

YOUTH AND WOMEN EMPOWERMENT

ODUMASE KROBO

**FIVE YEAR STRATEGIC PLAN
(2008 -2012)**

JANUARY 2008

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II LIST OF ABBREVIATIONS

ABC	Abstinence, Faithfulness and Condom use
AIDS	Acquired Immune Deficiency Syndrome
ARV	Anti-Retroviral drugs
CBOs	Community Based Organisation
CHRAJ	Commission for Human Rights and Administrative Justice
CRS	Catholic Relief Services
DAs	District Assemblies
DFID	Department for International Development (UK)
EC	European Commission
FSD	Forestry Services Department
HIV	Human Immune-Deficiency Virus
IMR	Infant Mortality Rate
MOE	Ministry of Education
MOFA	Ministry of Food and Agriculture
MOH	Ministry of Health
MMR	Maternal Mortality Rate
N/A	Not Available
NCCE	National Commission for Civic Education
NHIS	National Health Insurance Scheme
PLHIV	People Living with HIV/AIDS
REFLECT	Regenerated Frereian Literacy through Community Empowerment Techniques
TBAs	Traditional Birth Attendants
WATSAN	Water and Sanitation
YOWE	Youth and Women Empowerment Organisation

1.0 INTRODUCTION

The Youth and Women Empowerment (YOWE) organisation is a youth and women focused entity committed to the process of building the capacities of youth and women groups to be able to work towards reducing their poverty, addressing and challenging the basic factors that make them poor and working towards a society in which the poor and marginalized can operate freely. It is currently operating in the Yilo Krobo and Manya Krobo districts of the eastern region of Ghana.

YOWE has grown in size from a relatively two core staff working in a small one office to about six staff in a more spacious office environment well equipped to service the needs of the organisation, however, there has not been concurrent growth in the institutional structures and systems required to place it in a strong position to be able to compete and sustain itself in the emerging paradigms of the Ghanaian civil society environment.

This strategic plan which covers five years (2008 -2012) is the first by YOWE and is intended to assist provide some direction to the organisation to enable it undertake critical planning, monitoring and evaluation in a more systematic manner. The strategic plan emerged at a three day workshop (November 14th to 16th, 2007) in Odumase-Krobo and involved YOWE staff, funders and local partners (both government and non government). This document which also serves as the report for the three-day workshop documents the key outcomes of the workshop with the participants providing the inputs.

1.2 Core district development Indicators

Indicator	Manya district	Yilo district ¹	Ghana
Size	1,376kmsq	805kmsq	230.020kmsq
Population (2002)	160,873	101,165	20,467,747
Sex ratio (females per 100 males)	51%(F), 49%(M)	51.4% (F), 48.6% (M)	1.05
Population < 15 years (2000)	57,593	39,525	43%
Population > 65 years (2003)	6,917	6,120	3%
Population below income line \$1/day	N/A	N/A	39.5%
Adult literacy rate (% age 15 and above) 2003	51.2%	52.6%	54.1%
Male literacy rate	67.4%	67.3%%	62.9%
Female literacy rate	37.4%	39.5%	45.7%
Infant mortality ratio (IMR) (per 1000 live births) 2003	0.3%	N/A	72.7 (bottom quintile) and 26 (top quintile)
Maternal mortality ratio (MMR) (per 1000 live births) 2003	4.1/1,000	N/A	138.8 (bottom quintile) and 52.2 (top quintile)
Life expectancy at birth (2002-2005)	N/A	N/A	56.1
Male life expectancy at birth	N/A	N/A	55.04
Female life expectancy at birth	N/A	N/A	56.9
Life expectancy estimated level without HIV/AIDs (1995-2002)	52.0	N/A	60
People living with HIV/AIDs (% age 15-49) 2003	8.4%	N/A	3.1 (1.9-5.0)
Doctors per 1000 people	1:18,214	N/A	6
Net enrolment in primary schools (2000)	75.3%	83%	76.6%
Net enrolment in secondary schools (2000)	32.0%	40%	35.1%
Population accessing/using improved water sources (%) (2002)	72.1%	54.5%	79
Population accessing/using improved sanitation facilities (%) (2002)	58.5%	40.4%	58

¹ Yilo Krobo district currently has neither a hospital nor a clinic hence health related information are not available. The figures for Manya Krobo can be applied to the district.

2.0 VISION

An empowered society of equal opportunities that guarantees improved living standards of the poor and vulnerable groups and establishes for them the mechanisms for the enjoyment of the blessings of human rights and freedoms.

3.0 MISSION

To support empowerment of vulnerable groups to improve quality of life through community initiatives that support adult learning mechanisms, promote human rights and citizenship, engage with duty bearers and strengthen Community Based Organizations for improved livelihoods.

To develop an effective and efficient organization capable of mobilizing resources and networking with others by motivating and providing learning opportunities for all stakeholders

4.0 CORE VALUES AND STANDARDS

The core values and standards provide the guiding principles upon which YOWE will operate; they constitute the basic ethical and moral issues that will lead YOWE to achieve its mission and vision.

4.1 PROFESSIONALISM

YOWE is committed to professionalism, good institutional governance, respect for others views, effective team work and learning for all. It will seek to maintain acceptable behavior in the delivery of services to all stakeholders.

4.2 TRANSPARANCY

YOWE is accountable to all stakeholders with transparent financial and administrative management, ethical fundraising practice and non tolerance of corruption. It shall run an open and clean organisation with respect to core organizational ethos.

4.3 NON DISCRIMINATION

The organisation will ensure that fairness and equality be incorporated into issues related to gender, tribalism and religions and that no one shall be discriminated upon on the basis of gender, ethnicity, physical disability or religious orientation.

4.4 PARTNERSHIP

YOWE will network and collaborate with other organizations that are committed to working with vulnerable groups and share in its vision and core values in areas of funding, training, monitoring and evaluation of development programmes.

4.5 GRASSROOTS COMMITMENT

Upholding grassroots initiatives and working with local population and structures will continue to be the main focus of YOWE. The organisation will therefore remain rural in most of its dispensations and will prioritize the rural communities in all its dealings.

5.0 STAKEHOLDER ASSESSMENT/ANALYSIS

Stakeholder	What they need	What they have
Government Agencies	<ul style="list-style-type: none"> • Funds • Human Resource • Material Resource • Security • Community Structures • Baseline Information 	<ul style="list-style-type: none"> • Effective Staff & skills • Basic equipment • Knowledge and power • Networks and alliances • Sticking to core values
YOWE Human Resource Partners	<ul style="list-style-type: none"> • Expertise • Information • Resources 	<ul style="list-style-type: none"> • Information • Skills • Resources • Motivation
NGO Partners	<ul style="list-style-type: none"> • Fundraising assistance • Funding • Expertise in disability & HIV & AIDS issues • Training Resources • Management advice • Learning opportunities • Wider networks and contacts 	<ul style="list-style-type: none"> • Basic skills • Quality & punctual Reports • Good financial management • Local ownership and direction for YOWE • Commitment to core & shared values • Education, learning & advocacy inputs • Awareness of disability right • Local project partnerships
Community Level	<ul style="list-style-type: none"> • Material resources • Knowledge • Information • Skills • Respect and recognition • Transparency and Loyalty • Involvement 	<ul style="list-style-type: none"> • Material Resources • Authority and power • Knowledge {Indigenous} • Vital Information

5.1 POTENTIAL STAKEHOLDERS

The organisation currently collaborates with a number of partners from funders at international levels to community groups. YOWE also believes strongly that in order to help meet the aspirations of the vision and mission, it will have to widen its collaborative networks to be able to feed into and from other partners. Some of the existing and potential partners who constitute the stakeholders to the successful execution of the tasks of this strategic plan include, but not limited to the following:

CATEGORY	PARTNERS
GOVERNMENT AGENCIES {MDAS}	District Assembly
	MOFA
	MOH
	MOE & Non Formal
	CHRAJ
	The Police Service
	Social Welfare
NGO PARTNERS	Village AiD
	Send Foundation of West Africa
	Pamoja Ghana
	Society for Physical Challenged
	Association of PLHIV
COMMUNITY LEVEL PARTNERS	CBOs
	Learning Circles
	Traditional authorities
	Decentralized Structures
	Beneficiary groups
YOWE HUMAN RESOURCES PARTNERS	Board of Directors
	Staff
	Facilitators
	Volunteers

6.0 PROGRAMMES AND STRATEGIES

6.1.0 COMMUNITY LITERACY AND HEALTH PROGRAMME

This programme is geared towards promoting literacy and learning among adult population as a means of strengthening empowerment. The programme will promote the health of people especially encourage preventive health as a strategy of reducing vulnerability among the local people

6.1.1 Objectives

- To ensure that adults within the operational area of YOWE have access to basic literacy and numeracy to become functionally effective in their daily dealings
- Stakeholders of YOWE have access to information on preventable health and that they take steps to live lives that are free of diseases and ill-health.
- HIV and AIDS menace is completely reduced to acceptable levels and that government health policies and programmes on HIV and AIDS favour the poor and marginalized.

Projects

6.1.2 Adult Literacy project

This involves establishing and running effective learning circles in all project communities using REFLECT methodology to build upon existing knowledge. It includes using local resources and initiative to drive development process and bring it closer to the people.

6.1.3 Activities

- Establishment of REFLECT circles and committees
- Institutionalization of monthly and quarterly review meetings with facilitators and partners
- Monitoring and evaluation
- Action point implementation

6.1.4 HIV and AIDS prevention and support project

This contains practical education and prevention measures and inputs targeting the youth to reduce the prevalence rate of HIV and AIDS. It also incorporates sustainable support for PLHIV to access ARV and improved nutrition while working with state agents to ensure that good policies are made for PLHIV and AIDS.

6.1.5. Activities

- Identification of PLHIV groups for possible partnership
- Sex education and promotion of extensive condom use as part of ABC programme
- Training of peer counselors and referral system
- Sustained education on stigmatization and effective care for PLHIV in homes
- Skills training for PLHIV {see livelihood programme}
- Lobbying DAs to release 1% share of common funds for HIV and AIDS work

6.1.7. Health Education and Malaria control Project

This is to develop practical community activities that reduce the spread of mosquitoes, increase health information and improved nutritional intake to promote good health.
{Include water and sanitation}

6.1.7 Activities

- Formation and strengthening of WATSAN committees
- Sustained education on use of treated mosquito net
- Promotion of nutritious locally available food
- Education on dangers of drug abuse
- Establishment of moringa plantations
- Lobby DAs to provide boreholes and sanitation facilities

6.1.8 Safe Motherhood Project

This project will increase women access to reproductive health information and facilities to improve on the ante and post natal care, support and develop women's capacity to access and utilize contraceptives. It will also promote the reproductive rights of women.

6.1.9 Activities

- Education on reproductive health/rights
- Sensitisation of men on maternity
- Promoting women access to NHIS and contraceptives
- Training of TBAs

6.2.0 SUSTAINABLE LIVELIHOOD PROGRAMME

The programme provides alternative sources of income for the poor in the communities and builds skills of local entrepreneurs for effective management of enterprises.

6.2.1 Objectives

- To widen the space for a diversified income generating activities for poor people as a means of increasing income and generating self empowerment for the excluded
- To provide relevant entrepreneurial and managerial skills to local entrepreneurs for capacity development and management of locally driven initiatives that tend to create employment and enhance income.

Projects

6.2.4 Micro credits project

This project seeks to economically empower vulnerable people by giving loan to support income generating activities.

6.2.3 Activities

- Establishment of credit capital
- Training of clients
- Monitoring and evaluation

6.2.5 Enterprise development project

The project will support vulnerable people to diversify their income generating activities and deliver skills that will result in the effective management of local enterprises.

6.2.4 Activities

- Small business development and management training
- Grass cutter rearing
- Snail farming
- Beekeeping
- Mango production

6.2.6 Agricultural Para extension project

This project seeks to improve the skills of farming practices by introducing innovative practices that will increase crop yields in an environmentally sustainable manner.

6.2.6 Activities

- Training in effective application of chemical
- Composting
- Vegetable farming
- Networking with MOFA
- Local extension support
- Demonstration sites

6.3.0 HUMAN RIGHTS AND SOCIAL JUSTICE PROGRAMME

The programme seeks to educate pupils/communities on their rights and the law and to create opportunities for the weak in the society to access justices. It will challenge all forms of social injustices in the society.

6.3.1 Objectives

- To ensure that citizens are well informed about their rights and responsibilities as citizens of Ghana and be able to take measures to claim those rights
- Citizens developed the required mobilisation capacity to be able to challenge social injustices, marginalization and exploitation of all kinds.

Projects

6.3.3 Human rights education project

This project seeks to improve the knowledge of people on their rights and responsibilities as provided for in the 1992 republican constitution of Ghana.

6.3.3 Activities

Sustained education and awareness on following:

- Child spousal rights
- Domestic violence law
- Intestate succession law
- Disability law
- Reproductive rights
- Rights of PLHIV
- Responsibility of duty bearers

6.3.5 Access to justice project

The aim of this of this project is to create awareness for citizens on channels of redress to their human rights problems, promote alternative dispute resolution systems and secure legal aid for them when their rights are abused. Specifically, people would be educated on the activities of CHRAJ, NCCE, Social Welfare, Family Tribunal, the Court system, Police and Child Panels as well as adjudication procedures.

6.3.5 Activities

- Radio talk shows
- Role play, drama, video shows
- Focus group discussions
- Talk and quiz programme
- Community durbars and meetings
- Training workshops
- Formation of human rights clubs
- Floats
- Photo exhibitions
- Publications
- Citizens advice centre

6.4.0 NATURAL RESOURCE CONSERVATION AND MANAGEMENT PROGRAMME

This programme will seek to protect and conserve biodiversity in the communities. It will adopt initiatives that will enable communities to conserve all forms of biodiversity (including water bodies) and manage them in an environmentally sustainable manner.

6.4.1 Objectives

- To protect all natural resources, water bodies and products in the communities to ensure an intergenerational equity in the utilization of natural resources in the communities
- To ensure the restoration of depleted and damaged natural resources (both flora and fauna) to secure their regeneration for posterity.

Projects

6.4.3 Forest management project

This project will seek to preserve the natural fauna and flora and inculcate into farmers the need to manage the natural forest in a sustainable manner

6.4.3 Activities

- Establishment of community nurseries
- Establishment and Training in woodlot management
- Awareness creation on bushfire and bad farming practices
- Formation and training of bushfire volunteers
- Advocacy on forest management
- Networking with MOFA and FSD

6.4.5. Water bodies Protection project

This project will aim at raising awareness on the dangers and threat associated with the destruction of vegetation around river bodies. In addition it will seek to promote tree planting around water sources and empower communities to own and control the preservation of water bodies in their environments.

6.4.5 Activities

- Tree planting around river banks
- Awareness creation on water pollution
- Developing water catchments systems

6.4.7 Soil management and conservation project

This project will aim at educating the farmers on effective management of soil and soil resources to ensure their sustainability in the utilization process.

6.4.7 Activities

- Training in organic farming
- Training in chemical and pesticide management
- Training in the cultivation of cover crops and water management

6.5.0 ORGANIZATIONAL AND INSTITUTIONAL DEVELOPMENT PROGRAMME

This programme will strengthen YOWE and CBOs as independent organizations through resource mobilization and networking with new and existing partners, strengthening governance structures, management processes and investing in organizational assets and staff skills

6.5.1 Objectives

- To ensure that YOWE develop the skills and competencies to raise needed funding and operate as an effective and efficient organisation capable of delivering good services to its clients
- To transform YOWE into a more transparent and accountable organisation in which all stakeholders understand and feeding into the decision making process of the organisation.

Projects

6.5.3 Resource mobilization and partnership development project

This project is for YOWE to develop funding relationships, to secure contracts and extend its network of local and international partners

6.5.3 Activities

- Funding partner research (DFID, EC, CRS, CORDAID, OSIWA, Embassies)
- Project research and proposal development
- Reporting to funders
- YOWE income generating activities *Internet, transport)
- Product marketing for CBOs
- Local partner network development (DAs, Government agencies, Ghana Society for the Physically Challenged, PLHIV groups)

6.5.5 Good governance and human resource development project

This project is to strengthen YOWE's internal decision making to improve the skills of staff and volunteers and to create wider space for the Board operations.

6.5.5 Activities

- Board meetings and development
- Policy development (equal opportunities, disability, child protection)
- Development of job descriptions and contracts
- Staff appraisal
- Staff skills training
- Facilitator motivation
- Health and safety activities (first aid, HIV)
- Personnel administration manual

6.5.7 Financial management and administration project

This project is to improve the financial and administration systems for YOWE, ensuring that all assets and resources are managed accountably.

6.5.7 Activities

- Development of accounting and financial management manual
- Development of a personnel and administrative manual
- Training of staff on the financial and administrative manuals and guidelines
- Implementation of policies of manuals

6.5.9 CBO development project

This project is to develop learning circles into viable CBOs, which can drive local development initiatives according to priorities.

6.5.9 Activities

- Graduation of circles to CBOs
- Management skills training for CBOs
- CBOs income generating project {mango trees, beekeeping grass-cutter, moringa}
- Proposal writing for CBOs
- Engaging with DAs and government service
- Annual plan development

7.0.0 PLAN SCHEDULE AND BUDGET

Programme/ Project/Activities	Budget (GH Cedis)	Implementation Period (Bi Annuals)										Responsibility	
		Year 1		Year 2		Year 3		Year 4		Year 5			
		1	2	1	2	1	2	1	2	1	2		
Community Literacy and Health Programme													
Adult Literacy Project													
Establishment of REFLECT circles and committees	51,000												YOWE STAFF
Institutionalization of monthly and quarterly review meetings with facilitators and partners	15,000												YOWE STAFF
Monitoring and evaluation	12,000												YOWE STAFF
Action point implementation	10,000												YOWE STAFF
SUB TOTAL	88,000												
HIV And AIDS Prevention And Support Project													
Identification of PLHIV groups for possible partner	2,000												YOWE AND AIDS TEAM
Training of peer counselors and referral system	4,000												YOWE AND AIDS TEAM
Sex education and promotion of extensive condom use as part of ABC programme	8,000												YOWE STAFF FACILITATORS PEER EDUCION
Sustained education on stigmatization and effective care for PLHIV in homes	8,000												PEER COUNSELLORS FACILITATOR CBO
Skills training for PLHIV {see livelihood programme}	15,000												YOWE STAFF & MOFA
Lobbying DAs to release 1% share of common funds for HIV	2,000												YOWE STAFF

and AIDS work													
SUB TOTAL	39,000												
Health Education and Malaria Control Project													
Formation and strengthening of WATSAN Committees	3,000												YOWE
Sustained education on use of treated mosquito net	6,000												CBOs & WATSANC
Promotion of nutritious locally available foods	8,000												CBOs & MOH
Education on dangers of drug abuse	6,000												CBOs & MOH
Establishment of moringa plantations	10,000												YOWE STAFF & MOFA
Lobby DAs to provide boreholes and sanitation facilities	3,000												YOWE STAFF
SUB TOTAL	36,000												
Safe Motherhood Project													
Education on reproduction	8,000												MOH
Men in maternity sensitisation	6,000												MOH
Promoting access to NHIS	8,000												CBOs
Training for TBA	15,000												MOH
SUB TOTAL	37,000												
TOTAL PROGRAMME COST	200,000												
Sustainable Livelihood Programme													
Micro Credit Project													
Establishment of credit capital	100,000												YOWE
Training of client	8,000												YOWE
Monitoring and evaluation	10,000												YOWE
SUB TOTAL	118,000												
Enterprise Development Project													
Small business development and management training	7,000												YOWE
Grass cutter rearing	9,000												YOWE
Snail farming	6,000												YOWE

Beekeeping	11,000											YOWE
Mango production	11,000											YOWE
SUB TOTAL	44,000											
Agricultural Para Extension Project												
Training in effective application of chemicals	6,000											YOWE and MOFA
Composting	6,000											YOWE and MOFA
Vegetable farms	5,000											YOWE and MOFA
Networking with MOFA	4,500											YOWE and MOFA
Local extension support	5,500											YOWE and MOFA
Demonstration sites	11,000											YOWE and MOFA
SUB TOTAL	38,000											
TOTAL FOR PROGRAMME	200,000											
Human Rights And Social Justice												
Human rights education project												
Child spousal rights												YOWE & CHRAJ
Domestic violence law												YOWE & POLICE
Intestate succession law												YOWE & CHRAJ
Disability law												YOWE, SOCIAL WELFARE
Individual and the police												YOWE & POLICE
Reproductive rights												YOWE & MOH
Rights of PLHIV												YOWE & CHRAJ YOWE & NCCE
Responsibility of duty bearers												
SUB TOTAL												
Access to justice project												

Citizens advice centre	8,000												YOWE & COLLABORATOR
Role play, drama, video shows	18,000												YOWE & COLLABORATOR
Focus group discussions	4,000												YOWE & COLLABORATOR
Talk and quiz programme													
Community durbars and meetings	20,000												YOWE & COLLABORATOR
Training workshops	8,000												YOWE & COLLABORATOR
Formation of human rights clubs/Talks & Quiz	10,000												YOWE & COLLABORATOR
Floats/Talk	6,000												YOWE
Photo exhibitions	3,000												YOWE & COLLABORATOR
Publications	3,000												YOWE & COLLABORATOR
Radio talk shows	20,000												YOWE & COLLABORATOR
SUB TOTAL													
PROGRAMME TOTAL	106,000												

	(100,000)												
Natural Resource Conservation And Management Programme													
Forest Management Project													
Establishment of community nursery	6,000												YOWE and MOFA
Establishment and training in woodlot management	9,000												YOWE and MOFA
Awareness creation bushfire and bad farming practices	8,000												YOWE and MOFA
Formation and training of bushfire volunteers	9,000												YOWE and MOFA
Advocacy on forest management	15,000												YOWE
Networking with MOFA and FSD	10,000												YOWE
SUB TOTAL	55,000												
Water Bodies Protection Project													
Tree planting around river banks	9,000												YOWE
Awareness creation on water pollution	7,000												YOWE
Developing water catchments systems	5,000												YOWE
SUB TOTAL	21,000												
Soil Management And Conservation Project													
Training in organic farming	9,000												YOWE AND MOFA
Training on chemical and pesticide management	5,000												YOWE AND MOFA
Training on the cultivation of cover crops and water management	10,000												YOWE AND MOFA
SUB TOTAL	24,000												
PROGRAMME TOTAL	100,000												
Organizational And Institutional Development Programme													

Resource Mobilization And Partnership Development Project												
Funding partner research (DFID, EC, CRS, CORDAID, OSIWA, Embassies,)	8,000											YOWE
Project research and proposal development	20,000											YOWE AND VILLAGE AID
Reporting to funders	5,000											YOWE AND VILLAGE AIDS
YOWE income generating activities(*Internet, transport)	10,000											YOWE AND PRIVATE COMPANY
Product marketing for CBOs	4,000											YOWE & CBOs
Local partner network development (DAs, Government agencies, Ghana Society for the Physically Challenged, PLHIV groups	2,000											YOWE & PARTNERS
SUB TOTAL	49,000											
Good Governance And Human Resource Development Project												
Board meetings and development	5,000											YOWE AND BOARD
Policy development (equal opportunities, disability, child protection)	2,000											YOWE AND PARTNERS
Development of job descriptions and contracts	1,000											YOWE AND BOARD
Staff appraisal	2,000											YOWE AND BOARD
Staff skills training	16,000											YOWE
Facilitator motivation	30,000											YOWE AND BOARD
Health and safety activities (first aid, HIV)	2,000											YOWE AND BOARD

