

# World Vision Ghana



## Accelerating our Commitment to Most Vulnerable Children

(ACCOUNT for every MVC)

FY21 – FY25 Strategy

*Our Vision for every child, life in all its fullness.*

*Our prayer for every heart, the will to make it so.*

**MARCH, 2020**

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## ACRONYMS

<b>AMIC</b>	Annual Monitoring of Indicators on Child Wellbeing
<b>APs</b>	Area Programmes
<b>BSL</b>	Building Secure Livelihoods
<b>CBO</b>	Community-based Organisation
<b>CCF</b>	Core Competency Framework
<b>CFC</b>	Celebrating Families Curriculum
<b>CoH</b>	Channel of Hope
<b>CONIWAS</b>	Coalition of NGOs in Water and Sanitation
<b>CP</b>	Child Protection
<b>CPA</b>	Child Protection and Advocacy
<b>CSO</b>	Civil Society Organization
<b>CVA</b>	Citizens Voice and Action
<b>CWB</b>	Child Wellbeing
<b>DANIDA</b>	Danish International Development Agency
<b>DFID</b>	Department for International Development
<b>DM</b>	Disaster Management
<b>DRR</b>	Disaster Risk Reduction
<b>ECDI</b>	Early Childhood Development Index
<b>EGRA</b>	Early Grade Reading Assessment
<b>EU</b>	European Union
<b>FMNR</b>	Farmer Managed Natural Regeneration
<b>FY</b>	Fiscal Year
<b>GC</b>	Global Center
<b>GDP</b>	Gross Domestic Product
<b>GIF</b>	Global Impact Framework
<b>GIK</b>	Gift-In-Kind
<b>GoG</b>	Government of Ghana
<b>GPRTU</b>	Ghana Private Road Transport Union
<b>GSS</b>	Ghana Statistical Service
<b>HEA</b>	Humanitarian Emergency Affairs
<b>HFSR</b>	Household Food Security and Resilience
<b>HIV/AIDS</b>	Human Immunodeficiency Virus/ Acquired Immunodeficiency Syndrome
<b>ICD</b>	Integrated Competency Development Framework
<b>ICGC</b>	International Central Gospel Church
<b>ILO</b>	International Labour Organization
<b>INGO</b>	International Non-governmental Organization
<b>ITAW</b>	It Takes a World
<b>KOICA</b>	Korea International Cooperation Agency
<b>LEADER</b>	Leadership depth, Engaged employees, Accountability, Depth of talents and Execution with Rigor
<b>LR</b>	Learning Roots
<b>LVCD</b>	Local Value Chain Development
<b>MNCH</b>	Maternal, Neonatal and Child Health
<b>MoGCSP</b>	Ministry of Gender, Children and Social Protection
<b>MTCT</b>	Mother-To-Child Transmission
<b>MVC</b>	Most Vulnerable Children

<b>NGOs</b>	Non-governmental Organizations
<b>NMTDPF</b>	National Medium Term Development Policy Framework
<b>NO</b>	National Office
<b>ODA</b>	Overseas Development Assistance
<b>ODF</b>	Open Defecation Free
<b>OVS</b>	Our Voice Survey
<b>PD/Hearth</b>	Positive Deviance/Hearth
<b>PNS</b>	Private Non-sponsorship
<b>PRAC</b>	Partnership Resource Allocation Committee
<b>PTA</b>	Parent-Teacher Associations
<b>RAM</b>	Resource Acquisition and Management
<b>RC</b>	Registered Children
<b>RIPE</b>	Reading Improvement in Primary Education
<b>SDGs</b>	Sustainable Development Goals
<b>SED</b>	Staff Enhancement Day
<b>SLT</b>	Senior Leadership Team
<b>SMC</b>	School Management Committees
<b>SOs</b>	Support Offices
<b>TP</b>	Technical Programme
<b>UL</b>	Unlock Literacy
<b>UNCRC</b>	United Nations Convention on the Rights of the Child
<b>UNICEF</b>	United Nations International Children’s Emergency Fund
<b>UNSDP</b>	United Nations Sustainable Development Partnership
<b>USAID</b>	United States Agency for International Development
<b>WASH</b>	Water, Sanitation and Hygiene
<b>WV</b>	World Vision
<b>WVG</b>	World Vision Ghana
<b>WVUS</b>	World Vision United States

## I. EXECUTIVE SUMMARY

The FY21– FY25 Strategy of World Vision Ghana (WVG) is the broad strategic framework of the National Office (NO), which is aligned to the World Vision International (WVI) Partnership strategy – ‘Our Promise’. The strategy is geared towards deepening the National Office’s commitment to Most Vulnerable Children (MVC) in Ghana, and it is dubbed ‘Accelerating our Commitment to the Most Vulnerable Children’ (#Account for every MVC).

The WVG Strategy has ministry priority that mirror the five (5) Strategic Imperatives, and is aimed at re-positioning the NO ministry direction and strengthening capacity, in terms of its systems, structure, staffing, skills, shared values and style, to adequately support the effective delivery of quality programmes and projects in contributing to improved and sustained well-being of MVC. In addition to *Ministry Impact (MI) priorities*, the strategy also stipulates non-ministry priorities in the areas of *Ministry Funding (MF)*, *Operational Excellence (OE)*, and *People, Learning & Growth (PLG)*.

Within FY16 – FY20 period, WVG through its interventions has reached a total of 3.5 million with basic services, empowered resilient community structures, amplified voices of the vulnerable while providing tools to end poverty. WVG’s WASH interventions contributed to an enhancing access to improved water sources. As of 2019, WVG’s measure indicated 90.38% of households with access to water from improved sources within WVG operational areas as compared to the national average of 79%. Despite the gains made, significant proportions of the population in programme areas lag behind as there is limited or no access to improved water and sanitation, education, improved health, resilient livelihoods, and food security and nutrition.

The broad strategic goal for FY21 – FY25 is based on the MVC mapping, and aligned to Agenda 2030 of the Sustainable Development Goals (SDGs), the Global Impact Framework and discernment throughout the strategy development process. The goal is that; **‘By 2025, World Vision Ghana would have reached 3.3 million vulnerable children through Empowered and Resilient communities with special focus on most vulnerable children’.**

This strategy focuses on using proven models and approaches that are tailored to reach the most vulnerable children and communities with maximum benefit from project interventions and focus on three (3) Child Wellbeing Objectives (CWBs):

1. Increase in children who have positive and peaceful relationship in their families and communities
2. Increase in children protected from infection and disease; and
3. Increase in primary school children who can read.

This strategy focuses on reaching 1.1 million most vulnerable children within WVG operational areas and by extension is set out to reach 3.3 million vulnerable children including MVCs taking into consideration future operational areas, grants projects, HEA response coverage, among others.

World Vision Ghana intends to achieve this goal through some key strategic ministry objectives, which each have strategic outcomes contributing to achieve the overall goal. The strategic objectives which have been aligned to the CWB objectives stated earlier include;

1. Build and maintain build peaceful, inclusive and cohesive families and communities that seek to promote love and justice for one (1) million vulnerable children, particularly the most vulnerable.
2. Increased access to health care and protection from infection and diseases for 1 million vulnerable children, particularly the most vulnerable.

3. Improved learning outcomes for 1.3 million vulnerable children, particularly the most vulnerable through increased literacy for basic school children.

World Vision Ghana within the FY21-25 strategic framework will pursue an aggressive resource mobilization agenda to augment current dwindling sponsorship funding by boosting sponsor interest through the new Partnership's "Chosen" model in alignment with Our Promise strategic Imperative 4. This will be prioritized through three (3) ministry funding objectives;

1. Diversity NO funding mix
2. Strengthen capacity for resource mobilisation and donor engagement
3. Increase strategic engagements and prepositioning for donor funding

World Vision Ghana recognizes that effective operational excellence strategies are key to achieving Strategic Objectives and greater impact at local, national and regional levels. WVG will therefore seek to build and strengthen its established partnership in order to upscale its work. The National Office, within the FY21-25 period will prioritize and pursue the following areas;

1. Promote a culture of knowledge management, learning and accountability
2. Enhance Visibility and Branding
3. Broaden and Strengthen Partnering Engagement
4. Optimise Advocacy for broader impact

World Vision Ghana again upholds that employees are valuable assets through whom the national strategy is delivered. WVG will therefore within the FY21-25 strategy continue to align to the Partnership's People and Culture Strategy, LEADER, to guide the People and Culture framework to ensure effective and efficient use of human talent for organizational excellence, through two (2) People, Learning and Growth objectives;

1. Improved staff wellbeing to support the realization of NO strategy
2. Improved staff capacity and organisational culture to deliver on Strategy

## 2. LANDSCAPE

### 2.1 External Landscape

The Government of Ghana (GoG) seeks to improve the quality of lives of all citizens and build a prosperous nation by creating opportunities for all Ghanaians. Ghana has experienced impressive growth and rapid reform over the years; key micro and macro statistics look favourable. However, wide disparities still exist among the population with the most vulnerable groups at a disadvantage position. Ghana's population is estimated at 29.6 million (Ghana Statistical Service - GSS, 2018) with a sex ratio of the total population at 1.040 (1,040 males per 1,000 females). About 36.4% of the population is under 15 years; 60% between 15 and 64 years old and 3.6% of the population being 65 years and above. An estimated 38.8% of the population is made up of the youth. As high as 54.4% of Ghana's population live in urban areas. This undoubtedly comes along with growing slum population and urban poverty. The large population under 18 years is often the most vulnerable and requires lots of attention.

Child/forced marriages, teenage pregnancies and lack of gainful employment opportunities are some challenges faced by adolescents. World Vision Ghana (WVG) programme therefore adopts both the life cycle and ecological approaches in achieving its strategic objectives. With the increasing rate of urbanization, many of WVG programming areas are losing their rural characteristics. Increasing slums with associated urban poverty, social vices and child protection issues in urban and peri-urban areas, call for WVG to consider urban programming in the FY21-25 Strategy. Different livelihood strategies in urban and peri-urban areas will need different strategies to help reduce poverty and bring about sustainable and resilient improvements in livelihoods – a necessary condition for improved child wellbeing.

According to Ghana's 2010 Population and Housing Census, 71.2% of the population profess the Christian faith, followed by Islam (17.6%). A small proportion (5.2%) of the population adhere to traditional religion with 5.3% not affiliated to any religion. Several para-church organizations in the country that support churches. The heavy presence of the two major faiths in Ghana presents an opportunity for interfaith approach to community development and programming for child wellbeing. Aside religion, some of the populace believe in traditional beliefs and cultural practices that may have adverse effects on the wellbeing of children. For instance, WVG's Baseline Report (2017) showed that 34% of parents believed that child marriage is acceptable.

Although Ghana has signed and ratified many international conventions and protocols that aim to protect children and vulnerable people, child/forced marriage, child labour, lack of birth registration, abandonment of children, among others, remain prevalent as child protection issues in Ghana. These are mainly caused by lack of law enforcement, political and family interference in justice. The GoG through the Ministry of Gender, Children and Social Protection (MoGCSP) and development partners seek to ensure a sustained functioning of the national child protection system. This presents an opportunity for WVG to work in partnership to strengthen Child Protection (CP) systems and pursue advocacy at local and national level to ensure there are solid community driven child protection mechanisms, services, systems and structures that respond to the protection needs of children at the family, community and school environment.

The 2015 Early Grade Reading Assessment (EGRA) showed that by the end of Primary 2, the majority of public school pupils struggled with foundational reading skills and could not yet read with comprehension – either in a Ghanaian Language of Instruction (LOI) or in English. Of the pupils assessed in each language, 2% or less were able to read with fluency and comprehension. On the other hand, primary school enrolments have almost doubled since the introduction of Free and Compulsory Universal Basic

Education, or 'FCUBE' (e.g., an increase from 2.5 million in 1999/2000 to 4.3 million in 2013/2014). Both the Gross Enrolment Ratio (GER) and net enrolment ratio (NER) have grown in the past decade, with a 33 percentage-point increase, from 58% in 2003/2004 to 91% in 2014/2015 (NEA, 2016). Despite this surge in enrolment, the quality of education remain a challenge due to the levels of reading in children. Additionally, Early Childhood Education and Care (ECCE) requires significant attention. There are few trained teachers in Early Grades, percent of trained teachers in Crèche is 33.7% and 54% in Kindergarten. These require international best practices in literacy and language development especially mother tongue approaches; localized learning resource and technological devices to improve reading with age appropriate life skills curriculum for the children; and address issues of abuse and violence in schools through school level programming and advocacy.

Nutrition is a key determinant of the health and survival of children and their physical and cognitive development. Close to one in every five children under 5 years is stunted while one in every ten children under 5 is underweight. Close to one in every ten children (7%) experiences wasting while the proportion of overweight children is low at 1% (GSS, 2018). The Ghana AIDS Commission estimated the Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome (HIV/AIDS) population in the country in 2017 at 313,063 (109,163 males and 203,900 females). About 28,173 (14,482 boys and 13,735 girls) of people living with HIV/AIDS are children below 14 years. Major factors contributing to this high number of children with HIV/AIDS include relatively high Mother-To-Child Transmission (MTCT) of HIV virus and indulgence of some youth (teenagers) in unprotected sex. Malaria remains the topmost disease of public health concern for all stakeholders. This is due to its high rate of morbidity among the populace especially among children under 5 and pregnant women, and the adverse effect it has on production and productivity of the labour force of the country. Prevention and case management especially among children under 5 and pregnant and lactating women is key to sustain gains made. The FY21-25 strategy would consider the relevant areas to pursue in the health and nutrition sector.

On the WASH front, two in every ten households do not have access to basic drinking water services in Ghana. Only one in every five households have an improved sanitation facility; and one in every five persons still practice open defecation. Nearly half of the population have access to handwashing with soap facility (mobile or fixed) with soap and water present. About one in every five of the women feel excluded from social activities during menstruation. E-coli is highest in household drinking water than at source. Close to eight in every ten households had E-coli in their drinking water while close to half of water sources were affected (GSS, 2018). Strengthening organizational capacity to fully implement Integrated Water Sanitation and Hygiene (I-WASH) interventions and changing behaviours therefore remain critical for WVG and partners going forward.

Livelihoods options are basically dependent on climate-sensitive factors in Ghana. It is estimated that a little over half (51.5%) of households in Ghana own or operate a farm which is climate dependent. Farming is predominantly rural, with 82.5% of rural households involved. Ghana, as at 2010, had lost more than 33.7% of its forests, equivalent to 2,500,000 hectares since the 1990s. The rate of deforestation between 2005 and 2010 was estimated at 2.19% per annum. The key contributory factors among others were over-exploitation of forest resources, especially timber, unsustainable mining and agriculture activities. The Savannah agro-ecological zone has had its fair share of degradation, notably the destruction of the vegetation by seasonal bush fires, fuelwood harvesting, and charcoal burning. Volatile weather patterns such as spells of drought, floods and rainfall variability as a result of climate change are increasingly affecting food security and increasing vulnerability among a large proportion of households. All these call for more sustainable and resilient practices such as Climate Smart Agriculture (CSA) and Farmer Managed Natural Regeneration (FMNR) agriculture practices and focus on protecting and



strengthening livelihood strategies such as livelihood diversification, disaster risk reduction (DRR) activities, access to market, post-harvest handling and storage and access to financial service.

In security, Ghana is vulnerable to violence emanating from the proliferation of jihadist groups in West Africa. Countries surrounding Ghana are all hotspots for insecurity and attacks of terrorist groups. Ghana has recorded some security incidences in 2019 including attempted attack of churches in the Northern region, shooting incidences of Ghanaian truck drivers transporting goods near the Mali-Burkina Faso border. These have led to discussions on how to protect places of worship in the country. Aside these new trends, the country still experiences armed robbery attacks, pick-pocketing, conflicts and disasters in almost every part of the country. Public awareness have been heightened on personal security to make Ghana an unattractive destination for such activities. These call for efforts to appropriately mainstream Humanitarian and Emergency Affairs (HEA)/Security into core programming and equip staff and partners in its delivery. Annex 2 (Appendix 8) provides a full landscape report for the FY21-25 strategy.

### 2.1.1. National Level Vulnerability Mapping

Our Promise' first Strategic Imperative ensures 'Deepening our commitment to the Most Vulnerable Children-MVC'; and upholding the organizational principle that 'If any group of vulnerable children are left out of a programme, or if a programme is not tailored to the specific needs and situations of the most vulnerable children, then we risk reinforcing existing discrimination or make it worse'<sup>1</sup>. Over the years, WVG has focused on all children especially the vulnerable but has not been able to effectively map and report on MVCs (who they are and where they are). There were varied understanding and selection criteria of MVCs across Area Programmes (APs). This made it difficult to precisely illustrate the contribution to the well-being of MVCs at the macro level. Traditionally, MVCs have been defined by lists/categories: street children, children affected by armed conflict, sexually exploited children, child labourers, among others in different Aps based on their context.

In addressing this gap, WVG established a framework that enabled the National Office (NO) appreciate and understand child vulnerability. The framework detailed the means and methods to operationally identify, map and direct support to MVCs so as to verifiably specify the contribution to MVCs and their families. Operationally, WVI defines MVCs as "Children whose quality of life and ability to fulfil their potential are most affected by extreme deprivation and violations of their rights. These children often live in catastrophic situations and relationships characterized by violence, abuse, neglect, exploitation, exclusion and discrimination" (ibid). The above definition include four (4) vulnerability categories/dimensions that assisted the NO in identifying MVCs: **Abusive or Exploitative Relationships**<sup>2</sup>; **Extreme Deprivation**<sup>3</sup>, **Serious Discrimination**<sup>4</sup> and **Vulnerability to Negative Impact from a Catastrophe or Disaster**.<sup>5</sup>

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<sup>1</sup> The Handbook for Integrated Programming, 2010, p.9

<sup>2</sup> Relationships which are characterized by violence or use of a child to benefit others sexually or commercially, or which consistently harm the child through intentional acts or negligence

<sup>3</sup> Extreme material poverty or deprivation of caregivers;

<sup>4</sup> Severe social stigma which prevents children from accessing services or opportunities essential to their protection or development;

<sup>5</sup> Natural or man-made events that seriously threaten the survival or development of a child, and certain children are more likely to be affected negatively and less likely to be able to recover

The NO conducted a nationwide vulnerability mapping based on secondary information available. A number of vulnerabilities were identified including disasters, conflicts, child labour, HIV/AIDS, orphanhood, disability, early marriages and poor access to birth registration/certification. Findings revealed that an estimated number of 14,825,017 children (6,762,413 boys and 8,062,604 girls) in Ghana live in at least one vulnerable situation. The major challenge associated with secondary MVC mapping was lack of national database on MVC, access to authentic reports on certain forms of vulnerability as well as district and age disaggregation of data available.

The NO therefore adopted a community level mapping approach (purposive sampling of children in at least one vulnerable situation) across all WVG APs. A total of 56,733 children (50.02% males and 49.98% females) were identified in all Programme Focus Area (PFA) communities. The average age of the children sampled was 10years. 81.3% of the children were in school while 50.29% of the children were Registered Children in Programme. The average household size for the sampled children is 8.

Analysis of the primary data from the AP level mapping shows that significant number of children are affected by all the vulnerability factors considered in the MVC Framework, although the proportion of children vary per factor as detailed in Figure 2.1.

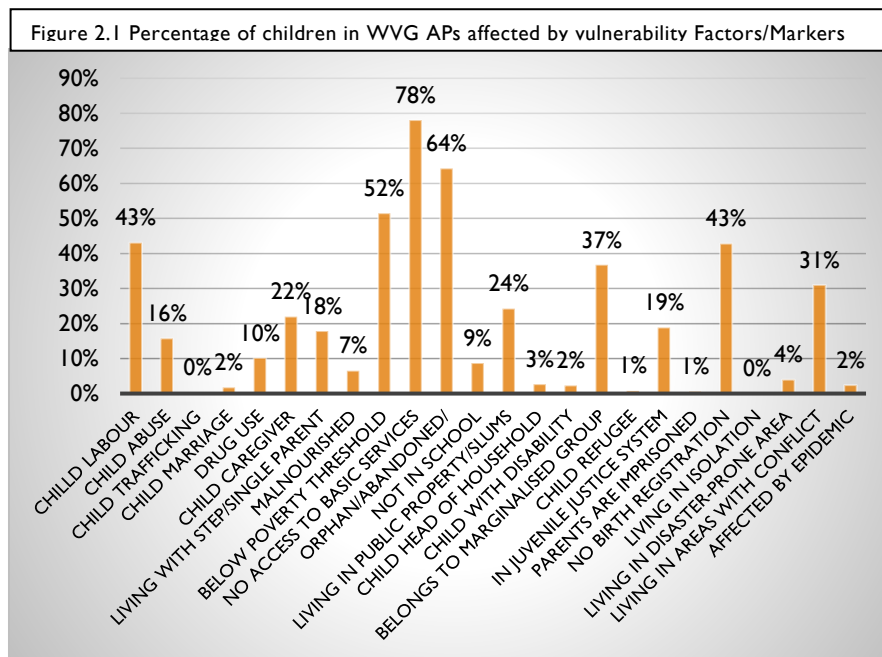


Figure 2.1 shows that children who have no access to basic services and facilities (such as water and sanitation, health and educational facilities) are the majority at 78% of children mapped. Lack of access to basic services and facilities is considered an automatic MVC marker per the World Vision International (WVI) Global Centre (GC) MVC Guidance. This implies that 78% of all children identified in districts with WVG Sponsorship programmes are MVC using this marker alone. This is followed by children who are orphaned, abandoned or neglected, which recorded 64% of all children mapped. This also affects children across all WVG APs. Following closely are children living in households below extreme poverty threshold at 52% of children sampled across all APs.

Other key prevalent markers of child vulnerability that affect child well-being and make children more vulnerable are children involved in child Labour and children with no birth registration (43% each). With reference to the GC MVC Guidance, child labour and children without birth registration are also automatic MVC markers. Another automatic MVC marker affecting very significant number of children is conflict and affects 31% of children, mostly in the northern part of Ghana<sup>6</sup>. Child marriage is

<sup>6</sup> significantly affecting areas such as Savelugu, West Gonja, Gushegu, Karaga, Saboba and Zabzugu APs

another automatic vulnerability marker affecting 2%<sup>7</sup> children mapped. From the above analysis it is clear that all the four (4) dimensions of vulnerability are visibly and significantly present in Ghana and within WVG APs with overlaps showing that children are not only affected by more than one marker/factor, but are further affected by more than one dimension/category. Further analysis of vulnerability among children, and considering children who are affected by more than one (1) dimension showed that **82%** (46,375 out of 56,733) of the children sampled are most vulnerable. In the FY21-25 strategy, the results of the mapping will drive Technical Programme Designs, as efforts will be intensified to ensure to meet the needs of MVC.

### 2.1.2 Key Child Well-being Issues and Key Stakeholders

A review of WVG's landscape analysis identified some key child wellbeing issues and stakeholders to guide the next strategy period. Informed by the MVC Mapping, eight (8) key Child Well-Being (CWB) issues have been identified. The CWB issues were also informed by analysis of performance gaps in relation to WVG's FY 16-20 Strategy. These CWB issues have been structured around the relevant Global Impact Framework (GIF), Ghana's Sustainable Development Goals (SDGs) plan and other country development plans. The issues include:

1. Violence, exploitation and harmful practices against children;
2. Lack of respect, love, dignity and hope for children;
3. Lack of spiritual nurture for children;
4. Children with limited access to free, equitable and quality primary education;
5. Children living in extreme poverty and socio-economic hardship;
6. Children with inadequate access to quality health care delivery, safe and nutritious food all year round;
7. Children with limited access to safe and affordable drinking water, adequate and equitable sanitation and hygiene at households, education and healthcare facilities level; and
8. Social, economic and political exclusion of children based on age, sex, disability, race, ethnicity, origin, religion and other status.

All the eight (8) CWB issues with background information and how they affect the wellbeing of children in Ghana and their associated key stakeholders are detailed in Appendix 1 ( Expanded Child Wellbeing Issues) and Appendix 2 (Key Child Well-being Issues and Key Stakeholders). The landscape analysis also identified some of the root causes of the identified key child wellbeing issues as:

1. Lack of awareness, recognition and representation of children's voice, especially the most vulnerable;
2. Inadequate mechanisms and platforms for communicating needs of children, especially the most vulnerable;
3. Weak data and information systems;
4. Limited technical capacity to address vulnerability issues;
5. Low priority of social protection issues;
6. Weak legislative frameworks and/or implementation; and
7. Cultural and traditional norms that reinforce damaging belief systems.

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<sup>7</sup> This implies that the child marriage incidence (children currently married at the time of the survey was 2%)

Over the Strategy period, WVG will contribute to existing and potential frameworks, policies, plans and laws that address the key child wellbeing issues and deepen our commitment to MVCs. Ghana's 1992 Fourth Republican Constitution establishes the rights of the child and provides the framework for the enactment of appropriate legislation to protect the rights of children. The Children's Act, 1998 (Act 560) provides for the rights of the child and covers issues of parental duties and responsibilities, maintenance, adoption and fosterage; it protects children from exploitative labour and child marriage and stipulates responsibilities for care and protection of children. The Juvenile Justice Act 2003 (Act 653) also deals with the child in conflict with the law. Additionally, the Criminal and other Offences Act, 1960 (Act 29); Intestate Succession Act, 1985 (PNDCL111); the Human Trafficking Act, 2005 (Act 694); the Domestic Violence Act, 2007 (Act 732); the Early Childhood Care and Development Policy, 2004; the National Domestic Violence Policy and the Plan of Action, Hazardous Child Labour Framework; Child and Family Welfare Policy, 2015 focus on the prevention of violence, abuse and exploitation of children and also protect and respond to children and their families when needed and provide support to mitigate risks for vulnerable families.

At the international level, WVG will contribute to implementing the United Nations Convention on the Rights of the Child (UNCRC); International Labour Organization (ILO) Convention 182 on the Worst Forms of Child Labour and the Convention on the Elimination of All Forms of Discrimination Against Women. Others include; Optional Protocol on the Sale of Children, Child Prostitution and Child Pornography; the Optional Protocol on Children in Armed Conflict; the Optional Protocol on a Communication Procedures and well as the Trafficking Protocol; and the African Charter on the Rights and Welfare of the Child (2005) among others.

The implementation of these frameworks, policies, plans and laws require a well-coordinated and defined institutional framework to collaborate and advocate for deeper impact. Key stakeholders, both governmental and non-governmental have therefore been identified as critical to deepen our commitment to MVC as detailed in Appendix 3 (Key Stakeholders and their Roles in Addressing Key Child Wellbeing Issues). Here, WVG will work with the Ministry of Gender, Children and Social Protection (MoGCSP) to mainstream policies and issues affecting children into sector plans and policies and coordinate implementation of policies and issues affecting children with other relevant sectors and partners. WVG will work with the Ministry of Local Government and Rural Development (MLGRD) to spearhead the implementation of policies and issues affecting children at the Metropolitan, Municipal and District Assemblies (MMDA), facilitate the mainstreaming of child protection issues into Medium Term Development Plans of MMDAs, facilitate the mobilization of resources through budget allocations for child protection at the local levels and build capacity (institutional and staff) of the Department of Social Welfare and Community Development to effectively implement policies and issues affecting children. Other ministerial sector engagements will involve Ministry of Health (MoH)/Ghana Health Services; Ministry of Education (MoE)/Ghana Education Service; Ministry of Employment and Labour Relations (MoELR); Ministry of the Interior/Ghana's Police Service/Ghana Immigration Service/Ghana's Prison Service; Ministry of Finance (MoF); Ministry of Chieftaincy and Traditional Affairs; Ministry of Water Resources, Works and Housing; and Ministry of Justice and Attorney General. Over the strategy period, WVG will deepen its engagements with the Parliament of Ghana and the National Development Planning Commission (NDPC) to ensure adequate budgetary support to implement policies and issues affecting children and ensure policies and issues affecting children are reflected in the National Development Policy Framework (NDPF).

WVG will work with other key stakeholders such as the Commission on Human Rights and Administrative Justice (CHRAJ) to investigate complaints of child rights violations and embark on public education and help share information of policies and issues affecting children at all levels, particularly at

sub-national level; National Commission for Civic Education (NCCE) to integrate child protection issues into their public campaigns and programmes; International Non-Governmental (I/NGOs) and Civil Society Organizations (CSOs) to complement the efforts of government by providing preventive and responses services at all levels within policy framework, lobby and advocate for the improvement of services through increased collaboration and assist in resource mobilization for child protection initiatives at all levels; Traditional Authorities and Community Leaders to facilitate dialogue and engagement through organized community forums and debate on child and family welfare issues in order to help increase the common understanding of issues and discuss different solutions and resources available and ensure that families are faring well and mobilize solidarity and support when challenges arise. WVG will also work with Faith-Based Organizations to provide communication and education initiatives that promote positive family values and provide care and support services to families, children and adolescents.

### 2.1.3 Donor Landscape

Ghana's donor landscape is changing rapidly; becoming more competitive and requiring innovations and agility on the part of development actors who depend on donor funding for their operations. An overview of the donor environment reveals some emerging trends and key priorities that are relevant for the FY21-FY25 Strategy. One of such issues is the increasingly prioritizing allocation of funding for interventions in fragile contexts; especially geographic areas affected by natural disasters, conflicts and drought within the World Vision Partnership (i.e. 16% currently to 35% by 2030 in line with Our Promise Strategic Imperative 1)<sup>8</sup>.

As a result, allocation of sponsorship funding for NO's ministry would be significantly determined by their ranking on the WVI Partnership's Country Vulnerability Categorization.<sup>9</sup> The global call for a concerted stakeholder efforts at addressing issues of global warming and other forms of environmental degradation is influencing the context of development aid in many ways such as funding availability (particularly from the European Union - EU), donor priority and geographic focus. Other key issues being prioritized by donors include Renewable energy; Education; Public health; WASH; Rural development and resilient livelihoods; accountable, transparent and responsive governance.

Donor support for International Non-governmental Organisations (INGOs) including WVG may reduce substantially in the coming years following the signing of the Grand Bargain Agreement (World Humanitarian Summit, 2016 which called for "more support and funding tools to local and national responders" besides other eight commitments. This is aimed at committing about 25% of humanitarian support directly to local and national responders including local Non-governmental Organisations (NGOs) and Community-based Organisations (CBOs).

Ghana's attainment of Lower-middle Income status in 2010 (Institute of Economic Affairs, 2012), current positive economic outlook including Gross Domestic Product (GDP) growth rates of 8.5% in 2017 (African Development Bank, 2019) and 7.7% inflation rate (Ghana Statistical Service, 2019) have led to the macro perception about rising domestic wealth in Ghana which is impacting significantly the inflow of

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<sup>8</sup> Deepening our commitment to the most vulnerable children

<sup>9</sup> A methodology which ranked countries into eight groups according to their level of "Child vulnerability severity and scale" and "Country fragility"

Overseas Development Assistance (ODA) to the country. Consequently, the Government of Denmark has confirmed its intention to phase out development assistance to Ghana by 2020 (DANIDA, 2019; 2014) while the Governments of Canada and United Kingdom are demonstrating similar bilateral support toward a “mutual prosperity” approach that hinges on economic partnerships with Ghana (Independent Commission for Aid Impact, 2020;2019). The “Ghana Beyond Aid” agenda - “where Government and the people of Ghana take full ownership and responsibility for the nation’s economic growth and transformation, in a new partnership with our development partners” (Budget Statement and Economic Policy of Ghana, 2018) is perceived to also affect the aid landscape in Ghana.

Also, the role of corporate entities, foundations and individual philanthropists in contributing towards improved wellbeing of the poor and marginalized is gaining popularity in Ghana. Corporate entities across sectors such as telecommunication, banking, insurance, food and beverages are responding generously towards issues of youth and women empowerment, education, disability and health nationwide as way of fostering their Corporate Social Responsibilities (CSR). Besides, churches and other religious in Ghana are increasingly providing social interventions that align with the vision and mission of WVG through their own social foundations which has opportunities and risks as well.

Additionally, Challenge Funds<sup>10</sup> are also emerging. Such opportunities offer large amounts of money for long-term development interventions and are subject to global competition. Also, consortia grants and sometimes repetitive funding to the same awardees, often for large-scale interventions are also becoming popular. Funding for social enterprises is gaining momentum as an alternative to traditional livelihood grants with the Global Innovation Fund, World Bank, Bill and Melinda Gates Foundation and the European Union (EU) being among leading funding providers. Other emerging funding trends include “Payment by Results” or “Results Based Financing” aimed at linking donor support to measurable pre-agreed results; Impact Investing grants<sup>11</sup> which seek to generate specific social or environmental benefits in addition to financial gains and Innovative funding<sup>12</sup> from other donors.

This donor landscape presents WVG an opportunity move outside our traditional ways of mobilising resources for the success of the FY21-FY25 Strategy. Appendix 4 presents a summary of key strategies and sector priorities of WVG’s existing and prospective donors.

## 2.2 Internal Landscape

Over the FY 16-20 strategic period, WVG targeted to reach out to 4,555,809 people with interventions for improved wellbeing. Implemented programmes from FY16 – FY20 directly reached out to a total of 3.5 million people with basic services, empowered resilient community structures, amplified voices of the vulnerable as well tools to ending poverty. Funding for delivered interventions have varied from the traditional sponsorship funding to include alternatives such as funding from Private Non-sponsorship (PNS), Grant and Local fund raising. Good leadership, improved capacity of staff through trainings and mentorship, Partnerships, Collaborations, performance monitoring and evaluation, quality assurance and risk management among others have been the key enablers for the progress recorded over the past 4 years.

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<sup>10</sup> Huge funding for tackling development challenges at scale over considerable number of years

<sup>11</sup> E.g. Rockefeller Foundation and Bill & Melinda Gates

<sup>12</sup> E.g. UNDP’s US\$160,000.00 seed capital for the implementation the ‘African Youth, especially women, Entrepreneurship Online Portal’ launched in 2017.

### 2.2.1. Ministry Impact

In supporting government efforts towards improved services to Ghanaians, WVG and partners implemented programmes focused on providing basic services and empowering communities to ensure life in all its fullness for every child especially the most vulnerable. Key among the programmes include: Water, Sanitation and Hygiene (WASH); Household Food Security and Resilient (HFSR); Health, Nutrition and HIV/ AIDS; Reading Improvement in Primary Education (RIPE); Child Protection and Advocacy (CPA).

Within FY16 – FY20 period, WVG through its interventions has reached a total of 3.5 million with basic services, empowered resilient community structures, amplified voices of the vulnerable while providing tools to end poverty. WVG's WASH interventions contributed to an enhancing access to improved water sources. As of 2019, WVG's measure indicated 90.38% of households with access to water from improved sources within WVG operational areas as compared to the national average of 79%. The progress in sanitation has contributed to 62.99% (2019) of children living in households with improved sanitation as against 45% in 2017.

In Livelihoods and health, households with secondary source of income increased from 37.06% as at 2017 to 66.11% in 2019. Programming for improved health and nutritional status of children within the period contributed to reduction in stunting from 30.90% in 2017 to 21.79% in 2019 coupled with an increase in children receiving proper treatment for diarrhea illness from 3.52% in 2017 to 62.96% in 2019. Diarrhea prevalence currently stands at 14.86% in WVG operational areas compared to 21% national average. For improved quality of primary education leading to improved learning outcomes, initiatives under the RIPE technical programming has contributed to an increase in children in grade 2 who are able to read with comprehension from 1.03% in 2017 to 17.25% in 2019 compared to the country's average of 2%. Children attending after-school literacy activities has also increased to 32% in 2019 from 15.23% in 2017. Efforts to improve child protection witnessed a reduction in percentage of parents who believe child marriage is acceptable from 33.59% in 2017 to 13.06% in 2019. Children with birth registered also increased from 44.59% as at 2017 to 58.72% in 2019.

Despite these gains, a significant proportion of the population in programming areas still lag behind as limited/no access to improved water and sanitation, education, improved health, resilient livelihoods, food insecurity and nutrition, among others remain major needs of communities for the development of people especially the most vulnerable children. Again, child marriage, child labour, low birth registration, various forms of child abuses and neglect, especially children without parental and/or communal care and love among others still remain critical child well-being issues in Ghana. The situation is more heightened in the light of SDGs calling for universal access to WASH services, zero hunger and poverty, healthy lives, inclusive and equitable quality education, gender equality among others.

Commitment from WVG Leadership in seeing to the implementation of programmes, capacity development of staff and implementing partners, clear road maps to achieving targets, innovation and action learning, community participation, partnerships and collaborations with likeminded organisations are all underlining factors that facilitated the achievements within the FY16-20 strategy period. On the other hand, limited funding, natural disasters and conflicts, extreme levels of poverty in some areas, among others have been hindering factors that have militated against the achievement of all programme objectives and targets.

### 2.2.2 Ministry Funding

During the FY16-FY20 Strategy period, Child Sponsorship contributed an average of 65.5% of the NO's annual budgets. In addition, inflow of sponsorship funding was relatively predictable, making it the most reliable source of funding for long-term transformational development interventions in programme areas. In an effort to sustain a robust sponsorship funding stream, the Office developed and has consistently implemented an effective NO Sponsorship Improvement Plan, resulting in impressive Global National Offices Dashboard (GNOD) ratings for Child Monitoring and Sponsorship Operating Indicators (SOIs) since FY18. Nevertheless, the Office has not received the desired sponsorship funding commitments since 2014. This shortfall in funding targets could be attributed to factors such as withdrawal of two (2) Support Offices' operations in Ghana and natural transitioning of APs without planned replacements. Sponsorship funding is expected to further reduce drastically during the new Strategy period as 19 APs are scheduled to transition between 2020 and 2024 with limited opportunities for new AP openings as the WVI Partnership is shifting its resource allocation to fragile contexts. Ameliorating the dwindling sponsorship funding trend would therefore require intensified engagement between the NO and the Partnership Resource Allocation Committee (PRAC) possible replacement plan for transitioning APs. The impact of the new sponsorship funding model on the office's funding landscape is unclear, however there seems to be opportunities for the NO to have some degree of control on AP sponsorship allocation.

Private Non-sponsorship (PNS), grant funding opportunities and Gift-In-Kind have served as important alternative funding streams for the Office in facilitating relief, advocacy and transformational development interventions in target communities. PNS and grant-funded interventions<sup>13</sup> have so far impacted the lives of thousands of vulnerable children across the country. The NO has experienced some growth in alternative funding and this has been attributed to the NO's resource mobilization efforts, commitment of the Board, Senior Leadership Team (SLT), Resource Acquisition and Management (RAM) and all staff towards resource mobilization. Also, there's improvement in NO capacity in grant proposal/concept notes developments efforts since beginning of the FY16 strategy period although there is more room for growth.

Some inhibiting factors accounting for the NO's inability to grow its alternative funding streams as expected (25% to 40% by 2022; WVG FY20 – FY22 RAM Strategic Plan, 2019) include the following: lack of marketing unit and a strategy to drive local fundraising; highly competitive donor landscape and WV's inability to acquire funds from certain types of funds such as LGBT<sup>14</sup> due to WV values; negative public perception of WVG as a rich organization; relatively high operating cost; availability of knowledge assets for donor/stakeholder engagements, donor fatigue especially from existing sponsors and donor institutions; cumbersome requirements from certain donors; and withdrawal of tax exemptions on WVG's imported Gift-in-Kind (GIK) items (in 2007), making it cost ineffective for more GIK programming. Furthermore, The NO has not taken full advantage of the culture of giving in Ghana by targeting corporate entities and philanthropists, millennials, etc. through a vibrant local resource mobilization drive. In addition, some partners overly depend on WV for funding, contributing very little financial resources towards shared CVB interventions. An analysis would be conducted to understand

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<sup>13</sup> such as the GI-WASH Project, Neglected Tropical Diseases, Cocoa Life, Farmer Managed Natural Regeneration (FMNR), Korea International Cooperation Agency (KOICA)'s Unlock Literacy (UL) Project, Bosuso D.A School building

<sup>14</sup> Lesbian, Gay, Bisexual and Transgender related funds from donors



how the opportunities and risks in ministry funding can be maximised for the success of the FY21-25 Strategy.

### 2.2.3 Operational Excellence

The assessment of the WVG Operational Excellence (OE) domains revealed the progressive attainment of the OE strategic objectives. During the PCPR workshop, the office had attained green ratings in several domains; including Sponsorship SOIs, CWB reporting, audit ratings, Programme Quality Self-Review Tool (PQSRT), among others. Progress on some OE strategic objectives for FY16-21 is discussed below:

In Planning and Budgeting, WVG adopted effective planning and budgetary control mechanisms to decrease overhead costs. Ghana's efficiency ratio has improved from 16% in FY17 to 10.2% in FY19. WVG over the FY16-21 period spent within the approved budget limits except in FY18 where the Office recorded over-expenditure. Key mechanisms that the Office leveraged on included improved internal controls related to payment and invoicing and improved oversight on spending. Gaps, however, remain in partners' capacities to ensure quality and timely financial reporting and accountability; as well synergy planned activities and implementation to satisfy donor requirements.

In communication and branding, WVG has seen improvement in visibility within the WV Partnership and Ghana's online and print media. Key facilitating factors are the availability of human resources to develop materials to promote strategic messages; enhanced relationships with donors in the partnership and leadership commitment and support. Within the WV Partnership, WVG has hosted high-level meetings including the WVI Executive Board meeting in Ghana in FY19, WASH Conference in FY20 with quality planning and implementation and piloted new initiatives<sup>15</sup> within the WV Partnership. The Office participated in WV Partnership forums such as European Development Days (EDD) in Belgium (2018 & 2019) and WV Global Leadership Summit 2018 (where WVG won an award on Our Promise). Additionally, WVG is at the forefront of major networks and coalitions such as Coalition of NGOs in Water and Sanitation (CONIWAS), Inter-Agency Working Group on Emergencies (IAWGE), SDG platforms. Despite these, the Office has gaps in the media landscape for effective marketing and visibility for fund acquisition. Staff capacity in documentation and showcasing evidence needs improvement in the new strategy, and more innovations and collaboration between Knowledge Management, RAM Unit and the Communications Team is needed to ensure the quality of evidence-based reporting.

In Advocacy, WVG Office leveraged on the Partnership's advocacy project models and 'It takes a World' (ITAW) campaign to advocate for child rights and improved service delivery largely at the local level. The ITAW campaign in Ghana was contextualized to end child marriage, which has effectively been championed in the APs, and beyond through advocacy. At the national level, WVG has supported the Ministry of Gender, Children and Social Protection (MoGCSP) through its Domestic Violence Secretariat to review the end child marriage operational plan for two years. Additionally, WVG was influential in the Government of Ghana's approval to establish the Central Adoption Authority to ensure the adoption of children is regulated and properly managed in the best interest of the child. The Office however has gaps in linking local level advocacy data to improve the national level policies in health, education, water, and sanitation service delivery among others.

### 2.2.4 People, Learning & Growth

Assessment of staff perspective indicates that, there is renewed and growing confidence in WVG's Leadership to ensure organizational success and inspire unity and trust among staff (55% in 2016 to 84% in 2019). The 2019 Our Voice Survey (OVS) as detailed in Appendix 5 revealed that 81% of staff

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<sup>15</sup> LEAP 3, Lots Quality Assurance Sampling Methodology, Chosen, Child Sponsorship Funding Model, among others.

indicated there are opportunities for staff development and staff engagement. This was mainly attributed to the introduction of Staff Enhancement Day (SED), which provides an avenue for Senior Leadership Team (SLT), and staff to engage on issues necessary for staff growth and development. However, about 45% of staff indicated that they are not fairly compensated for the work they do while they experience unacceptable stress on their jobs (OVS, 2019). Again, there is high staff turnover within short periods and high staff gender disparity (1: 4 female to male ratio). In the FY16-21 strategy, WVG will prioritize and ensure the implementation of recommendations from the 2019 Our Voice Survey. Attention will be given to talent pool and succession planning, peer reviews, programme capacity reviews, coaching and mentoring, bridging gender gap and promoting shared values to adequately support people learning and development. WVG will also strengthen its NO capacity in terms of structure that will deliver the Strategy; capacities that will attract, develop, motivate and retain high performing staff to achieve the Strategy; and enabling culture for strategy realisation.

### 3. MINISTRY IMPACT

#### 3.1 Strategic Goal

The development of the FY 21-25 Strategic Goal is premised by the results of the MVC Mapping (Section 2.1.1), Key Child Wellbeing Issues (Section 2.1.2), Ministry Impact (Section 2.2.1), Root Cause Analysis, Pathway of Change and Selected CWB Objectives (Section 3.2). The selected Child Wellbeing Objectives are in alignment with Agenda 2030 of the SDGs, the Global Impact Framework (Section 3.2) and discernment throughout the strategy development processes. Accordingly, WVG articulates its overall goal for the sustained wellbeing of children and carefully identifies strategic objectives and subsequent interventions. The strategic goal of the FY21 – FY25 Strategy is:

***‘By 2025, World Vision Ghana would have reached 3.3 million vulnerable children through Empowered and Resilient communities with special focus on most vulnerable children’.***

#### 3.2 Child Well-being Objectives

The FY 21-25 Strategy focuses on using proven models and approaches tailored at reaching the most vulnerable children and communities with maximum benefit from project interventions. WVG will focus on three (3) CWB objectives:

1. *Increase in children who have positive and peaceful relationship in their families and communities*
2. *Increase in children protected from infection and disease; and*
3. *Increase in primary school children who can read.*

The selection of these CWB objectives was informed by careful consideration of the major findings of the landscape analysis. The target age cohorts for the eight (8) CWB Objectives was considered in addition to the average age of MVC and FY 21-25 RC age projections. Similarly, a reflection was done on the prioritised sectors taking into consideration the gaps of each TP and CESP. The selection was also influenced by the reflection on the changing development context and major vulnerabilities identified through MVC Mapping. With discernment on God’s will for the NO, a brainstorming approach was used and tools such as pairwise ranking adopted to select the three (3) CWB Objectives.

1. *Increase in children who have positive and peaceful relationship in their families and communities:*

This CWB Objective is aligned to SDG Goals 1, 5, 10 and 16 and the National Medium Term Development Policy Framework (NMTDPF) as well as the Global Impact Framework's outcome 'All children feel loved and supported, have increased dignity and hope and improve their spiritual well-being'. WVG will thus continue to work among families and communities to provide a safe environment where children feel secure and have positive relationships in their homes and neighbourhood.

**Strategic Objective 1:** Build and Maintain build peaceful, inclusive and cohesive families and communities that seek to promote love and justice for one (1) million vulnerable children, particularly the most vulnerable.

**2.** *Increase in children protected from infection and disease:*

This CWB Objective is aligned to SDG Goals 2, 3 and 6. It also contributes to the Global Impact Framework: 'by 2030, end the epidemics of AIDS, tuberculosis and malaria and end preventable child deaths from pneumonia, diarrhea, and other communicable diseases'.

**Strategic Objective 2:** Increased access to health care and protection from infection and diseases for 1 million vulnerable children, particularly the most vulnerable.

**3.** *Increase in primary school children who can read:*

This CWB Objective is aligned to SDG Goal 4: 'Ensure inclusive and equitable education and promote lifelong learning opportunities for all' as well as Global Impact Framework which stipulates that by 2030, 'all girls and boys complete free, equitable and quality primary education, leading to relevant learning outcomes' and 'by 2030, all girls and boys achieve literacy and numeracy'. WVG will work with the government and other stakeholders at all levels to strengthen local administrations and community based structures such as Parent-Teacher Associations and School Management Committees (PTA/SMC), CVA Working Groups to improve monitoring and promote quality education. This will ensure that children are educated for life by achieving age-appropriate learning outcomes and acquiring life skills and values.

**Strategic Objective 3:** Improved learning outcomes for 1.3 million vulnerable children, particularly the most vulnerable through increased literacy for basic school children.

### 3.3 Most Vulnerable Children (MVC)

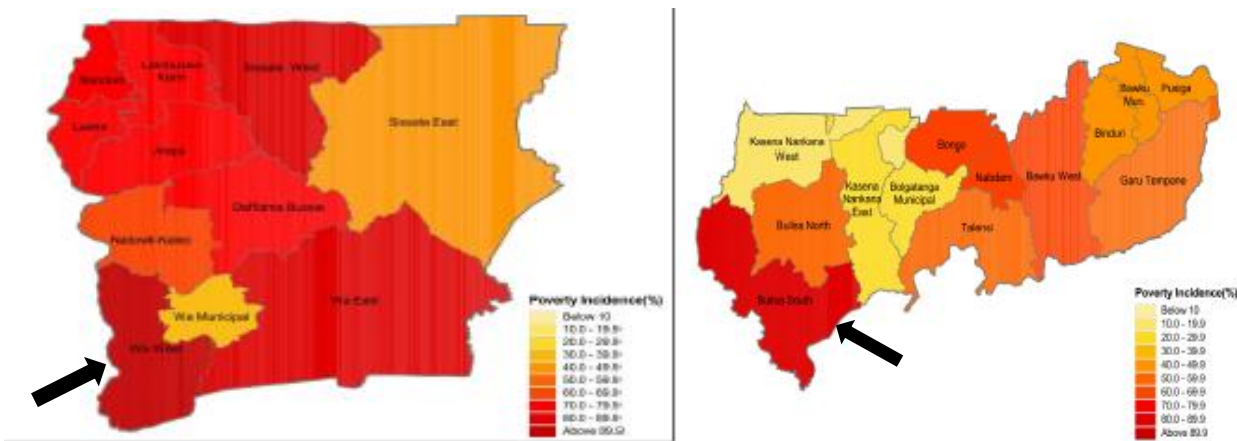
The severity of vulnerability conditions on children is an estimation of the number of factors, and particularly dimensions that children suffer from at a point in time. Per all four dimensions of vulnerability, the MVC Mapping results show that **18%** (10,358) of children sampled are affected by 1 out of 4 dimensions; **25%** (14,015) of children are affected by 2 dimensions; **37%** (20,764) of children are affected by 3 dimensions; and **20%** (11,596) of children are affected by all 4 dimensions (MVC Mapping Survey Report, 2019).

From the analysis of severity of vulnerability among children, and considering children who are affected by more than one (1) dimension, **82%** (46,375 out of 56,733) of the children sampled are considered as most vulnerable based Global Centre's MVC Mapping Definition of children who are affected by at least two (2) vulnerability dimensions. WVG is currently implementing Sponsorship programmes in 24 administrative districts, and when this MVC percentage (82%) is applied to the total population of 1,181,490 children in the 24 Districts (GSS, 2018), it implies that approximately 968,821 children are

most vulnerable. In estimating the number of MVCs, some children were identified to be living with specific markers<sup>16</sup> that make them automatic MVCs. These markers were also considered in the estimation of the most vulnerable children in WVG’s operational districts. The FY21-25 strategy is therefore focus on reaching all **1.1 million most vulnerable children** within WVG operational areas, and by extension, the strategy is set out to reach **3.3 million vulnerable children** (which includes the MVC) as outlined in the strategic goal, considering future operational areas, grant project areas, HEA response coverage, as well as local level advocacy influencing areas, among others.

Since the focus of the FY21-25 strategy is deepening the NO’s commitment to MVC, the National Office has developed an Operational Growth that adopts secondary data to identify where the most vulnerable children are. The growth plan guides the selection and opening of new APs based on national poverty incidence report. Figure 2.2 shows a map of two regions where WVG has established two replacement APs in FY2019 (i.e. Wa West and Builsa South).

Figure 2.2 Poverty mapping in Ghana (Ghana Statistical Service, 2015)



Furthermore, the National Office conduct MVC mapping as part of new programme designs in order recruit RCs who fit the definition of MVC. All replacement APs and new programmes would go through the same process in the FY21-25 Strategy.

### 3.4 Geographic Focus and Reach

Though Ghana’s settlement can be categorized into rural and urban, vulnerabilities exist in both. This notwithstanding, poverty is predominantly a rural phenomenon and the incidence of poverty is higher among the rural than urban population (GLSS 7, 2018). The MVC mapping report revealed 100% of children within WVG’S operational areas (which are predominantly rural areas) are faced with one or more forms of vulnerability. In the FY21-25 strategy, WVG will continue to work in rural areas where vulnerabilities remain highest; explore the feasibility and potential of urban programming through grants.

In determining the population to be reached within FY 21-25 strategic period, WVG used 2018 projected populations and made the following considerations: the current population of Area

<sup>16</sup> Child Labour; Child Abuse (Sexual and/or physical); Child Trafficking; Child Marriage; Child in Household below Extreme Poverty Threshold; No Access to Basic Services and Facilities; Child Refugee/Child of Refugees/Migrants; Child whose Parents are Imprisoned; Child without Birth Registration; and Child living in Areas with Conflict

Programmes (APs)/population benefiting from grant projects outside APs (i.e. 1,708,499 children); population benefiting from Vision Fund interventions outside the APs (i.e. 662,075 children), estimated population of potential growth districts of WVG (i.e. 241,876 children) and finally, HEA initiatives in areas closer to current Area Programmes where intervention are likely take place (reaching 356,587 children). An aggregation of these different reach numbers will lead to a total of 2,966,037 children. Using Ghana's inter-censal growth rate of 2.4 per annum the total number of vulnerable children to be reached over the 5 year period is estimated at 3,325,322 (direct and indirect children population) which represents 22% of the entire population of children in Ghana. Appendix 6 provides details into all the reach numbers provided earlier.







It must be noted that through advocacy using the current "End Child Marriage Campaign", the estimated population to be reached in and outside APs will be 1,631,403 girls (19% of girls' population affected by child marriage in Ghana) which is far less than the figure for programme reach population (2,966,037 children). The calculation of the target reach for each CWB Objective population was based on the age categorization in Ghana's 2010 census. The target groups for each of the selected CWB objective guided the estimated reach as follows: CWB Objective 2 targets 1,002,804 children, CWB Objective 6 targets 1,026,610 children while CWB Objective 7 targets 1,295,909 children. With reference to section 3.3, with 82% of vulnerable children identified within the current operational areas being MVC, WVG will continue to intervene in the current districts with renewed commitment to the identified MVCs and pursue urban programming for other vulnerabilities existing in such areas and move into growth areas where the most vulnerabilities exist.

### 3.5 Contribution to National SDG Plan and Global Impact Framework

Acknowledging the need to transforming our world, WVG's CWB Objectives are aligned with the Sustainable Development Goals (SDGs) and Ghana's SDG priorities identified by the Government of Ghana and contained in United Nations (UN) Sustainable Development Partnership (UNSDP) Framework with Ghana 2018-2022, Medium-term National Development Policy Framework and Agenda 2063. The UNSDP Framework reflects Ghana's national goals and its commitments to global development initiatives and sets out the UN system's collective contributions to help the Government and other stakeholders achieve these goals. WVG's support to the GoG and promoting the SDGs will help collaborate and advocate for deeper impact to deepen our commitment to the most vulnerable children. As detailed in Table 3.1, WVG's FY 21-25 Strategy will contribute to 12 out of the 17 SDGs in its programming communities. It also shows how WVG's CWB objectives contribute to the WV's Global Impact Framework.

Table 3.1 Strategic Contributions to SDG Plan and Global Impact Framework

<b>World Vision Ghana’s promise is to reach 3.3 million vulnerable children with Inclusive, Sustainable services through Empowered and Resilient communities by 2025</b>		
<b>CHILD WELLBEING OBJECTIVES</b>		
Increase in Children Protected from Infections and Disease (Aged 0-5)	Increase in Primary School Children who Can read	Increase in Children who have Positive and Peaceful Relationships in their Families and Communities
<b>STRATEGIC OBJECTIVES</b>		
Maintain/ build peaceful, inclusive and cohesive families and communities that seek to promote love and justice for one (1) million vulnerable children, particularly the most vulnerable.	Increased equitable access to health care and protection from infection and diseases for 1 million vulnerable children, particularly the most vulnerable.	Improved learning outcomes for 1.3 million vulnerable children, particularly the most vulnerable through quality primary education.
<b>GLOBAL IMPACT GOALS</b>		
<ul style="list-style-type: none"> <li>By 2030, all families and children have access to safe and nutritious food all year around).</li> <li>By 2030, all forms of child malnutrition are eliminated.</li> <li>By 2030, end the epidemics of AIDS, tuberculosis and malaria and end preventable child deaths from pneumonia, diarrhea, and other communicable diseases.</li> <li>By 2030, all households, education and healthcare facilities have access to safe and affordable drinking water, and adequate and equitable sanitation and hygiene.</li> </ul>	<ul style="list-style-type: none"> <li>By 2030, all girls and boys complete free, equitable and quality primary education, leading to relevant learning outcome.</li> <li>By 2030, all primary school girls and boys achieve literacy and numeracy.</li> </ul>	<ul style="list-style-type: none"> <li>By 2030, all forms of violence, exploitation and harmful practices against girls and boys are eliminated.</li> <li>All children feel loved and supported, have increased dignity and hope, and improve their spiritual well-being.</li> <li>The resilience of people is built and their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters is reduced.</li> <li>By 2030, extreme poverty, measured as people living on less than \$1.90 a day is eradicated (SDG 1) and the incomes of the bottom 40% of households consistently grow at a rate higher than the national average.</li> <li>Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve equality.</li> </ul>
<b>Government of Ghana SDG TARGETS</b>		

<ul style="list-style-type: none"> <li>• End hunger and ensure access by all people, in particular, the poor and people in vulnerable situations.</li> <li>• Achieve universal health coverage, including financial risk protection, access to quality essential health-care service.</li> <li>• Ensure women’s full and effective participation and equal opportunities for leadership at all levels.</li> <li>• By 2030, achieve universal and equitable access to safe and affordable drinking water for all</li> </ul>	<ul style="list-style-type: none"> <li>• By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education.</li> <li>• By 2030, sustainably increase the number of youth and adults who have relevant skills.</li> </ul>	<ul style="list-style-type: none"> <li>• Implement protection systems for all.</li> <li>• Reduce exposure and vulnerability to climate-related events.</li> <li>• Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality,</li> </ul>			
<p><b>CROSS CUTTING THEMES (Government of Ghana)</b></p>					
<ul style="list-style-type: none"> <li>• Ensure women’s full and effective participation and equal opportunities for leadership at all levels.</li> <li>• By 2030, ensure access by all to adequate, safe and affordable housing and basic services and upgrade slums.</li> <li>• Improve education, awareness-raising and human and institutional capacity on climate change mitigation.</li> <li>• Significantly reduce all forms of violence and related death rates everywhere.</li> <li>• End abuse, exploitation, trafficking and all forms of violence against and torture of children.</li> <li>• Promote rule of law at the national and international levels and ensure equal access to justice for all.</li> <li>• Ensure responsive, inclusive, participatory and representative decision-making at all levels.</li> <li>• By 2030, provide legal identity for all, including birth registration.</li> </ul>					
					

Within the Strategy period, WVG’s programming, development, advocacy/networking, humanitarian and relief work will be done in partnership with government and government agencies. WVG will partner with the Government at all levels; from national to district to community level government authorities. Through accountability, quality of programmes and scale of work and impact, WVG will be a valuable partner in contributing to the achievement of Ghana Beyond Aid Charter and Strategy Document which seeks to build a country where everyone has opportunities to develop to their fullest God-given potential; a Ghana where everyone has access to education, training and productive employment; a Ghana where no one goes hungry and everyone has access to the necessities of life including good health care, water, sanitation and decent housing in line with the Sustainable Development Goals (SDGs). WVG will be strong advocates for the vulnerable and especially the most vulnerable by raising a positive and affirming voice for them. WVG will work collaboratively by signing Memoranda of Understanding (MoUs) at various levels and establish positions in coalitions, networks and partnerships. Additionally, WVG will align with government’s child focused, pro poor campaigns as enshrined in Ghana’s 1992 Fourth Republican Constitution and the 2015 Child and Family Welfare Policy.

## 4. STRATEGIC OBJECTIVES

### 4.1 Ministry Impact

#### I. MINISTRY IMPACT PERSPECTIVE

**Increase in children who have positive and peaceful relationship in their families and communities**

**Direct Programming Reach Target:** 1 million vulnerable children



#### Rationale:

The root cause analysis revealed a number of underlying causes for children experiencing negative relationships in their homes and communities. These include parents' inability to cater for the basic needs (particularly emotional needs) of their children due to limited time at home; children's exposure to media (television with violent and abusive content due to limited media supervision; peer pressure; abuse from parents, peers and teachers that perpetuate violence in the speech and attitude of children; communal breakdown of care and protection for children, exposure to conflicts within the household and community; faith leaders cover-up of abuse of children within the churches/other faiths, breakdown of morality due to weak relationship between God and parents, God and children themselves, God and their peers and God and their faith leaders. The deep root causes are negative cultural and social belief systems, revisiting of parents/caregiver experiences on their own children and poor economic power of most families that bring frustration and conflicts at home, scramble over community resources at the community level and limited knowledge and skills of faith leaders to tackle the issues facing children in the churches/other faiths.

In addressing these challenges, solutions were proposed in the Pathway of Change (Annex 2) to enhance the relationship of caregivers and children through the sensitisation of parents/caregivers on the need to cater for the emotional wellbeing of their children. Parents need to understand the value of their children and responsibility God has placed on them in order to appreciate their children. Children have to be given a voice through self-awareness and their rights to protection. Parents/caregivers need to be economically empowered to cater for the physical needs of their children. There is the need for interventions at the community level that address peaceful resolution of conflicts. Children in the communities are to be brought together and trained on the need to guard their minds against violent behaviour and practices. Faith Communities need to have strict regulations to eliminate abuse and discrimination in the churches/other faiths. The communal protection and upbringing of children need to be revived in communities and there should be a consented effort for community, children, caregivers, even faith leaders to build strong personal relationships with God. Lastly, there is the need to build the community, parents/caregivers up to demand for basic services in their communities through advocacy and partnering interventions.

**Core Project Models/approaches:** The solutions proposed in the pathway of change suggests models and approaches to address the challenges above needs to revolve around families and caregivers empowered to create a safe and nurturing environment for children's spiritual nurture; economic empowerment of parents to cater for their children's basic needs; empowerment of faith leaders to ensure that to protect children; and sustainable community structures to protect and support the holistic development of children. Based on these, the following models were selected to address this CWB Objective including: *Celebrating Families Curriculum (CFC)*, *Channel of Hope-Child Protection*, *Child Protection & Advocacy*; and *Building Secure Livelihoods (BSL)*.



**Strategic Outcomes:** The three major outcome areas identified in the Pathway of Change (Annex 2) that would be targeted in addressing the root-causes of the vulnerability are outlined as follows;

- I.1.1 Loving and violence-free family environment for vulnerable children
- I.1.2 Peaceful and Cohesive communities for vulnerable children
- I.1.3 Children, caregivers and Faith Leaders have improved relationship with God
- I.1.4 Improved Community Capacity to sustain their own development

## I.2 Increase in children protected from infection and disease

**Direct Programming Reach Target:** 1 million vulnerable children



### Rationale:

A number of children in Ghana are suffering from infections and diseases in communities due a number of reasons. The root cause analysis conducted during the strategy period revealed four (4) major underlying causes to this issue in the Ghana context that needs programming response. These include: children's exposure to dirty environments; poor health seeking behaviour of caregivers; poor access to nutritious food for children and limited access to potable water for children. Some root causes identified for the major causes include; poor hygiene practices of parents and children, open defaecation due to lack of toilet facilities, poor waste distribution practices due to lack of sewage systems, poor access to farmlands and varieties of crops to grow diverse foods, limited economic capacity of parents/caregivers, lack of capacity to demand for accountability from government to provide basic services (water and health facilities), frequent breakdown of existing facilities and no access to drugs in existing health facilities, poor road networks to access facilities; high cost of medication and weak health insurance system, etc. The deeper root causes included acceptability of religious and cultural beliefs, breakdown of communal spirit, poor community governance for facilities, weak capacity of local governance, greed, corruption, ignorance to demand services, low bargaining power of the people, voiceless vulnerable groups with no capacity to speak for themselves.

Proposed solutions to address these challenges in the Pathway of Change (Annex 2) included; giving a voice to most vulnerable groups through empowerment; building capacities of communities to own their development and demand for accountability for functional health and water facilities; providing economic opportunities through employable skills and alternative sources of livelihoods for parents/caregivers to cater for their own sanitation needs; addressing behaviour change on hygiene, waste disposal, sanitation; increasing capacity of farmers to grow varieties of food and rear livestock to support their own nutrition; sensitisation of parents/caregivers to cater for the needs of their children and have good health seeking behaviours; children are empowered to take care of their own health; improved management of water facilities; and water quality management at household level and facility levels; improved management of the natural environment for improved yields, among others. In addition to the above interventions, the Office will pursue Gift-In-Kind programming interventions to complement resources from sponsorship, PNS and Grants opportunities.

**Contributing Core Project Models/Approaches:** The solutions proposed in the pathway of change suggests that selected models and approaches address challenges related to improved health seeking

behaviour; access to health care and WASH facilities, improved livelihoods; improved agriculture and nutrition practices; among others. Based on these, the following models were selected to address this CWB Objective including: *Integrated WASH Model, Community Committees, Microfinance and PD Hearth. Building Secure Livelihoods (BSL) will be a contributing core project model.*

### Strategic Outcomes:

- 1.2.1 Communities have access to quality health care and demonstrate good health-seeking behaviour
- 1.2.2 Reduced impact of vaccine preventable diseases, malaria, diarrhoea, pneumonia, cholera on children
- 1.2.3 Communities have improved sanitation and hygiene at household, community and institutional levels
- 1.2.4 Communities have access to potable, affordable water for consumption, production and processing.
- 1.2.5 Children have access to and consume nutritious food all year round

### 1.3 Increase in primary school children who can read:

**Direct Programming Reach Target:** 1.3million



#### Rationale:

Abilities to read with comprehension is the focus for this CWB and is significant to any country's development. In Ghana, only 2% of children in grades 2 and 3 can read with comprehension at the national level according to the country's early grade reading assessment. A root-cause analysis conducted in the strategy period revealed three (3) major underlying causes: children do not enjoy learning at the school; children do not have time to learn at home and; children do not have spaces in the community for after school learning. Several root causes were contributing to these major causes and they include: lack of schools in some communities; long distance to existing schools; lack of concentration in school due to tiredness from child work; poor nutrition of children; lack of books and play-based equipment/materials at school and home; no libraries and learning places in community; lack of supervision to learn at home; lack of amenities to facilitate learning at home such as electricity, books, etc.; poor sanitary environment (lack of access to water and toilet) in schools; lack of menstrual hygiene facilities for girls; poor teaching skills of teachers and boring classes; bullying by other children in the schools; sexual, emotional and physical abuse by teachers; discrimination of disabled children; non-friendly school structures for disabled children; unnecessary punishment of children in schools; less contact hours with children due to poor punctuality by teachers; parents/caregivers inability to provide for the educational needs of their children; children's inability to understand the language of instruction; charging of unapproved fees in schools; among others.

Proposed solutions to address these challenges in the Pathway of Change (Annex 2) included providing a conducive learning environment at home; school and community as well as advocating for services and facilities from government. At the level of the home, parents need to be economically empowered to cater for their children's education needs, grow their own food and improve the nutrition of their children; parents should supervise their children's school work at home and provide the necessary amenities (electricity for learning) as well as books and other learning materials. At the school environment, there should be increased teacher supervision, elimination of unapproved fees, instructional coaching for teachers; print-rich classrooms; availability of learning and play-based equipment in schools; friendly language of teaching; supervision of children to eliminate bullying, discrimination, abuse; enforcement of laws and regulations concerning abuse by teachers and those in authority; advocacy for construction of gender and disability-friendly facilities; among others. In

addressing these interventions, the Office will pursue Gift-In-Kind programming interventions to complement resources from sponsorship, PNS and Grants opportunities.

**Contributing Core Project Models/Approaches:** The solutions proposed in the pathway of change suggests that selected models and approaches address challenges related to the school, home and community environment and cuts across sectors. These issues including citizens’ demand for accountability; community ownership of education of children; improved livelihoods of parents and caregivers, among others. Based on these, the proposed models and approaches to address the challenges include; *Unlock Literacy (UL)*, *Learning Roots (LR)*, *Citizen Voice & Action*, and *Savings for Transformation*.

**Strategic Outcomes:**

- I.3.1 Children have safe and conducive environment for out-of-school learning (home and community)
- I.3.2 Children have access to quality education facilities and enjoy learning at school
- I.3.4 Improved community capacity to sustain quality educational services

In summary, the child wellbeing objectives, SDG alignment, core project models and additional models/approaches have been outlined in Table 4.1 below;

Table 4.1 CWB Objectives Aligned to PoC, MVC, SDGs and Project Models

CWB Objectives	Pathway of Change	MVC target group	Core Project Models	SDG Alignment
Increase in children who have positive and peaceful relationship in their families and communities	<ul style="list-style-type: none"> <li>• Parents cater for emotional needs of children</li> <li>• Loving and violence-free environment for children</li> <li>• Peaceful and cohesive communities devoid of conflicts</li> <li>• Children, caregivers and Faith Leaders have improved relationships with God</li> </ul>	<ul style="list-style-type: none"> <li>• Children in abuse</li> <li>• Children in child labour</li> <li>• Child brides</li> <li>• Children with disability, Living in areas of conflicts, Living in disaster-prone areas, in household below poverty threshold</li> </ul>	CPA, CFC, Channels of Hope and Building Secure Livelihoods.	
Increase in children protected from infection and disease	<ul style="list-style-type: none"> <li>• Communities have access to clean water</li> <li>• Good health seeking behaviour</li> <li>• Communities have access to healthcare services</li> <li>• Clean communities</li> <li>• Good nutrition (food utilization &amp; improved agriculture)</li> </ul>	<ul style="list-style-type: none"> <li>• Children Infected with chronic disease, Drug abuse,</li> <li>• Malnourished children</li> <li>• Children in households below poverty threshold</li> <li>• Children with no birth registration</li> </ul>	Community Committees, Positive Deviance/Hearth (PD/Hearth), Integrated WASH and Microfinance	
Increase in primary school	<ul style="list-style-type: none"> <li>• Children actively participate in class</li> </ul>	<ul style="list-style-type: none"> <li>• Children not in school</li> </ul>	Learning Root, Unlock Literacy,	

<p>children who can read with comprehension</p>	<p>and school</p> <ul style="list-style-type: none"> <li>• Children are well-fed in school</li> <li>• School environment is nice and clean</li> <li>• Safe schools</li> <li>• Friendly teachers</li> <li>• Conducive out-of-school learning spaces for children</li> <li>• Children’s ability to learn at home</li> </ul>	<ul style="list-style-type: none"> <li>• Child headed households</li> <li>• Child with disability</li> <li>• No access to basic services</li> <li>• Children affected by Child marriage, child labour and No birth registration</li> </ul>	<p>CVA and S4T.</p>	
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## 4.2 Ministry Funding

The success of the FY21-FY25 Strategy to a large extent hinges on a pragmatic and compelling NO funding strategy. The Office will therefore pursue an aggressive resource mobilization agenda to complement dwindling sponsorship funding. Efforts will be made to boost sponsor interest through effective collaboration with Support Offices (SOs) to attract and retain more child sponsors especially through the new Partnership’s “Chosen” model. This new funding approach aligns with “Our Promise’ Strategic Imperative 4 - Delivering high quality sustainable funding by changing from a funding mix that no longer serves us well to raising the right funds from the right donors for the right programmes in the right places. The FY21-FY25 Ministry Funding Perspective will prioritize the following funding objectives:

## 2. MINISTRY FUNDING PERSPECTIVE

### 2.1 Diversity NO Funding Mix

Key Performance Indicator: [Proportion of National Office funding mix from Grants, PNS and Others]

#### Strategic Initiatives:

- 2.1.1 **Increase the proportion of grants vis-a-vis PNS and sponsorship:** WVG will intensify grant acquisition from existing and proposed public donors identified in Appendix 4.
- 2.1.2 **Increase the PNS proportion vis-a-vis sponsorship funding:** WVG will leverage on the high commitment of its SO’s in growing additional funding from PNS opportunities. WVG will continue to communicate results and support the SOs information needs for donor/sponsor engagements.
- 2.1.3 **Initiate a NO local fundraising drive:**

WVG will pursue local fundraising from the following sources with support from GC and WARO providing appropriate infrastructure and capacity.

  - a. Partner with the Christian population and leverage on increased interest of Churches in social interventions for joint project design and implementation.
  - b. Partner with Individual Philanthropists and Brand Ambassadors including entertainment and sports personalities, traditional, former RCs in leadership positions in fundraising campaigns to address issues of CWB in programme areas.
  - c. Engage Corporates such as the telecommunication and financial services providers, mining and manufacturing industries and pursue Private-Public-Partnerships through the

development of suitable sponsorship packages.

d. Roll-out innovative local fundraising events<sup>17</sup> to encourage individuals, and groups to contribute generously towards supporting the wellbeing of children in vulnerable contexts.

e. Roll-out staff fundraising initiatives for possible voluntary donations in support of the Office's fundraising efforts for the NO.

2.1.4 **Continuously implement and update National Fundraising Strategy:** The NO Grant Acquisition and Management Strategic Plan will be implemented and updated regularly to reflect the donor landscape and funding expectations.

2.1.5 **Effective implementation of NO Sponsorship Improvement Plan to enable sponsorship stability:** The NO will ensure effective delivery on its child sponsorship deliverables while updating the National Sponsorship Improvement Plan regularly to reflect key learnings over the years, maintain Green Ratings to maintain sponsorship stability.

## 2.2 [Strengthen Capacity for Resource Mobilisation and Donor Engagement]

**Key Performance Indicator:** [% of staff whose capacity are built in resource mobilisation]

### Strategic Initiatives:

2.2.1 **Strengthen the Structure of RAM Unit:** The structure of Resource Acquisition and Management (RAM) unit will be strengthened in order to position the Office to pursue its resource mobilization agenda. A marketing and communications function will be needed to drive the strategy and actions towards local resource mobilisation and enhance visibility of WVG's corporate identity. WVG's relationship building efforts will be enhanced through collaboration with key functions such as communications unit in liaising with the donor community, following-up on grant proposals and ensuring maximum visibility on media platforms.

2.2.2 **Improved staff capacity in proposal development:** Technical and field staff will receive periodic training in grant proposal and concept notes development to build their capacity for acquisition. Technical experts' capacities will be built in communicating results on best practices and innovations.

2.2.3 **Improved capacity of RAM Team:** The capacity of the RAM team and other key staff including Technical Leads will be strengthened to adapt to emerging trends in donor landscape. Improved capacity will put the NO in a more favourable position to increase its success rate for grant proposals.

## 2.3 [Increase strategic engagements and repositioning for donor funding]

**Key Performance Indicator:** [Number of strategic engagements that lead to long-term partnerships with prospective and existing donors] and or repeat funding from existing donors}.

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<sup>17</sup> For instance "donation boxes" can be placed at public places of interest for fundraising.

**Strategic Initiatives:**

- 2.3.1 **Improved Donor engagement:** The NO will increase donor engagements and pursue relationship building with prospective donors and sponsors including government, development partners and corporate institutions. There will be increased follow-ups to strengthen relationship with existing and potential donors.
- 2.3.2 **Improved stakeholder collaborations:** Collaboration with other like-minded CSOs and academic institutions such as universities and research institutions, media and other Civil Society Organizations (CSOs) will be strengthened particularly with the aim of positioning WVG for consortia grant opportunities and leveraging on synergies for efficient planning and implementation of grant projects.
- 2.3.3 **Integrated External Engagement plan:** Staff will be oriented on external engagement protocols and guidelines. The existing external engagement plan will be updated to reflect the changing landscape and ensure its effectiveness in contributing to the NOs fundraising plans and maintain leadership's management of the plan.
- 2.3.4 **New Government initiatives and social interventions:** WVG will position itself for funding opportunities to implement social interventions being rolled-out by the Government. These include livelihood-related interventions and the Government's plan/model to deliver social interventions through the Christian Community.

**4.3 Operational Excellence**

Recognizing that effective operational excellence strategies are key to achieving the Strategic objective and making a greater impact at the local, national, regional and international levels, WVG would build its established partnership to upscale its work. Key important areas/domains were identified which will contribute towards the organizational excellence required to reach our joint goal to improve the well-being of children in Ghana. Below the priority areas and results the NO will pursue in the coming years.

**3. OPERATIONAL EXCELLENCE PERSPECTIVE****3.1 Promote a culture of knowledge management, learning and accountability****Key Performance Indicators:**

- Increase accountability of programmes on evidence, process and results
- Operationalize a MEARL (Monitoring, Evaluation, Accountability, Research and Learning) plan

**Strategic Initiatives:**

- Increase accountability of programmes on evidence, process and results;
- Operationalize a MEARL (Monitoring, Evaluation, Accountability, Research and Learning) plan
- Increase knowledge management, sharing and learning culture to ensure the dissemination and use of knowledge assets;
- Strengthen the capacity of KM
- Build staff and partner capacity on effective documentation, and data management

### 3.2 Enhance Visibility and Branding

**Key performance indicator:** {Increased public perception on World Vision Ghana Operations}

**Strategic initiatives:**

- Develop and operationalize Organizational Communication Plan for effective communication to donors and sponsors
- Develop and operationalize a Plan for WVG donor engagements: Relevant knowledge assets include annual reports, project reports, documentaries, evaluations, research papers, brochures, leaflets and fact sheets will be developed for use during strategic engagements with donors and partners.
- Strengthen communication and branding structures for improved messages and products: content-appropriate messages will be developed and shared on media platforms including social media to showcase WVG's impact and visibility to donors
- Corporate branding and identity: Staff will be oriented on effective communications skills for external engagements.
- Build strong public awareness and create an understanding of WVG's quality of work among WVG stakeholders;

### 3.3 Strategic Objective: Broaden and Strengthen Partnering Engagement

**Key performance indicator:** {Number of national and regional and local level engagement conducted and sustained} and Number of new partnerships with private sector established}

**Strategic Initiatives:**

- Intensify collaboration with Faith-Based Organisations at national, regional and local levels
- Contribute to building the capacities of partners for effective program implementation;
- Collaborate with more like-minded organization at the national, regional, and local levels for effective partnership;
- Explore and join consortiums and multi-stakeholder partnerships;
- Intensify and sustain collaboration with Government Ministries to influence child-focused policies and laws

### 3.4 Optimise Advocacy for broader impact

**Key performance indicator:** {Number of Government child-focused policies influenced}

**Strategic Initiatives:**

- Specify a maximum of three areas to focus on in national level advocacy
- Conduct Capacity building for technical managers on advocacy
- Explore faith-based consortia for broader advocacy for CWB : this will empower faith leaders to work with stakeholders in legislation to champion child rights.
- Intensify external engagement at the regional and national levels
- Strengthen community-level advocacy and its linkages to national level advocacy for CWB; and
- Establish an effective feedback mechanism for national/regional and local engagements to hold WVG accountable

#### 4.4 People, Learning & Growth

In the FY 21-25 Strategy, WVG will continue to align to the partnership's People and Culture Strategy – LEADER (Leadership depth, Engaged employees, Accountability, Depth of talents and Execution with Rigor) to guide the P&C framework to deliver on the country's strategy. This will ensure effective and efficient use of human talent to accomplish the strategic objectives. This calls for staff engagements, talent management, effective partnering for performance management, capacity building, total staff motivation and rewards; and good staff well-being initiatives.

By way of culture, WVG will use Our Promise Mind-sets & Behaviors (Unity and trust, Wise stewardship, Looking outward and Timely truth telling with love) and Core Competency Framework (CCF) to build an enabling culture for strategy realization. Gender parity will be pursued at all levels; and Staff Enhancement Day (SED) strengthened to create a culture of accountability, performance improvement and ongoing feedback mechanism. Staff will also be recognized based on performance and rewarded. WVG will continue to refresh and utilize the succession plan with clear mapping of key roles and potential successors.

Staff capacity building and continuous skill development will be used to deliver the Strategy with reference to the Integrated Competency Development Framework (ICD). The ICD will shape WVG Leadership development initiatives, hiring practices, capacity building and talent management efforts among others. WVG will develop capacities to attract, develop, motivate and retain best talents.

### 4. PEOPLE, LEARNING & GROWTH PERSPECTIVE

#### 4.1 Improved staff wellbeing to support the realization of NO strategy

**Key Performance Indicators:** {% improvement in staff care ratings for WVG}

**Strategic Initiatives:**

- Institute periodic sessions on staff care for all staff at all levels of the organization.
- Initiate proactive monitoring of staff behaviour and increase number of peer support team members
- Continue to build on innovative ways for total staff rewards
- Intentional Leave Management schedule

#### 4.2 Improved staff capacity and organizational culture to deliver on Strategy

**Key Performance Indicators:** {% of staff who report an environment of openness and trust in the organisation and % of programme managers whose capacity is built in people management} and {% of staff who report having opportunity to develop skills and capacity}

**Strategic Initiatives:**

- Develop strategies that attract, develop, motivate and retain high performing staff, especially female staff
- Build capacity of line managers in people management
- Roll out staff capacity building plans in their areas of expertise using the 70, 20, 10 rule.



- Intensify Staff Enhancement Programme to create a culture of accountability, performance and ongoing feedback mechanism.
- Enhance knowledge sharing using lessons from Our Promise Conversations to establish favourable mindsets and behaviours to build an enabling culture for strategy realization.
- Institute telecommuting approach to work (at least for certain roles and locations)

## 5. STRATEGY MAP

The WVG Strategy Map, based on the four perspectives from the global Strategy Scorecard: *Ministry Impact (MI)*, *Ministry Funding (MF)*, *Operational Excellence (OE)*, and *People, Learning & Growth (PLG)* is below:

**By 2025, World Vision Ghana would have reached 3.3 million vulnerable children through Empowered and Resilient communities with special focus on most vulnerable children**

**Ministry Impact**

**Increase in children who have positive and peaceful relationship in their families and communities**

**Increase in children protected from infection and disease**

**Increase in primary school children who can read**

**Ministry Funding**

**Diversify NO funding mix**

**Strengthen capacity for resource mobilization and donor engagement**

**Increase strategic engagements and prepositioning for donor funding**

**Operational Excellence**

**Enhance Visibility and Branding**

**Promote a culture of knowledge management, learning and accountability**

**Optimize advocacy for broader impact**

**Broaden and Strengthen partnering Engagement**

**People, Learning & Growth**

**Improved staff wellbeing to support the realization of NO strategy**

**Improved staff capacity and organizational culture to deliver on Strategy**

## 6. CRITICAL CONSIDERATIONS

### 6.1 Focusing our Ministry for Greater Impact

World Vision Ghana (WVG) together with its partners in the past years worked towards the sustained well-being of children especially the most vulnerable. In Ghana, a number of obstacles/ issues affect the sustained wellbeing of children. The largest barriers of sustained wellbeing in Ghana are urbanisation, disaster, conflict, climate change among others.

Most communities in Ghana are becoming more urbanised day-by-day. Urban areas unlike the rural areas normally face a number of socio-economic issues such as homelessness and expanding squatter settlements, inadequate services and infrastructure, poor health and educational services and high levels of pollution. WVG programme interventions for the past years took place in the rural areas thereby focusing less on urban areas meanwhile there is high urban slums coupled with a number of socio-economic issues that hinder sustained wellbeing where the populations are high. Most of the rural communities where WVG operates are becoming more urbanised thereby making it difficult for the implementation of some models and approaches such as Community Led Total Sanitation (CLTS) among others. In spite of this, WVG will adopt and integrate urban programming approaches to reach out to the most vulnerable children using the citywide self-sustaining model where the various CPMs approaches such as CLTS, Community Based Disaster Risk among others would be assessed and modified to fit the urban context.

Ghana has made major strides in reducing poverty but the effects of the occurring disasters various parts of the country keep worsening the case of the people within such areas. Among the key disasters that affects the sustained wellbeing of children and their families include Hydro-meteorological disasters (Flood, Windstorm, Rainstorm), Pest and Insect Infestation disasters (Armyworm, Anthrax, Blackfly, Locust, Larger Grain Borer etc), Fires and Lightning disasters (Bush/ Wild fires, Domestic and Industrial fires), Disease Epidemics disasters (Cholera, Yellow Fever, Cerebro -Spinal Meningitis) among others. Also, the annual spillage of the Bage Power dam negatively affects children and families in the northern part of Ghana as most homes are flooded, farms and properties are destroyed. WVG will implement a number of interventions using the CPMs and approaches such as Savings for Transformation (S4T), FMNR, Community Based Disaster Risk, Building Secure Livelihoods among others to help communities to prepare, prevent and restore using the 'mix' approach.

Although Ghana is rated 'YELLOW' in terms of security, there is a high risk as the country is surrounded by high-risk countries such as Burkina Faso and Mali among others where there are conflicts. Conflicts in some parts of Ghana such as Chereponi, Bawku, Keri among others also affects the sustained wellbeing of children and their families as they their liberty and freedom is jeopardise. During the FY 21-25 strategy period, WVG will use Celebrating Families Curriculum, Channels of Hope, and Citizen Voice and Action project models to promote peace coexistence in such areas as well as Child Protection and Advocacy. WVG will continue to partner the various institutions such as faith and traditional communities to deal with the issues.

Moreover, WVG would work with the local communities to promote ownership, accountability towards transformed relations through effective collaboration for sustained change. The various technical programmes selected and adaptation will ensure RCs participate and benefit from the various intervention using the Sponsorship Minimum Programming Standards. Local and national advocacy within project and across APs would be enhanced towards policy change while children spiritual nurturing is promoted to promote peaceful relation between children and their communities.

## 6.2 Collaborating and Advocating for Broader Impact

WVG collaborates and advocates with governments, civil society, faith partners, peer organisations and the private sector to promote the sustained well-being of children, especially the most vulnerable. To promote societal and policy changes that support the rights of vulnerable children, WVG will contribute to SDGs 5 (Gender equality), 16 (Peace & Justice) and 17 (Partnership for the goals). For the FY 21-25 Strategy to achieve its desired impact, WVG will collaborate and advocate more for broader impact as trumpeted by Strategic Imperative 3 of Our Promise.

In 2017, World Vision International launched its 2017-2021 'It Takes A World to End Violence Against Children's Campaign'. The Campaign framework provides a clear guidance on reaching World Vision International campaign goal 'Positively impact the lives of hundreds of millions of the most vulnerable boys and girls by 2021, by making a significant contribution towards ending violence against children in alignment with the SDGs'. In that regard, WVG also launched its 5-year (2017 – 2021) Campaign; 'End Child Marriage Now! It Takes Us All' aimed at 'Contributing to a sustained well-being of children in Ghana by 50% reduction in child marriage by 2021'. The Campaign was rolled out across all WVG APs towards ending child marriage in Ghana in line with the National Strategic Framework of Ending Child Marriage in Ghana by 2030. WVG will achieve this by mobilise communities in changing their attitudes, raise awareness and drive courageous and effective action; strengthen prevention, response and restorative measures to address child marriage; increase long-term targeted funding and ensure greater accountability for the implementation of existing and new commitments to end child marriage. The Campaign therefore provides a clear vision and direction on an integrated approach across all sectors to end child.

WVG will continue to leverage on the Campaign gains going into the FY21-25 Strategy to influence various stakeholders from children to policymakers at different levels to reach the most vulnerable children. WVG will continue to leverage on the multi-stakeholder SDG platform at national and state level to achieve the rights of children. Communities will be educated and mobilize citizen's engagement for implementation and monitoring. Communities will also be empowered to lobby and amplify children's voices. WVG will continue to engage and contribute to the Civil Society Organisation (CSO) Platform on SDGs that brings together civil society groups in Ghana to plan, strategize and coordinate initiatives for the achievement of the SDGs.

Also, in terms of policy influence and implementation, WVG will continue to partner with government, CSOs, faith and community actors at national, regional and district (local) levels to popularise public policies and legislations for children and communities. WVG will continue to use local level advocacy to empower communities for social accountability, transparency, change in policy implementation and good governance that impact the wellbeing of children. This will be done through Citizen Voice and Action (CVA) model to facilitate dialogue between communities and government for improved service delivery. In addition, Community Child Protection systems and structures will be strengthened to improve knowledge and usage of services and mechanisms to receive and respond to reports of abuse, neglect, exploitation or violence against children.

## 6.3 Living out our Christian Faith and Calling

WVG operates in communities that are deeply rooted in various forms of faiths. As an organization with Christ at the center, prayer and discernment remain the most powerful tools for social action.

Acknowledging the presence of diverse faiths as revealed from the NO landscape assessment, WVG within the FY 21-25 strategy period will consistently listen to God and deliver the will of God to the most vulnerable. From the landscape assessment, WVG and partners acknowledge there exist beliefs, spiritualities, values, practices and religious doctrines that affect the wellbeing of children. Using F&D models, approaches, guidance and other documents which serve as a strength, WVG will leverage on the SI5 RLP's Action Plan to partner with Faith communities to tackle root causes of vulnerabilities that emanate from the spiritual, faith, beliefs, and cultural issues. Key among the models will be Celebrating Families Curriculum (CFC), Channels of Hope (CoH) and Empowered World View (EWV) as well as the Spiritual Nurturing of Children (SNC) Framework.

WVG is known by communities for tolerance of other faiths, cultures and service to the most vulnerable children independent of religious background. Staff preparedness to share knowledge regarding poverty, vulnerability and injustice, from the children's perspective also represent a key strength as revealed from the SI5 RLP's Action Plan. As such, WVG within this strategy period will focus on building the capacity of staff and leadership on how to live out the Christian faith and calling with boldness and humility. This will be done using training, mentoring and guidance. With limited publicity of WVG's identity outside working communities, our Christian identity and outcomes will be communicated in messaging to partners, donors, and other audiences.

For F&D intentionality and not as an afterthought issue, proven and evidence based models will be scaled up for integration of Faith into ministry practices. In all project/programme assessments and designs within the strategy, Spiritual Landscape Assessment (SLA) will be a key component in order to have clearer understanding of Faith issues. At all levels, guidance on how to integrate Faith into various technical programmes will be developed and implemented. As an organization with a core value, "We are Responsive", WVG will build the capacity of staff on F&D programming in Disaster Management (DM) and support the implementation of fragile context programming models. Focus will be on articulating how technical programmes will include the church, other Faith communities, and Faith partnerships/leaders to change social norms for improved child wellbeing. As part of the partnership, Faith leaders/partnerships will be exposed to WV tools that make partnerships work and seek improved services. Identification of missional significance and ensuring the manifestation of WVG's ethos will serve as the driving force for all WVG interventions. This in itself will ensure renewed commitment of faith in God and service to His Kingdom.

## I. STRATEGY ANNEXES

### ANNEX I – PATHWAY OF CHANGE DIAGRAMS

**CWB Objective 1: Children have positive and peaceful relationships within their families and communities.**

**Root Cause Analysis:**  RCA\_Children with negative relationshi

**Pathway of Change:**  PoC\_WVG -CWB  
Obj.2\_Children have

**CWB Objective 2: Increase in children protection from infection and disease**

**Root Cause Analysis:**  RCA\_Infection and disease.xlsx

**Pathway of Change:**  PoC\_WVG.Children protected from infec

**CWB Objective 3: Increase in primary school children who can read**

**Root Cause Analysis:**  RCA\_Children's inability to read.xlsx

**Pathway of Change:**  PoC\_  
CWB\_Obj.7\_Childrer

## ANNEX 2 – STRATEGY SCORECARD

The WVG National Office Strategy Scorecard provides the high level indicators under Ministry Impact, Operational Excellence, People learning and Growth that will be used to strategic measurement to assess progress and performance. It provides the trends of targets and achievements from FY17 to FY19. Targets for the strategy period (FY21 – FY25) would be provided subsequently.

### Strategy Scorecard:



Strategy Scorecard  
FY19 \_ 12.11.2019.doc

## ANNEX 3 – OTHER DETAILS

### Appendix 1: Expanded Child Wellbeing Issues



Expanded Child  
Wellbeing Issues.doc

### Appendix 2: Key Child Well-being Issues and Key Stakeholders



Key Child  
Wellbeing Issues an

### Appendix 3: Key Stakeholders and their Roles in Addressing Key Child Wellbeing Issues



Key Stakeholders  
and their Roles in A

### Appendix 4: Overview of World Vision Ghana's Existing and Target Donors



Microsoft Word  
Document

### Appendix 5: Our Voice Survey Results – Areas to Strengthen



OVS Results.docx

### Appendix 6: Process for determining reach numbers for FY21-25 Strategy





Appendix- Process  
for determining reac

### Appendix 7: WVG Strategy Map



Strategy Map  
PPT.pptx

### Appendix 8: Full landscape report for FY21-25 Strategy



Landscape%20repo  
rt%20for%20FY21-25

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