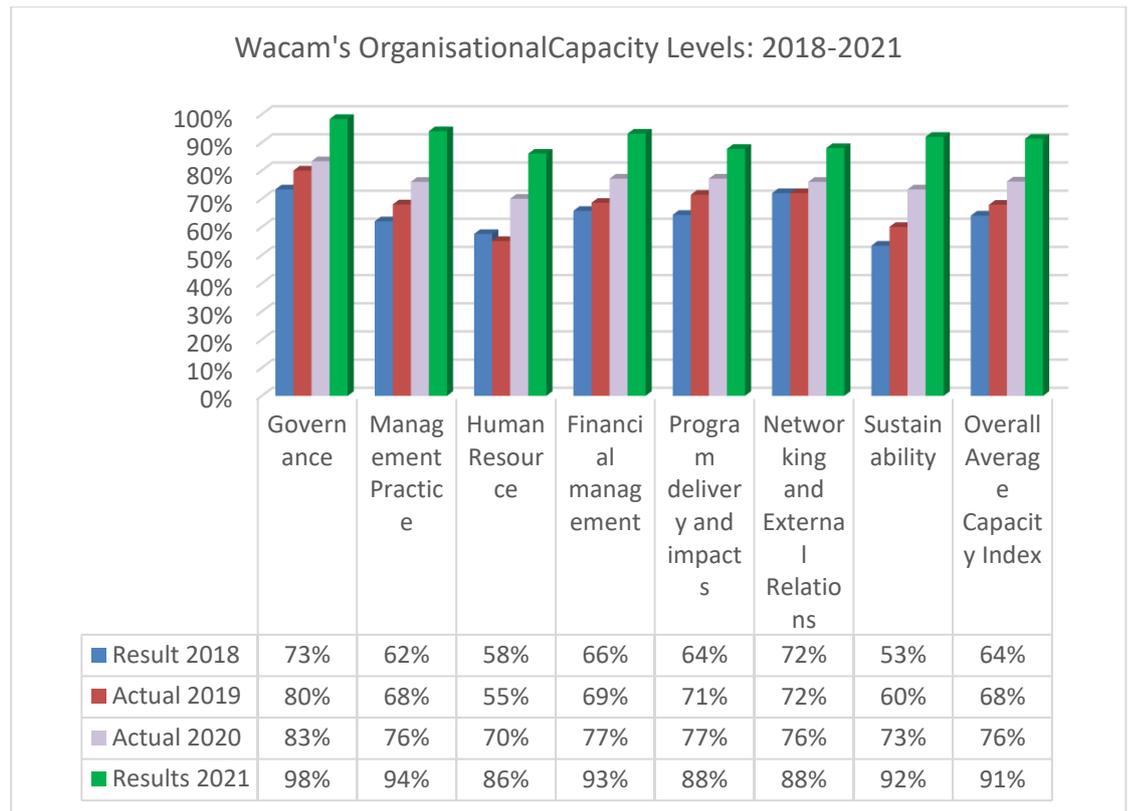
- governance,
- management practice,
- human resources,
- financial management,
- programme delivery and impact,
- networking and external relations, and
- sustainability.

In this assessment values on a scale of 0 – 5 is used, based on the criteria below:

- 0 What has been assessed is totally absent although very important. This requires very urgent attention to ensure the organisational existence and credibility
- 1 The organisation is functioning at the very basic foundation level. What has been assessed requires urgent attention to ensure the organisational credibility, legitimacy, and long-term survival
- 2 The organisation is developing some capacity and progressing beyond the very basic level but will need more attention on specific areas in order to reach adequate standards.
- 3 The organisation is functioning adequately but still need improvement on certain aspects. What has been assessed is adequate but still need some improvements.
- 4 The organisation is functioning well but there is no guarantee that good performance could be sustained. Need minor improvement to reach sustainable full performance.
- 5 The organisation is fully functioning at a high level of maturity and performance. What has been assessed need to be maintained.

SPOSAT has been used every year during the implementation of Yensore Phase 2 and the results for each of the four core partners are shown in the diagrams below.





## Annex 8: Policy Outcomes

### Kasa

Outcome Title:	Government institutions Commit to Mid-Term Universal Periodic Review of Human Rights
<b>Description of Outcome:</b>	In March 2019 the Attorney General and the Commission for Human Rights and Administrative Justice (CHRAJ) agreed to create a platform for CSOs and other stakeholders to compile and share information in a Universal Periodic Review (UPR) midterm report. They developed a timetable towards writing the mid-term review report following up on implementation of the recommendations made in the 2017 report.
<b>Significance:</b>	The UPR is an important mechanism for holding government to account. Government is obliged to report on how recommendations from the last report in 2017 has been implemented. This gives the CSOs an enhanced opportunity to monitor and to report on Government implementation of the UPR recommendations. The Mid-Term UPR will enable the CSOs to put more continuous pressure on Government. Kasa and its CSO partners will use the UPR midterm review to organize a number of forums on the NRE Extractive sector.
<b>Yensore contribution:</b>	Kasa and its core partners built partnerships with relevant Government institutions like the Attorney General and the Commission for Human Rights and Administrative Justice (CHRAJ). Kasa also provided capacity development to CSOs to enable them to understand and participate in the process. The UNDP supported Kasa and its partners to deliver on this National Strategic Multi stakeholder forum.

Outcome Title:	Ministry of Finance admits members of Kasa to the NDA Technical Advisory Committee
<b>Description of Outcome:</b>	In 2019 the Ministry of Finance, which is the National Designated Authority (NDA), admitted members of Kasa as members to the NDA's Technical Advisory Committee. The member organisations are Abibiman Foundation, Greener Impact International, Defence Against Aids Poverty and Underdevelopment (DAAPU) and African Women's Development Fund (AWDF). Prior to this only one CSO representative was on the Technical Advisory Committee and CSOs had limited knowledge on the GCF processes both at national and international levels.

<b>Significance:</b>	The NDA's Technical Advisory Committee has the mandate to review and approve all proposals submitted to the Green Climate Fund (GCF), which is important for CSO engagement in climate matters. The admission has enhanced trust between state and non-state actors, and it has positioned Kasa as a coordinator of the civil society organisations in the GCF processes.
<b>Yensore contribution:</b>	Through the "CSOs Readiness to the Green Climate Fund (GCF) – focus Africa" project Kasa enhanced capacities of CSOs for networking on the GCF. Kasa successfully lobbied duty bearers like the EPA and Ministry of Finance to align with the GCF policies, which encourage participation of civil society.

<b>Outcome Title:</b>	<b>Authorities including the Environment Protection Agency recognise Youth NREG platform</b>
<b>Description of Outcome:</b>	In 2019 the Environmental Protection Agency (EPA) included the Youth NREG platform the National Adaption Planning (NAP) process. Other national authorities including the Ministry of Food and Agriculture also included the platform in decision-making committees.
<b>Significance:</b>	Due to access to information online and the global climate strikes, young people in Ghana have become conscious of environmental issues and are eager to contribute to the attainment of the SDGs and hold government accountable on natural resource revenue management. However, the youth's involvement in NREG has been limited. The establishment of the Youth NREG platform and its recognition will address this problem.
<b>Yensore contribution:</b>	Kasa facilitated the establishment of the Youth NREG and provided technical support. The group was given observer status on Kasa steering committee. Through Kasa organised forums, the Youth NREG met with duty bearers and lobbied successfully for participation in the NAP process. The World Bank and the UNDP Office in Ghana have also provided support.

<b>Outcome Title:</b>	<b>Government Include climate change and green economy into the school curriculum</b>
<b>Description of Outcome:</b>	In 2019 the Environmental Protection Agency (EPA) and the Ghana Education Service (GES) decided to include climate change and green economy education into the basic school

	curriculum in Ghana. This took effect from the 2019-2020 academic year.
<b>Significance:</b>	Students at the basic schools need to be abreast with climate change and environmental issues to become responsible individuals in future.
<b>Yensore contribution:</b>	Kasa as part of the CSO network on Climate Change in Ghana advocated EPA and GES on the need to educate the youth on climate change and green economy. Kasa furthermore organised a CSO platform on SDG 13, which developed a draft curriculum.

<b>Outcome Title:</b>	<b>The Government of Ghana through Ministry of Environment increase the number of CSOs engaged in the Ghana NDC review process from 4 to 15</b>
<b>Description of Outcome:</b>	In 2020 the Ministry of Environment, Science, Technology and Innovation (MESTI) and Ghana Environmental Protection Agency (EPA) increased the number of CSOs engaged in the NDC process to 15 and some of these were CSO coalitions and networks. Before that point in time only four CSOs with small constituencies were accredited to provide feedback in the review of the Nationally Determined Contributions (NDCs) which the Paris Agreement requests each country to outline. A major part of civil society did therefore have no access to this important process.
<b>Significance:</b>	Climate change is a major issue to the world as well as to Ghana. The outcome enabled a major part of civil society in Ghana to involve itself fully in addressing this issue.
<b>Yensore contribution:</b>	Kasa successfully argued that a broader and more representative range of organisations should be invited and continuously advocated EPA and MESTI. Other CSOs did also advocate for inclusion of more CSOs, however Kasa's advocacy was decisive for bringing about the outcome.

<b>Outcome Title:</b>	<b>The Environmental Protection Agency includes more CSOs in technical working groups engaged in the National Adaptation Plan process</b>
<b>Description of Outcome:</b>	In 2020 did Ghana Environmental Protection Agency (EPA) decide to add three CSOs to three thematic areas under the National Adaptation Plan (NAP). The thematic areas where the CSOs are included are: Disaster Risk Reduction, Private sector, Health, and Forestry and Agriculture

	The NAP implementation team at the EPA formed national working groups to deliver on the objectives of the programme. Initially Kasa was invited to only one working group on behalf of CSOs.
<b>Significance:</b>	It is critical for civil society to be well represented in the NAP process because it provides an opportunity to contribute to formulation of adaptation plans and policies development at national level.
<b>Yensore contribution:</b>	Kasa's advocacy and lobby was decisive for an EPA increasing the number of CSOs participating in the thematic groups. Kasa linked up with the CSOs working on climate change under the SDG 13 who nominated individuals able to contribute to the various thematic areas available for CSOs.

<b>Outcome Title:</b>	<b>Ministry of Finance includes civil society on National Committee to review government climate expenditure</b>
<b>Description of Outcome:</b>	In 2020 the Ministry of Finance invited Kasa to serve on the National Committee to review government climate expenditure on behalf of the CSOs in Ghana Government agencies had planned activities to address climate change without involving outside stakeholders and CSOs had not been allowed to preview or discuss such information.
<b>Significance:</b>	This enables the CSOs to make their inputs into important discussions on climate resilient budgeting. It is furthermore an indication of government recognising that civil society has an important role to play in relation to climate change, and that Kasa is an organiser and representative of civil society.
<b>Yensore contribution:</b>	Kasa did not lobby for this position. The outcome should therefore be seen as the result of Kasa building working relationships with relevant climate institutions. Other CSOs in their individual engagements with climate change authorities advocated for Kasa's recognition and engagement.

<b>Outcome Title:</b>	<b>The President of Ghana Instructs the Ministry of Finance to withdraw untransparent "Agyapa Deal" from Parliament</b>
<b>Description of Outcome:</b>	In 2020 the President of Ghana instructed the Ministry of Finance to withdraw a controversial deal to leverage on Ghana's Gold resources to attract investments, the "Agyapa Deal" from Parliament. From the CSOs perspective and some industry experts, the deal, which had been negotiated by the Ministry of Finance was not transparent and was likely to enrich specific individuals in future.

<b>Significance:</b>	Ghana's Gold resources were about to be mortgaged in a shady agreement not benefitting Ghana. Therefore, the president's call for the withdrawal or suspension of the bill enables stakeholder consultation and addressing of dubious aspects.
<b>Yensore contribution:</b>	The Oil and Gas Platform advocated and raised awareness on the shady areas of the deal and called for more stakeholder consultations to ensure transparency and accountability. This triggered other like-minded stakeholders as well as the opposition parties to call on authorities to withdraw the bill. Though other actors intervened it is the assessment that without the Oil and Gas platform scrutinising the bill and bringing out important areas to public knowledge, the President would not have called for a withdrawal.

<b>Outcome Title:</b>	<b>Parliament pass a new Land Act</b>
<b>Description of Outcome:</b>	In 2020 the parliament of Ghana passed a new Land Act which synchronizes 166 previous Legal Instruments on Land. The Land Bill harmonises the several land administration frameworks which has challenged the land administration system. The new Act is gender responsive and inclusive, and it promotes the rights of women to acquire and control land and other landed productive assets.
<b>Significance:</b>	Land is the most important productive asset in Ghana and the new Land Act promotes the rights of hitherto marginalised groups like women and youth. It will also bring sanity into the land administration system in Ghana and provide legal prescription for violations under the land administration system.
<b>Yensore contribution:</b>	A broad range of actors have over many years been advocating for a new act, including the private sector, development partners and other stakeholders. The CSOs coalition on Land, under Kasa (CICOL) played an important role. CICOL's advocacy efforts led to the transformation of the draft land Bill, (that had been pending for over a decade) into the new comprehensive Land Act.

<b>Outcome Title:</b>	<b>25 media houses publish a CSO brief on natural resource and environment issues during the 2020 election campaigns</b>
<b>Description of Outcome:</b>	During the 2020 election campaign 25 media houses published a brief on natural resource and environment (NRE) issues on their networks. This brief had been prepared by CSOs operating

	in the NRE sector who intended to give put NRE higher on the political agenda.
<b>Significance:</b>	NRE has normally low political priority in the election campaigns in Ghana. However, the CSOs in the NRE sector came together to call public attention to NRE issues and they succeeded to attract the attention of some political actors who invited Kasa and other CSOs for a discussion.
<b>Yensore contribution:</b>	Kasa organised the CSOs to strategize on how to bring NRE to the attention of political players and the media. Kasa facilitated the media engagements. However, other CSOs partners played important roles as well.

### Wacam

<b>Outcome Title:</b>	<b>Government committee issues a white paper for review of community development agreements</b>
<b>Description of Outcome:</b>	In 2018 a government committee issued a white paper for review of community development agreements with Ahafo communities. The Government directed that the Ahafo Development Agreement be reviewed by a tripartite committee of the youth, the District Assembly and Newmont mining company.
<b>Significance:</b>	The government's directive gives the women and youth groups a basis for demanding participation in issues concerning projects under the Ahafo Development Agreement
<b>Yensore contribution:</b>	A coalition of Kenyasi Youth Groups, which has been supported by Wacam, had undertaken demonstrations, and had demanded Newmont Ahafo development Agreements be reformed. The Kenyasi youth groups had also engaged the District Assembly and their traditional authorities on the need to involve the youth in the decisions concerning the use of mineral revenue funds and the review of community development agreements with the mining company.

<b>Outcome Title:</b>	<b>Government directs district assembly to assess whether water is polluted from mining activities</b>
<b>Description of Outcome:</b>	In 2018 Government directed the District Assembly to conduct an independent assessment of water quality within the concession of Ahafo Mine of Newmont Ghana Gold Limited due to claims that the water is polluted as a result of mining
<b>Significance:</b>	The pollution of water bodies in the study area has serious impact on the population living in the area, however the women are hardest hit. This is because they would have to work long

	distances to look for clean drinking water. Similarly, the results of the elevated cancer and non-cancer health risks faced by resident adults and children in the study area puts a burden on women who usually take care of the sick.
<b>Yensore contribution:</b>	When communities reported that their water resources are polluted and that they suffered from various skin diseases due to this, Wacam decided to verify this. Kenyasi Wacam members and the Centre for Environmental Impact Analysis (CEIA) jointly collected samples from of water bodies in the mining area. CEIA analysed the samples and concluded that pollution of some of the water bodies in the area can be attributed to uncontrolled cyanide spillages and acid mine drainage and that levels of arsenic in most cases exceeded WHO permissible guideline values and manganese and mercury concentrations in few instances exceeded the guideline value. This study led government to direct the district assembly to assess these claims.

<b>Outcome Title:</b>	<b>Newmont Ghana Gold Ltd establishes social and economic infrastructure and engages in dialogue with communities</b>
<b>Description of Outcome:</b>	<p>In 2020 the mining company Newmont Ghana Gold Limited started establishing social and economic infrastructure. This comprised a children’s ward and Doctor’s bungalow for the health centre in Kenyasi as well as some community roads. These works were ordered by a committee constituted by the Brong Ahafo Regional Minister investigating the adverse impacts of Newmont’s activities, which had been the focus of youth protests in the area. In 2018 the committee concluded as follows:</p> <ul style="list-style-type: none"> <li>- Newmont Ghana Gold Limited should initiate immediate steps to review the Newmont Ahafo Social Responsibility Agreements to reflect the impact of underground mining.</li> <li>- The upgrading of the Kenyasi Health Centre to a District Hospital is a top priority of affected communities and Newmont should as a matter of extreme importance partner with the District Assembly to put up the District Hospital at Kenyasi</li> </ul>
<b>Significance:</b>	This is an important outcome for the communities in Newmont’s Ahafo mining area as government directs the company to provide infrastructure and to enter dialogue with them to address their various concerns. Thus, this is not a one-off process, there will be several engagements over the years between these youth groups and the mining companies in negotiating development agreements.

<b>Yensore contribution:</b>	<p>Wacam contributed significantly to the outcome through its community sensitisation programmes. This led the youth to mobilise themselves and demand for a change. The demonstrations of the Coalition of Kenyasi Youth Groups demonstrations led government to set up a committee.</p> <p>The youth group was supported by Wacam and CEPIL through sensitisation workshops and press conferences during the period of demonstrations. The research on assessing the socio-economic impact of mining on women in Newmont's Ahafo mine area and analysis on polluted water bodies in the area by mining contributed to the demands by the youth. Press conferences to name and shame the company for its adverse impacts of activities also helped getting government's attention to the concerns of the youth.</p>
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<b>Outcome Title:</b>	<b>Newmont Ghana Gold Ltd resettles 25 households</b>
<b>Description of Outcome:</b>	<p>In 2020 the mining company Newmont Ghana Gold Limited, which had earlier refused to engage in a dialogue on resettlement the community Dormaa Kantinka in the Asutsifi North District, handed over 25 houses it had built to the community.</p> <p>This came after a court process where the court through the Minister for lands and natural resources ordered the resettlement of the community in 2018. Until the order by the Minister the community was subject to various forms of violations including pollution of their water and air as well as other harassment. In the two years that Newmont was constructing the buildings, the affected people received subsidies to rent a place.</p>
<b>Significance:</b>	The case set an important precedent as it demonstrated that irrespective of how resourceful a multinational company is, a group of people, who are determined to defend their rights, can prevail.
<b>Yensore contribution:</b>	<p>Wacam and CEPIL had supported litigation/negotiation processes and helped file a suit at the Accra human rights requesting among other things for the households to be resettled. Wacam and CEPIL were mandated by the households to represent them.</p> <p>The programme was one of the key factors in bringing about the outcome, however, other donors supported the households in sustaining this campaign since 2015.</p>

<b>Outcome Title:</b>	<b>Ghana National Petroleum Corporation halts explorative work in Donkro Nkwanta zone in Nkoranza North</b>
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<b>Description of Outcome:</b>	Ghana National Petroleum Corporation (GNPC) left Donkro Nkwanta zone in Nkoranza North in May 2020. It had started oil exploration without engaging the communities. The communities resisted this as they wanted to be being informed of the impact of the oil exploration and brought on board elected assembly members (9), chiefs (6) and opinion leaders. The group used the Free Prior and Informed Consent (FPIC) as a tool to demand that GNPC undertake proper engagement and halt its explorative work. GNPC obliged and started the process of engagement with the assembly, the chiefs, and the community groups until it eventually left the zone.
<b>Significance:</b>	The direct consequence is that wanton destruction of farmlands and the environment was prevented. The wider significance of the outcome is that it demonstrates to communities all over Ghana that they can decide whether extractive activities are to their advantage and if not, they can use the principle of FPIC to stop them.
<b>Yensore contribution:</b>	Wacam informed the communities about their rights. It used a community radio to share information to a wider populace in the Nkoranza North and South Districts. 13 radio discussions were held on the right to land, clean environment and climate change in the district. In addition, Wacam worked closely with one community which extended knowledge of their rights to 12 other communities.

<b>Outcome Title:</b>	<b>Kibi Goldfields engage with the Saaman community</b>
<b>Description of Outcome:</b>	<p>In 2019 the mining company Kibi Goldfields started to engage with Saaman Community in the Fanteakwa District on possible future mining activities on the basis of the FPIC principle. The company and the community among other things engaged on issues of protecting the pollution of River Akusu which serves as a major source of drinking water and as well as irrigation.</p> <p>This outcome should be assessed against a situation where the company assisted by authorities had violated the rights of the community. Land for mining had been taken from community members without their consent. In addition, a regional minister threatened the community and said they blocked 'development', the military was sent to the community where it took threatening positions, and community leaders were arrested.</p> <p>However, Saaman community fought an almost decade-long fight against the company and obtained several rulings from the court ordering the company to seek the consent of the</p>

	community and landowners before undertaking any activity. Rulings from the court included company removal of its military presence, compensation to eight households whose properties had been destroyed, and that the company engage in dialogue with the community. These rulings are (partial) outcomes obtained over the years that led to the most recent outcome (the company started acting more constructively and engaged in dialogue with the community).
<b>Significance:</b>	This outcome was an important breakthrough for communities in Kibi Goldfields mining area. It established that dialogue on the basis of the principle of FPIC must be a basis for for addressing the adverse social and environmental effects of mining. It also demonstrates that communities can use the courts to seek justice.
<b>Yensore contribution:</b>	Wacam provided support for the community through paralegal training and rights education from 2010 when the organisation first arrived in Saaman community. In collaboration with CEPIL it provided legal assistance to the community. Kibi Goldfields got stuck due to the battle with Saaman, which also affected other communities in the area. They therefore had to make a fundamental change in the way they related to the communities.

<b>Outcome Title:</b>	<b>Government bans prospecting and exploration of minerals in forest reserves and water bodies</b>
<b>Description of Outcome:</b>	Following a national forum, the government issued a directive to stop mining in forest reserves and water bodies in order to address the irresponsible mining threat. During the national consultative dialogue on addressing mining sector challenges, Wacam made recommendations to the government to specifically withdraw all licenses issued to mining companies in forest reserves and water bodies. Prior to this directive, Wacam had documented a number of policy reforms in the mineral sector, including the cessation of mining in forest reserves and bodies of water.
<b>Significance:</b>	This directive will go a long way toward protecting our forest and water resources, which have recently been threatened by mining activities. Many communities will be spared the dangers of drinking polluted water and the destruction of water sources. Having a forest in place also helps to provide cleaner environment and restore the ecosystem.
<b>Yensore contribution:</b>	Over the last decade, Wacam has engaged in policy advocacy to raise awareness of the risks associated with granting

	mining permits to companies to mine in forest reserves and bodies of water. Wacam, in collaboration with the Centre for Environmental Impact Assessment and CEPIL, issued a joint press statement advocating for a halt to mining in communities' forests and water bodies.
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<b>Outcome Title:</b>	<b>Government stops prospecting activities in Tano Offin forest reserve</b>
<b>Description of Outcome:</b>	Wacam, along with Yensore partners, campaigned against proposed bauxite mining in the Tano Offin forest reserve, a Globally Significant Biodiversity Area in the Ashanti Region. Yensore partners dispatched an investigative journalist team to the host communities that were likely to be impacted by prospecting activities. According to the team's findings, there was little consultation with the communities about the proposed activities, and the company lacked the necessary permit to prospect in the forest cover. Extensive media campaigns on these findings aided the government's decision to halt the company's operations.
<b>Significance:</b>	The invasion of the forest for mining purposes would have resulted in the loss of the forest's rich vegetation cover, pollution of waterbodies, and the opening of the forest to a slew of illegal mining activities.
<b>Yensore contribution:</b>	Yensore partners in collaboration with the media undertook this campaign to stop mining in the Tano Offin forest reserve.

<b>Outcome Title:</b>	<b>A mining policy to provide the vision for mining in Ghana launched in 2016</b>
<b>Description of Outcome:</b>	Wacam developed the sample mining bill to propose recommendations to the mining laws' weaknesses and how these laws failed to address relevant issues in the sector, such as providing adequate protection for affected communities and allowing women to participate in the sector. The sample bill was developed in consultation with mining-affected communities, the media, and civil society organizations, while also taking into account provisions in the subregion's mining regulatory frameworks, such as the ECOWAS mining Directives.
<b>Significance:</b>	This is significant because it makes policy recommendations to lawmakers and regulators on how to regulate our mining sector. This also establishes Wacam as an organization that makes policy recommendations on how the country can

	maximize the benefits of its mining sector. Wacam shared with the Minerals Commission and the Ministry of Lands and Natural Resources sample bill's recommendations.
<b>Yensore contribution:</b>	Wacam engaged a slew of organisations through the Yensore program, and as a result, was able to document their perspectives on the gaps in mining laws and how they should be amended to protect its citizens.

<b>Outcome Title:</b>	<b>Anyinam District Police collaborate with community people in Akyem Hemang, Saaman and Dome in arresting non licensed (illegal) mine operators</b>
<b>Description of Outcome:</b>	Akyem Hemang and Dome collaborated with the Anyinam District police to apprehend illegal miners on their property. This collaboration became necessary in order for the community to fend off these operators who were destroying their water bodies and lands.
<b>Significance:</b>	This demonstrates the community's willingness to protect their lands and natural resources through legal means. This collaboration also demonstrates some state agencies' willingness to work with communities to reduce property destruction caused by illegal mining activities.
<b>Yensore contribution:</b>	Wacam educated the community about their rights and the options available to them to address the challenges associated with mining operations.

### Civil Response

<b>Outcome Title:</b>	<b>The Forestry Commission apply the Civil Society led Independent Forestry Management concept</b>
<b>Description of Outcome:</b>	In 2019 the Forestry Commission accepted the Civil Society led Independent Forrest Management (CSIFM) concept, which provides them with real time evidence and therefore enables them to take corrective action. Civic Response then trained 25 Regional and District Forest Services Managers in using the forestlink system based on this concept. In 2020 this was followed up when Forest Service Division District Managers (from Sefwi Wiawso and Enchi Districts) participated in radio programmes disseminating information to forest communities on participation in 'Real Time Monitoring' of illegalities.
<b>Significance:</b>	Ghana is losing forest cover at an alarming rate; much of it due to illegal logging. Reducing illegal logging is important for preserving forest cover.

<b>Yensore contribution:</b>	<p>Civic Response in collaboration with other CSOs developed an electronic system called forestlink web platform to which communities can report infractions by sending alerts from their cell phones. Civic Response is the lead in the management of the system.</p> <p>The broader context, which has facilitated the output is Ghana's signature on a VPA agreement with EU to trade in only legal timber in both the domestic and the export market. Independent monitoring of timber companies is important for the credibility of the process.</p>
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<b>Outcome Title:</b>	<b>Forestry Commission starts using a database to enforce Social Responsibility Agreements</b>
<b>Description of Outcome:</b>	In 2019 the Forestry Commission (FC) decided to develop and use a database on Social Responsibility Agreements (SRA) of timber companies in order to enforce that the companies follow the law and use 5% of stumpage fees paid to undertake SRA projects in communities within a 5-kilometre radius of their logging areas.
<b>Significance:</b>	SRA compliance became law under the VPA, but the FC had no evidence of the implementation of SRAs by timber companies, and most timber companies took advantage of the ignorance of communities. The evidence in the database will help the FC and other stakeholders to know the timber companies who have not complied with the law and go after them.
<b>Yensore contribution:</b>	Civic Response in conjunction with the FC decided to develop the SRA database. Civic Response made a major contribution to the outcome, however, alliances with and advocacy through key CSOs platforms. Collaborating with the European NGO, FERN, FAO and DFID has also been important as they have supported CSO /Forest Watch Ghana member participation in the VPA & FLEGT process in Ghana.

<b>Outcome Title:</b>	<b>Forestry Commission adopts guidelines for district assemblies' use of timber royalties</b>
<b>Description of Outcome:</b>	In 2020 collaboration with the Ministry of Lands and Natural Resources and District Assemblies, Civic Response developed and printed guidelines for district assemblies use of timber royalties. The guidelines specify that District Assemblies should spend 60% of the royalties on social infrastructure for communities labelled "from Timber Royalties"; 10% on forest development and 30% on recurrent expenditure.

<b>Significance:</b>	District assemblies receive 55% of timber royalties. However, they spend it on recurrent expenditure and not on social infrastructure or forest development. This was documented by a study conducted by Civic Response in 2016. Implementation of the guideline will provide tangible benefits to forest fringe communities all over Ghana. Also District Assemblies are happy with the Guidelines
<b>Yensore contribution:</b>	Civic Response played a decisive role by undertaking studies, advocating and printing the guidelines.

<b>Outcome Title:</b>	<b>Government adopts better policies related to forest governance</b>
<b>Description of Outcome:</b>	Government has adopted a number of progressive policies such as the Tree Tenure Benefit Arrangement, a new Forest and Wildlife Policy, and the Land Act among others.
<b>Significance:</b>	These laws provide the basic framework for how natural resources, especially forest resources, are used although they are not always fully implemented.
<b>Yensore contribution:</b>	Civic Response has mobilised forest sector CSOs to influence the Forest and Wildlife Policy and to influence the framework for tree tenure. Civic Response is the secretariate of Forest Watch Ghana (FWG) which is a coalition of about 40 forest sector CSOs. Civic Response has had a significant influence on forestry related policies because has been able to use FWG as a vehicle for advocacy campaigns in Ghana.

<b>Outcome Title:</b>	<b>Timber companies start implementing Social Responsibility Agreements</b>
<b>Description of Outcome:</b>	<p>Timber companies have started using 5% of stumpage fees for forest fringe communities. The Social Responsibility Agreement (SRA) implemented include the following communities and projects:</p> <ul style="list-style-type: none"> <li>- New Abirem in Kade districts: community established water supply (pipe-borne water).</li> <li>- Mpintimpi in Kade district: community centre.</li> <li>- Nkwarteng in Kade District: public toilet facility and a water source.</li> <li>- Kyereyaaso in Nkawie District: pipe borne water.</li> <li>- Bediako in Goaso District: a palace.</li> <li>- Asuaklo and Angunzu all in the Enchi District: teachers' quarters.</li> </ul>

<b>Significance:</b>	The SRA projects will improve livelihoods considerably. They will also give forest fringe communities incentives to protect the forest resources from illegal loggers (who do not make SRA).
<b>Yensore contribution:</b>	Civic Response has over the years built the capacity of Forest Fringe communities to demand their rights from timber contractors. The SRA database built by Civic Response in conjunction with the FC has also helped identify companies not complying with the law.

### UCSOND

<b>Outcome Title:</b>	<b>Traditional Authorities in Nzema East Municipality and Ellembelle District release land to women, youth and PWDs</b>
<b>Description of Outcome:</b>	In 2020 traditional authorities in Nzema East Municipality and Ellembelle District agreed to allocate 10 acres of land to women, youth and persons with disabilities (PWDs) in 2020. 50 women, 40 PWDs and 55 youth put up stores or kiosk for activities such as shoe making, hair dressing, sewing, selling of food and farming. The traditional authorities are the custodians of land and influence who have access to land
<b>Significance:</b>	Women, youth and PWDs have challenges accessing land for their economic activities. The outcome enabled them to improve their livelihoods considerably.
<b>Yensore contribution:</b>	The outcome was a result of UCSOND's engagement with 50 traditional authorities which included workshops and a series of other advocacy engagements.

<b>Outcome Title:</b>	<b>Ahanta West municipal assembly involves citizens in policy formulation, implementation and monitoring of climate change adaptation projects</b>
<b>Description of Outcome:</b>	In 2020 Ahanta West municipal assembly started involving citizens within selected communities in policy formulation and in implementation of capital projects intended to ensure the resilience to climate change. Citizens' participation in policy formulation has earlier not been fully recognised by duty bearers.
<b>Significance:</b>	This outcome contributes to bridging the gap between the assembly and citizens. It shapes the provision of services, and it enables citizens to adapt to climate change.

<b>Yensore contribution:</b>	UCSOND trained its staff in how the decentralised system operates and how to engage duty bearers. The staff then facilitated face-to-face engagements at both community and district levels. This was supported by other CSO platforms and other actors such as the GSAM project. However, UCSOND was key in bringing about the outcome.
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<b>Outcome Title:</b>	Ahanta West Municipal Assembly supports climate resilient community action plan and finances the construction of 3-unit classroom block
<b>Description of Outcome:</b>	In 2020 did the municipal assembly of Ahanta West agree to implement an action plan developed by the community and provided finance to make the classroom block more climate proof. The action plan included a classroom block with reinforced roofing material and extra cement because the community is close to the sea and exposed to tidal waves and severe storms
<b>Significance:</b>	Funko is a coastal and fishing community with a population of 5,000 very vulnerable to effects of climate change (rising sea level and increased incidence of severe storms).
<b>Yensore contribution:</b>	UCSOND supported the community, when they developed their plan, and UCSOND facilitated engagements with the municipal assembly. However, UCSOND also collaborated with other CSO platforms

<b>Outcome Title:</b>	District assembly and Ministry of Agriculture include six coastal communities in programme of planting for foods and jobs
<b>Description of Outcome:</b>	In 2020 the Municipal/District Planning and Coordinating Unit of the Assemblies included six coastal communities, Alluakpoke, Sanzule, Baku, New Bakat, into the programme on planting for food and jobs. 121 farmers were enrolled in the programme that provided with seedlings, farming inputs and fertilizers, support to clear their land and training and supervision from extension officers.
<b>Significance:</b>	The programme enables the beneficiaries to improve their livelihoods The six coastal communities are all affected by climate variability and their improved livelihoods will also add to their resilience to climate change.
<b>Yensore contribution:</b>	UCSOND mobilised the communities and facilitated contacts to local government authorities. However, the Ministry of

	Agriculture was quite receptive to this because they were eager to show community level results from the programme.
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<b>Outcome Title:</b>	Ellembelle District Assembly provides permanent structures for market women
<b>Description of Outcome:</b>	In 2020 did the Ellembelle District Assembly decide to establish permanent structures for the market women at Esiama. The Coastal Development Authority has responded through EDA by constructing 40 stores and 48 sheds.
<b>Significance:</b>	The market women at Esiama have been adversely affected by rainstorm and flooding because their temporal structures are unable to withstand the water. This has compelled them to go home with their perishable goods when it rains. Nevertheless, their goods are sometimes destroyed by rainstorm and flooding. Such events are becoming more frequent.
<b>Yensore contribution:</b>	The issue came up during a forum for women to discussing issues that affect their businesses. UCSOND together with the market queens then engaged Ellembelle District Assembly.

<b>Outcome Title:</b>	Oil and gas company pays compensation to community members whose land has been compulsorily taken
<b>Description of Outcome:</b>	In 2019 Ente Nazionale Idrocarburi (ENI) Oil and Gas Company agreed to pay compensation to community members whose land was compulsorily acquired for the construction of a gas processing plant.
<b>Significance:</b>	Community members had lost their livelihood when the gas processing plant was constructed. The compensations have since been paid to the affected individuals.
<b>Yensore contribution:</b>	UCSOND staff have engaged ENI to make it pay the compensation to the affected community members. On the other hand, other CSOs partners and the media, also contributed to the outcome.

<b>Outcome Title:</b>	District Assemblies invite community members to participate in design and implementation of projects
<b>Description of Outcome:</b>	In 2019 did the district assemblies of Ahanta West and Wassa Amenfi East invite community members to monitor's infrastructure projects (capital projects). These projects are

	mostly new constructions or renovations of existing infrastructure such as schools, hospitals, police station markets etc. The community members will among other things monitor whether the infrastructure in their localities has the strength and quality to withstand the vagaries of the weather.
<b>Significance:</b>	The involvement of community members ensures ownership and better protection of the infrastructure. It furthermore contributes to democratic governance. The district assemblies were earlier not taking the opinions of community members into consideration when designing and executing of community capital projects.
<b>Yensore contribution:</b>	UCSOND created awareness of climate change and resilience and trained community members in using smart phones in monitoring capital projects. The efforts also involved alliances with CBOs and the media.

<b>Outcome Title:</b>	<b>District Assembly constructs a market in Axim</b>
<b>Description of Outcome:</b>	In 2019 did the Nzema East District Assembly construct a modern market facility in Axim with 16 lockable stores, 20 sheds, 20 seated toilet facility in 2019. In addition, 10 acres of land was cleared to accommodate petty traders. The DA did previously not consider the building of a market facility as a priority.
<b>Significance:</b>	The market provides economic opportunities for women and for persons with disabilities. Currently, over 100 market women and men are working at the facility.
<b>Yensore contribution:</b>	UCSOND organised a meeting with the traders where it came up that, there is not equal access to market structures. The traders and UCSOND then succeeded to get the DA to build the facility.

<b>Outcome Title:</b>	<b>Nzema East Municipal Assembly and Ellembelle Municipal Assembly establish links to Community Based Disaster Management Committees</b>
<b>Description of Outcome:</b>	In 2019 Nzema East Municipal Assembly and Ellembelle Municipal Assembly recognised and started collaborating with Community Based Disaster Management Committees (CDMCs) in 6 communities adversely affected by climate

	change. The CDMCs have developed community disaster plans that provide early warning system, identify disaster prone areas within the communities and identify the most vulnerable. The CDMCs have lobbied the community leaders to demarcate a place as safe haven. The CDMCs are also collaborating with the National Disaster Management Organisation (NADMO).
<b>Significance:</b>	Although the communities are adversely affected by climate change and are vulnerable to disaster they had no plans for disaster management.
<b>Yensore contribution:</b>	UCSOND facilitated the formation and training of the CDMCs. The formation and training for the CDMC is the main contributor to the achievement of the outcome.

<b>Outcome Title:</b>	<b>Stakeholders from the private sector, public sector, CSOs and CDMCs in Nzema East Municipality and Ellembelle establish SDG 13 District platform</b>
<b>Description of Outcome:</b>	In 2019 Stakeholders such as the private sector, public sector, CSOs and CDMCs in both Nzema East Municipality and Ellembelle formed an SDG 13 District platform to address climate change. This platform has advocated for private sectors to incorporate Climate Change Adaptation Strategies in their CSR intervention. Consequently, Ente Nazionale Idrocarburi (ENI) Oil and Gas Company has trained community members in alternative livelihood programmes such as livestock rearing, climate smart agriculture among others. Again, the CDMCs have started re-planting trees at a community where they hitherto objected to the planting of trees due to superstition. Also, NADMO being a member of UCSOND SDG13 Platform now visit the communities to sensitise them on poor environmental practices like sand winning, dumping of refuse in streams and rivers and cutting down of mangrove for firewood.
<b>Significance:</b>	The platform provides information to community members and the general public on climate change adaptation, resilience building, and mitigation so as minimize the impact of climate change on the community members.
<b>Yensore contribution:</b>	UCSOND championed the formation of this platform, based on inspirations and linkages with the National level CSO platform on SDGs. UCSOND organised a meeting with stakeholders such as oil & gas and mining companies, Ambulance and Fire services, MMDAs officials, CSOs etc. in

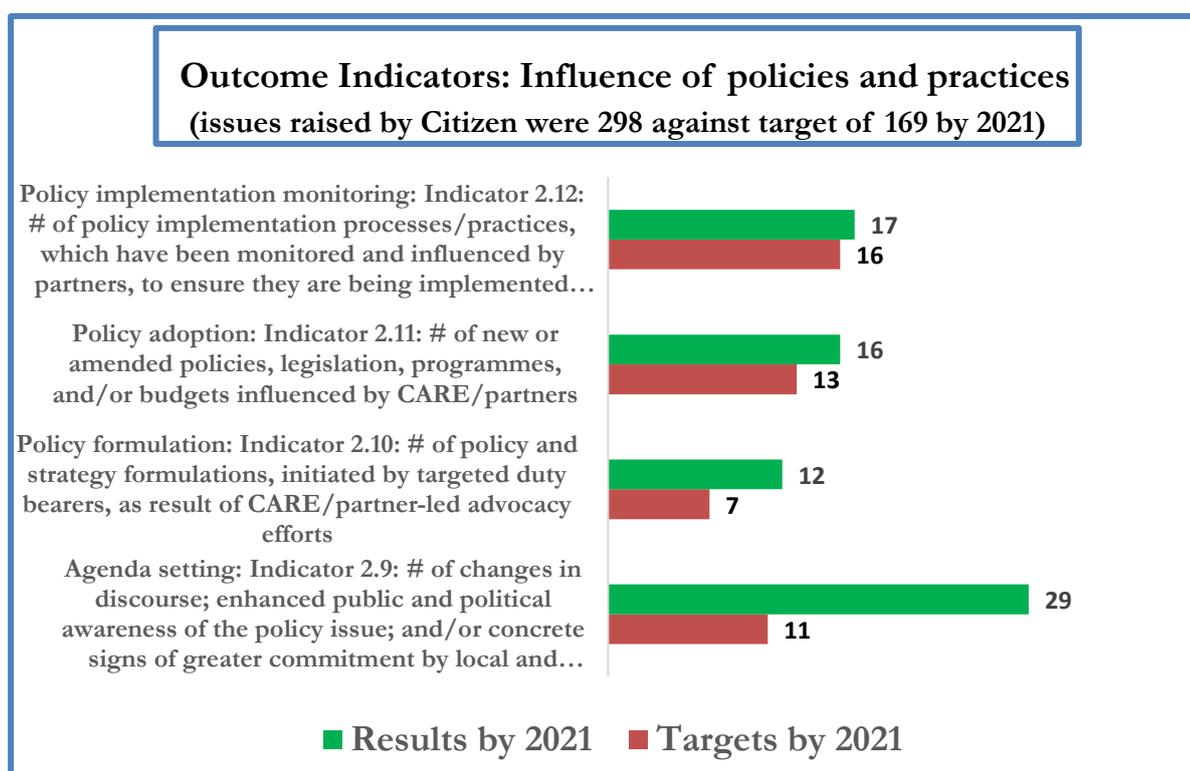
	<p>the municipality to project the status of climate change situation. UCSOND then built the capacity of the participants to share information on climate change adaptation, mitigation and resilience.</p> <p>UCSOND lobbied the various district departmental heads, such as National Disaster Management Organisation and Environmental Protection Agencies, who finally agreed to support formation of the District SDG 13 Platform.</p>
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<b>Outcome Title:</b>	<b>Oil and gas companies are providing infrastructure to communities</b>
<b>Description of Outcome:</b>	Oil and gas companies have since the first phase of Yensore been providing infrastructure to communities near their installations. The companies are improving the roads, building schools, providing water supplies etc. The private foreign companies are the most active in this respect. The state-owned Ghana Gas is providing less.
<b>Significance:</b>	Economic and social infrastructure is important for developing the communities.
<b>Yensore contribution:</b>	UCSOND has been undertaking community consultations, which has been important for identifying community needs and for formulating demands in relation to the companies. The foreign companies, who have to renew their licenses and therefore need a positive public issue, have in general reacted positively, when communities have advocated.

## Annex 9: M&E on policy related outcomes

Based on indicators in the Yensore programme results framework the programme collects the statistics on policy related outcomes shown below. These statistics are reported annually to CARE Denmark.

It should be noted that the same issue over time often passes different stages. For example, the new Land Act in Ghana, went through the process of initiation, formulation, adoption and now it is finally being implemented.



## Annex 10: M&E – Impacts Data

IMPACT INDICATORS: Yensore Achievements		Target by 2021	Achieved by 2021
' # and % of people of all genders who own or control productive asset (including land) / technology and have the skills to use them productively) with the support of CARE & Partners	Total	5,200	8,645
	% women	60%	55%
# and % of people of all genders who are active users of financial services (disaggregated by informal and formal services) with the support of CARE & Partners	# informal	400 (90% women)	1778 (85% women)
	#formal	250 (60% women)	952 (80% women)
	<b>Total</b>	<b>650</b>	<b>2730</b>
# and % of people of all genders who have increased capability to perform economic activity, with the Support of CARE & Partners	Total	5,255	8,645
	% women	(60% )	(55% )
# and % of people of all genders better able to build resilience to the effects of climate change and variability (with support of CARE & Partners)	Total	14,960	18,736
	% women	(60% )	(57% )