

FY16-FY21 STRATEGY

STRATEGIC GOAL AND OBJECTIVES

CALL AND ASPIRATION (WVG)

WorldVision Ghana is called to partner with the church, other faiths and development organizations, government and donors to bring hope and fulfillment, transformational and holistic development to all children especially the most vulnerable and their families while ensuring organizational and staff well-being.

THE GOAL

By 2021 World Vision Ghana would have contributed to the sustained well-being of 4,555,809 people including children within families and communities, especially the most vulnerable.



Our vision for every child life in all its fullness,
our prayer for every heart the will to make it so.

MINISTRY STRATEGIC OBJECTIVES

In response to the changing landscape, WVG Strength, Weakness, Opportunities, Risk (SWOR) analysis, national development framework Ghana Shared Growth and Development Agenda (GSGDA II), West Africa Region's Strategic focus, Sustainable Development Goals, Child Well-Being Aspirations and Targets, the following ministry strategic objectives would be pursued:

1. All children, especially the most vulnerable and their families, have improved sanitation, hygiene and safe water for consumption, production and processing.

2. All children, especially the most vulnerable and their families, have improved household food security and resilience.

3. All children, especially the most vulnerable children within families and communities, have improved health and nutritional status.

4. All children, especially the most vulnerable have improved quality of primary education leading to improved learning outcomes.

5. All children, especially the most vulnerable, have improved protection and participation through advocacy, programming and partnership.

MINISTRY STRATEGIC OBJECTIVES WITH TARGETS AND INDICATORS



WASH

OBJECTIVE:

All children especially the most vulnerable and their families have improved sanitation, hygiene and safe water for consumption, production and processing.

TARGET BENEFICIARIES:

1,600,000 (782,544 children and 817,456 adults)

SUB-OBJECTIVES:

- All children especially the most vulnerable have improved access to safe water for multiple uses

FOOD SECURITY AND RESILIENCE

- All children, especially the most vulnerable, have improved hygiene practices in households communities and institutions
- All children, especially the most vulnerable, have improved sanitation at household, community and institutional levels
- Communities and partners have capacity to manage and advocate at both local and national levels for improved WASH services

INDICATORS:

- Percentage (%) of children whose household have sufficient drinking water from an improved source
- % of children whose households have access to safe water for livelihood activities
- % of children who regularly wash their hands at critical times
- % of caregivers with appropriate hand-washing behaviour
- % of children whose households use an improved sanitation facility
- % of children who live in Area Development Project (ADP) communities certified Open Defecation Free (ODF)
- % of children in communities with functional Water and Sanitation Management Teams (WSMTs)
- % of functional Citizen Voice Action (CVA) groups
- % of Government of Ghana (GoG) budgetary allocation for WASH

OBJECTIVE:

All children, especially the most vulnerable, and their families, have improved household food security and resilience.

TARGET BENEFICIARIES:

1,400,000 (684,726 children and 715,274 adults)

SUB-OBJECTIVE:

- Improved production and productivity of crops and livestock
- Increased economic opportunities for the youth and women
- All children especially the most vulnerable live in communities with increased resilience to climate change and disaster
- Increased resilience to economic shocks
- All children especially the most vulnerable live in households with improved food utilization

INDICATORS:

- Months of adequate household food provisioning (MAHFP)
- Household food consumption score (FCS)
- Proportion of children with insufficient access to food

- Proportion of women engaged in Local Value Chains Development (LVCD)
- Proportion of youth engaged in LVCD
- Proportion of youth who are employed
- Proportion of youth who rank themselves as thriving on the ladder of life
- Proportion of parents or caregivers who report having access to micro-credit
- Percentage (%) of communities adopting appropriate disaster risk reduction strategies
- Land area protected or rehabilitated
- Proportion of farmers adopting any form of soil and water management practices
- Proportion of women and men whose income sources are improved as a result of participation in Savings Groups
- Proportion of youth whose income sources are improved as a result of participation in Savings Groups
- Household dietary diversity score
- Individual dietary diversity score



HEALTH, NUTRITION HIV & AIDS

OBJECTIVE:

All children, especially the most vulnerable within families and communities, have improved health and nutritional status.

TARGET BENEFICIARIES: 552,754

SUB-OBJECTIVE:

- All children under 5, especially the most vulnerable, have reduced malnutrition
- All children, especially the most vulnerable and mothers, have reduced impact of vaccine preventable diseases, malaria, diarrhoea, pneumonia, cholera and Ebola Virus Disease (EVD)
- All children, especially the most vulnerable and adolescent, have reduced impact of HIV and AIDS
- Influenced policies towards strengthened health system and structures

INDICATORS:

- Percentage (%) of children under 5 stunted
- % of children under 5 underweight
- % of Wasting in children under 5
- % of children under 5 who died due to preventable diseases
- % of children 12-23 months fully immunized

- *Proportion of households where all children under 5 years slept under a long-lasting insecticide-treated net (LLIN) the previous night*
- *% of youth with comprehensive knowledge of HIV and AIDS*
- *% of mothers who access Prevention of Mother to Child Transmission (PMTCT) services*
- *Proportion of women who were offered and accepted counseling and testing for HIV during most recent pregnancy, and received their test results*
- *Level of inter-agency coordination at national, regional and district*
- *% of public health facilities meeting the minimum of the selected policy standard*
- *Number of health policies adopted by government/decision makers for which WV contributed*



EDUCATION

OBJECTIVE:

All children especially the most vulnerable have improved quality of primary education leading to improved learning outcomes.

TARGET BENEFICIARIES: 981,203

SUB-OBJECTIVE:

- *All children especially the most vulnerable have increased reading and maths performance in primary school*
- *All children especially the most vulnerable have increased early childhood care and education*
- *All children especially the most vulnerable live in communities with strengthened participation in education*
- *Increased government accountability to education*

INDICATORS

- *Percentage (%) of children who are able to read with comprehension by primary 3 completion*



- % of children who are able to read with comprehension by primary 6 completion
- % of children who are able to perform basic numeracy operations by primary 3
- Proportion of children able to recognize concepts in print
- Proportion of parents and caregivers who promote reading readiness of children at home
- % of schools with functional school management committees and PTAs
- Proportion of trained community literacy volunteers who regularly and actively support activities that enhance learning outcomes
- Proportion of schools with service standard improvement closer to government policies on child friendly schools
- Number of local government actions resulting from WV community-generated local advocacy recommendations

CHILD PROTECTION

OBJECTIVE:

All children especially the most vulnerable have improved protection and participation through advocacy, programming and partnership

TARGET BENEFICIARIES: 1,957,601

SUB-OBJECTIVE:

- Strengthened capacities to do national and local level advocacy for quality service delivery

- Strengthened existing community structures and systems ensured
- All children especially the most vulnerable have improved environment to thrive

INDICATORS:

- Number of staff who have capacity to implement advocacy
- Number and description of child protection policy, planning or practice changes that have been informed by evidence from civil society
- Percentage (%) of children protected through improved Child Protection (CP) services and service delivery mechanisms
- Proportion of children with birth registration
- Proportion of child marriage < 18 years (%)
- Proportion of children living with disability participating in programmes
- Number of protection laws passed and enforced
- Proportion of government budget for the Ministry of Gender, Children and Social Protection, departments and agencies responsible for child protection



THE ORGANIZATION

2.0 Organizational Effectiveness

OBJECTIVES

To achieve these objectives through effective and efficient use of resources, the strategy will pursue the following strategic objectives to ensure organizational effectiveness;

- 1. Strengthened governance and adherence to partnership standards and internal controls*
- 2. Improved staff and organizational wellbeing*
- 3. Improved organizational resource acquisition and management*
- 4. Strengthened organizational capacity and structures for research, innovation and learning*
- 5. Strengthened Organizational Capacity for improved advocacy and policy influence*

3.0 Operating Models, Technical Approaches, Technical Programmes and Strategic Initiatives

The vehicle of ministry delivery will be through Technical Programmes anchored on the domains of Development Programming Approach, Child Well-Being Aspirations, Child Well-Being Targets and Child Well-Being Outcomes.

WVG, during the strategy period, will transition to the full implementation of Learning through Evaluation with Accountability and Planning (LEAP 3) to align to WVI global partnership standard and also to make measurable contribution to Child Well Being Outcomes (CWBOs) Technical expertise of staff at all levels but especially at the operational levels would be enhanced to implement the approved operating models and approaches. Some adopted operating models and approaches:

- Savings Group (SG),
- Micro Finance Institutions (MFI),
- Farmer Managed Natural Regeneration (FMNR),
- Community Care Coalition (CCC),
- Channels of Hope (CoH) for Mother and Child Health (MCH),
- Sponsorship Tracking Enhancing Programme (STEP),
- Sponsorship In Programming,
- Humanitarian Sphere Standards,
- Coaching for Performance,
- CitizenVoiceAction (CVA),
- Child Protection Advocacy,
- Celebrating Families,
- Participatory Hygiene and Sanitation Transformation (PHAST),
- Community-Led Total Sanitation (CLTS),
- Borehole drilling,
- Rain water harvesting

Strategic Initiatives such as periodic engagement of Parliamentary Select Committees to push for specific Child Well Being (CWB) policy influence at the legislature and the strategic partnership with other organisations to leverage their capacity to execute strategic objectives in areas that WVG is less endowed with capacity.

As part of WVG's Strategic initiatives, World Vision would mobilize stakeholders and the media through public fora and seminars to implement some of the strategic objectives and sub-objectives.

WORLD VISION'S OPERATIONS IN GHANA

4.1 Geographical Location

World Vision Ghana's operations are currently located in the 10 administrative regions of the country. Programmes are structured under 4 main operational bases, namely; Bolgatanga Operational Base that caters for programmes in Upper West, Upper East and some part of Northern region; Savelugu Operational Base that caters for programmes in Northern region, Kumasi Operational Base that caters for programmes in Ashanti and Brong Ahafo regions and fourthly Amasaman Operational Base that caters for programmes in Volta, Eastern and Greater Accra regions.

4.2. Ministry Priorities

World Vision Ghana's programme interventions will focus on:

- *Water, Sanitation and Hygiene*
- *Food Security and Resilience*
- *Health, Nutrition and HIV&AIDS*
- *Primary Education*
- *Child Protection*
- *Spiritual Formation and Nurture*