

Defence for Children International Ghana Section

Strategic Plan 2018 – 2020

1.0 Background and Origin of the Strategic Plan

The development of this Strategic Plan was initiated by staff and Board members of DCI-Ghana at a meeting that was held between the two bodies in 2012. It was observed in that meeting that DCI Ghana has not been able to fully utilise its potentials and occupy the space that it deserves in the child rights advocacy community in Ghana because of lack of strategic direction. As a result, it was agreed that the organisation must urgently look into the possibility of developing a comprehensive but realistic strategic plan that can guide its operations in the next three years. In addition to having a strategic direction, it was believed that a strategic plan could lead to the following:

- Better programme/project development and implementation
- Improved internal monitoring and governance
- Attract external support towards the organisation
- Ensure common understanding among staff, the Board, partners and target groups about the programme direction of the organisation

This Strategic plan was developed by staff, volunteers and partners from Government institutions and the community. The directors of both DCI Sierra Leone and DCI Liberia were also invited to share their experiences in working on child rights and protection projects in their various countries. The development of this Strategic plan was made possible through financial support from DCI/ECPAT Netherlands, courtesy of the Girl Power project, which DCI Ghana and the DCI sections mentioned earlier are implementing.

1.1 Identity of DCI Ghana

Defence for Children International is an independent non-governmental organization and a global movement for children's rights. It has been promoting and protecting children's rights on a global, regional, national and local level for over 30 years. Defence for Children International is represented through its national sections and associated members in 47 countries worldwide, with an International Secretariat based in Geneva, Switzerland. DCI was one of the drafters of the UNCRC and has a consultative status with the UN ECOSOC.

Defence for Children International Ghana is the national section of DCI in Ghana. It became a DCI section in 1997 during the International General Assembly of DCI held in Dakar. It is officially registered and active in Ghana since 1996. DCI-Ghana's head office is currently in Kumasi with a branch office in Obuasi.

The organisation has a team of 9 staff and 4 volunteers. Its General Assembly is composed of 34 people with different expertise in the field of human rights, international cooperation, social activism and militancy.

Defence for Children Ghana operates in Ghana for and with children carrying out initiatives for the 'protection' and promotion of rights in the following areas:

- Juvenile Justice
- Child Protection with specific programmes on girls and young women
- Sexual Gender Based Violence and other forms of child abuse
- Child Labour and Child Trafficking

1.2 Aim

To promote and protect the rights of children as enshrined in the UN Convention on the rights of the child and the Ghanaian laws that concern children

1.3 Objectives

- To influence the development, enforcement and implementation of policies that protect the rights of children
- To foster sustainable cooperation and solidarity with government, UN and other agencies on children's rights
- To sensitise the public on the rights of the child
- To highlight child rights violations at national and international level in order to promote accountability and access to justice for the victims
- To facilitate the rehabilitation and reintegration of children from prisons, child victims of abuse and other vulnerable children

1.4 Vision

A Ghana where children's rights are fully known and respected by all

1.5 Mission

DCI Ghana operates to defend the rights of the child by advocating for and disseminating policies that protect the rights of children, building the capacities of child protection institutions and structures at national, district and community levels as well as empowering children for their self protection and overall development

1.6 Values

- We are professional
- We are sensitive to child rights issues
- We treat all child related cases with confidentiality and equality
- We are concerned with the welfare and protection of all children

2.0 Situational analysis of children in Ghana and the Ashanti region

Ghana has a population of about 22 million people and a very large part of it is young, with an estimated 54% of the population below the age of 18¹. According to UNICEF, this implies a huge responsibility on the part of government when it comes to the rights of children. Ashanti Region is the third largest of the 10 administrative regions in Ghana, occupying about 10.2 per cent of the total land area of Ghana. It is estimated to be the most populated region with a population of 3,612,950 in 2000, accounting for 19.1 per cent of Ghana's total population. The Ashanti region also harbours the capital city of Kumasi and the region is divided into 27 districts.

Kumasi is located in the central part of Ghana with population of 1,170,270 and an annual growth rate of 5.47%². It was however projected to 1,610,867 in 2006 and was further been projected to be 1,889,934 by 2009. It is predominantly business city partly due to its strategic central location with central transportation terminal in the country.

Following the adoption of the United Nations Convention on the Rights of the Child in 1989, the republic of Ghana became the first country to ratify the Convention. Since ratification, Ghana has made tremendous progress in promoting child rights programmes and overall development of the country. There is great improvement in economic growth, political stability and democratic governance and has set the stage for realising the ambition of reaching middle-income status by 2020³. Today Ghana is one of the countries that has some of the most progressive policies and legislation in Africa in place to realise children and women's rights.

According to UNICEF, Ghana is on track to meet the Millennium Development Goal (MDG) targets of halving poverty and reaching 80 per cent coverage for safe drinking water by 2015. Net primary school enrolment is among the highest on the continent at 89 per cent and gender parity, at 0.97, has nearly been achieved. Child mortality in Ghana has dropped by 30 per cent, stimulated by investment in the expansion of effective health care services that focus on the country's top childhood killers such as measles, pneumonia, malaria, diarrhoea and malnutrition.

However, despite all the improvements mentioned above that the country has made, many children in Ghana still live in poverty and in situations that make them highly vulnerable and susceptible to abuse and even death. For example the maternal mortality rate is unacceptably high at 451 per 100,000 live births. Many children particularly girls suffer from sexual violence, harmful traditional practices including

¹Ghana Statistical Service 2006

²Ghana Population census 2000

³UNICEF Country Programme 2006-2011

early and forced marriage, female genital cutting and neglect without any redress. Domestic violence and child abuse are underreported irrespective of their growing trends.

Additionally, many children are arrested and detained in horrible conditions indefinitely because of irregular and inconsistent proceedings and lack of adequate and efficient personnel that deal with their matters. The rate of economic exploitation of children is also happening on a large scale, in different areas including the cocoa farms, in domestic servitude, on city streets, or through the human trafficking trade⁴. Many children are still not registered at birth, which increases their risk of exploitation and abuse. Legislation to protect children and women is progressive but is not fully put into practice. A lack of comprehensive statistics and the low capacity and poor coordination of implementing partners compromise the effectiveness of the child protection system.

Positive strides have been made in developing the legislative framework and the focus now needs to be on strengthening the child protection system and establishing a protective environment for children. Effective communication and social mobilisation interventions will be developed based on a better understanding of the sociocultural norms that result in abuse and exploitation of Ghanaian children⁵.

2.1 Stakeholder analysis

Stakeholders	Legal mandates	Potential areas of cooperation
Department of Social Welfare	Administration of juvenile justice, counselling and probation services and are in charge of Remand Homes. Also in charge of family case work and maintenance	Referral of welfare cases and management of cases of children in conflict with the law
Domestic Violence & Victim Support Unit (DOVVSU) of Police	Investigation of child abuse cases including apprehension and prosecution of alleged perpetrators	Referral of cases of child abuse, work together to manage cases and also do joint awareness raising programmes including radio discussions and community outreach
Commission on Human Rights & Administrative Justice	Monitoring and investigation of human rights violations including the rights of children	Joint monitoring, investigation of human rights cases concerning children and joint advocacy
National	Public education on	Joint outreach and running of

⁴Humanium Help for Children

⁵UNICEF Country Programme 2006-2011

Commission on Civic Education	children's rights	child rights clubs and networking
Department of Children	Policy guidance on children	Lobbying/advocacy for legal reforms
Department of Gender & Social Support	Promotion of women's rights gender equity and equality	Lobbying and advocacy for policy for the protection of girls and young women
Department of Labour	Monitoring of child labour in industries, farms and other places	Joint outreach to industries, mining sites and other potential areas of child labour
Legal Aid Board	Legal advice and assistance to children in conflict with the law and victims of violence	Legal aid to children, training etc.
Department of Information Service	Mass public education on children's rights	Joint community and public sensitisation programmes

3.0 Strategic Goals and Objectives

3.1 Goals 1: Child protection system in Ghana is adequately strengthened and able to prevent and respond to child abuse

3.1.1 Objectives

- Influence policy formulation and implementation by the government including the district assemblies of Ghana aimed at filling child protection gaps
- To build the capacity of government institutions and community based structures that are concerned with the protection of children in accordance with the child protection policies
- To strengthen coordination and referral mechanisms at district levels
- To mobilise communities and support them address underlying issues that influence vulnerability of children at the local level

3.2 Goal 2: To promote the rights of girls and young women with the view of enhancing gender equity and equality

3.2.2 Objective

- To empower girls and young women with knowledge, skills and other resources required for their protection and overall development
- To facilitate girls and young women's involvement in decision making processes and governance at the local level
- To influence boys and young men's support towards the promotion and defence of the rights of girls and young women

3.3 Goal 3: To enhance access to justice, rehabilitation and reintegration of children in conflict with the law and child victims of violence and economic exploitation

3.3.1 Objectives

- To generate public interest and collective response to child abuse particularly focusing on sexual abuse, neglect, child labour and child trafficking
- To provide social support and legal defence for children in conflict with the law and child victims of violence and economic exploitation
- To ensure rehabilitation and reintegration of children in conflict with the law and child victims of abuse and/or economic exploitation

4.0 Strategies

4.1 GOAL 1: Child protection system in Ghana is adequately strengthened and able to prevent and respond to child abuse

4.1.1 Objective 1: Influence policy formulation and implementation by the government including the district assemblies of Ghana aimed at filling child protection gaps

Strategies	2013	2014	2015
As a strategic member of the National Steering Committee on Child protection System Strengthening, DCI-Ghana together with the MGCSP, UNICEF and other members of the Steering Committee will lobby for and contribute to the drafting of the child protection policy that will guide the child protection system strengthening initiative in Ghana	Conduct child protection system mapping and awareness raising particularly focusing on the Ashanti region, but with the aim of contributing to the national agenda	Contribute to the development of child protection policy in collaboration with the National Steering Committee on the CP System Strengthening	Dissemination of the policy that has been developed and lobby for its and contribute to its implementation
Conduct legislative reviews to identify gaps and evidences for law reforms	Conduct legal research and examine the efficacy of the Ghana Children’s Act and other relevant laws	Use findings as evidence to advocate for legal reforms with the view of harmonising laws with the new child protection policy	Contribute to the drafting of the new bills and also lobby for the passage of the new bills into laws collaboration with UNICEF, GP CSC and other influential CSOs and coalitions

Disseminate the new policies and laws particularly in local communities targeting both adults and children/youths, in collaboration with CBOs, journalists and other CSOs and relevant MDAs, in order to make it community demand driven	Develop communication and information dissemination strategy including key messages on the policies based on the levels of the target groups	Implement the communication and information dissemination strategy in close collaboration with like minded institutions	Review and improve on the communication strategy and continue with awareness raising on the new policies
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4.1.2 Objective 2: To build the capacity of government institutions and community based structures that are concerned with the protection of children

Strategies	2013	2014	2015
Organise relevant training on the new laws and policies for the existing institutions concerned with child protection in Ghana	1) Assess training needs of relevant public frontline workers such as the police/DOVVSU, social workers, and probation officers and relevant service providers; 2) Develop the training tools for the target institutions and pilot them	Conduct training for the target group in the new policies in order to ensure effective implementation and enforcement	1) Continue with training of target group in new policies; 2) Lobby government to mainstream child rights/protection courses in training curriculum of police officers, health workers, and other professionals
Establish/strengthen community based child rights and welfare structures for effective case management at community level	Establish/strengthen child welfare structures such as the Local advisory Committee involving key child rights stakeholders at key communities in the Ashanti region	1) Provide training on for LAC on their roles and responsibilities in accordance with the Ghanaian laws; 2)Link up community based structures so	Continue providing training for LAC and other community based structures on their roles and responsibilities in accordance with the Ghanaian laws

		that they can work with each other on matters that overlap between their communities	
Strengthen case management practices at both formal (legal and social service providers) and the informal (community structures) levels	1) Identify gaps and weaknesses within case management mechanisms at formal and informal levels; 2) Develop/enrich Standard Operational procedures and case management guidelines for institutions that deal with cases of children and adapt them to community based structures for their own use as well	Provide case management training for legal and social service institutions and community based structures that deal with cases of children	Continue providing case management training for legal and social service institutions and community based structures that deal with cases of children

4.1.3 Objective 3: To strengthen coordination and referral mechanisms for the protection of children at district levels

Strategies	2013	2014	2015
Strengthen child protection networks at all the districts in the Ashanti region	1) In collaboration with the Ministry of Gender, Children and Social Protection, review the terms of reference of the existing networks; 2) Influence the commitment of members of these networks by ensuring that they sign an MoU with the Ministry of Gender, Children	1) Provide relevant training in child protection system strengthening, advocacy/lobby and coordination for the networks at district level; 2) Lobby Government to include budget line for the coordination of child protection networks at	Continue with facilitation of the networks until the Ministry is strong enough to completely take over her responsibilities

	and Social Protection 3) Facilitate regular meetings of the networks under the leadership of the Ministry of Gender and Children's Welfare	district level 3) Continue with facilitation of the networks until the Ministry is strong enough to completely take over her responsibilities	
Strengthen working relationship between the formal child protection institutions and the traditional/informal community based structures for effective and efficient management of child abuse, child offences and welfare cases	Conduct a survey to examine the existing practices between the formal child protection institutions and the traditional/informal community based structures	Based on the findings and recommendations of the survey report, develop appropriate strategies that can address the gaps and build better working relationship between the two levels of child protection	Continue implementing strategies that can strengthen the relationship between the formal and traditional/informal child protection system
Strengthen referral mechanisms for victims of child abuse and children in conflict with the law at district level	Provide relevant support to the District Assembly and/or the Ministry of Gender and Children's Welfare to develop district referral protocols on child abuse and Guidelines for the protection and treatment of children in conflict with the law involving other key stakeholders	1) Map out (and/or update) service providers for child victims of abuse and children in conflict with the law at district level and develop directory of services; 2) Provide training on the District Referral Protocol on Child Abuse and the Guidelines for the Protection and Treatment of children in conflict with the law for the service providers	Monitor and Follow up on the implementation of the District Referral Protocol on Child Abuse and the Guidelines for the Protection and Treatment of children in conflict with the law for the service providers

4.1.4 Objective 4: To mobilize communities and support them to address underlying issues that influence vulnerability of children at the local level

Strategies	2013	2014	2015
Mobilise communities to work together and address broader child rights issues including education, water supply and other welfare needs that put children at risk	Organise community dialogue meetings involving all key players to discuss child rights issues and be able to prioritise and plan with their local resources in collaboration with the District Assembly and local child welfare structures;	Identify key influential people and groups in the community and train them as community facilitators and advocates that can speak on behalf of their communities on child welfare issues to be able to generate local resources and attract outside support	Support community action groups including Community Based Organisations that promote child welfare issues
Promote the participation of children and young people in local governance and development	Establish and/or strengthen child rights clubs and other young peoples group in schools and communities including using strategies that can promote wider participation, democracy and equal gender representation, equality and equity	1) Train the clubs in child rights, advocacy/lobby skills and facilitate lobby/advocacy initiatives of young people geared towards improvement of their protection and welfare; 2) Organise joint advocacy programmes with children/youths on child welfare issues	1) Continue with the training of the clubs in child rights, advocacy/lobby skills and facilitate lobby/advocacy initiatives of young people geared towards improvement of their protection and welfare; 2) Lobby District Assemblies to create space for the involvement and participation of young people in decision making

			at the local level
Empower children and young people and their families to be able to reduce their vulnerabilities	Conduct a survey to understand the opportunities and challenges for micro-business development by poor people and also on skills training opportunities of young people and skills needs of the private sector and the society	In collaboration with micro-finance institutions, local entrepreneurs and other members of the private sector, support poor families to be able to establish successful businesses that can take care of the welfare of their children	Continue to support poor families to be able to establish successful businesses that can take care of the welfare of their children

4.2 Goal2: To promote the rights of girls and young women with the view of enhancing gender equity and equality

4.2.1 Objective 1: To empower girls and young women with knowledge, skills and other resources required for their protection and overall development

Strategies	2013	2014	2015
Promote solidarity and the spirit of working together among girls and young women	1) Establish girls and young women's groups in communities; 2) Help the groups to develop simple working documents that can guide their operations including membership drive and activities	Provide training for the groups in GVB, gender equality and right to participation and involvement in decision making and development at the local level	Continue providing training for the groups in GVB, gender equality and equity and right to participation and involvement in decision making and development at the local level
Build resistance and resilience level against abuse and marginalisation among girls and young women	Develop life planning skills tools such as manuals and guides by adapting good existing tools to the realities of girls and	1) Organise routine and regular life planning skills sessions for girls and young women	Continue organising routine and regular life planning skills sessions for girls and young women

	young women of the Ashanti region in Ghana		
Promote girls and young women's access to education (formal and/or non formal)	<p>1) Organise sessions with girls and young women on career development including giving them opportunity to meet with role models;</p> <p>2) In collaboration with the Ministry of Education and other agencies that work on access to education for girls and young women, facilitate the enrolment of girls and young women who are out of school into learning institutions</p>	<p>1) Continue to facilitate the enrolment of girls and young women who are out of school into learning institutions; 2) For those at the informal sector, facilitate their access to job through internships, apprenticeships and other means by the end of their trainings. For those in formal schools, provide them with necessary support that can ensure their retention and good output in school</p>	<p>1) Continue to facilitate the enrolment of girls and young women who are out of school into learning institutions; 2) For those at the informal sector, facilitate their access to job through internships, apprenticeships and other means by the end of their trainings. For those in formal schools, provide them with necessary support that can ensure their retention and good output in school</p>

4.2.2 Objective 2: To influence communities to move away from harmful practices that affect girls and young women and promotes cultures that promote their development and protection

Strategies	2013	2014	2015
Campaign against community based practices that are discriminatory and harmful to girls and young women	1) Conduct a survey on practices that are harmful to the survival and development of girls and young women including documenting those that promote their protection and	Organise community awareness raising programmes including community dialogue meetings and the production and	Continue organising community awareness raising programmes including community dialogue meetings and

	development 2) Develop communication and awareness raising strategies against community based practices that are discriminatory and detrimental to girls and young women	displaying of IEC materials that can educate the local people about harmful practices and effect on girls, young women and the society in general	the production and displaying of IEC materials that can educate the local people about harmful practices and effect on girls, young women and the society in general
Ensuring that the special vulnerabilities and needs of girls and young women are addressed in the child protection system strengthening programme	Constantly promote the inclusion of the special needs of girls and young women in the child protection system strengthening programme	Constantly promote the inclusion of the special needs of girls and young women in the child protection system strengthening programme	Constantly promote the inclusion of the special needs of girls and young women in the child protection system strengthening programme
Influence the promulgation of local (community based) policies that promote the rights of girls and young women	Conduct a survey on community based rules/bi-laws that promote law and order at community level and identify discriminatory ones as well as those that protect girls and young women	Lobby with community leaders to review discriminatory rules/bi-laws including those that promote gender based violence	Continue lobby with community leaders to review discriminatory rules/bi-laws including those that promote gender based violence

4.2.3 Objective 3: To influence boys and young men's support towards the promotion and defence of the rights of girls

Strategies	2013	2014	2015
Mobilise and convince boys and young men to promote and defend the rights of girls and young women	1) Identify influential boys and young men to serve as ambassadors and promoters of the rights of girls and young women in schools and communities; 2) Work with the boys	1) Expand on successful activities tried in the previous years for the involvement of boys and young men and reach out to more boys and young men;	Implement and sustain successful strategies tried in the last two years including integrating new initiatives and ideas from other partners

	and young men identified to develop strategies and develop plan on how they can be involved in exclusive girls rights projects; 3) Pilot the activities and evaluate their potentials	2) develop manuals or other tools and train staff and the ambassadors in how to involve boys and young men	regarding the involvement of boys and young men in girls and young women's exclusive targeted projects
Promote equality and equity between boys/young men and girls/young women	Support boys and girls groups to organise joint programmes that promote campaign for equity and equality between boys and girls and at the same time exhibit equal rights, equal participation and equal access and use of resources by boys and girls during the process of implementation of the campaigns	Continue to support boys and girls groups to organise joint programmes that promote campaign for equity and equality between boys and girls and at the same time exhibit equal rights, equal participation and equal access and use of resources by boys and girls during the process of implementation of the campaigns	Continue to support boys and girls groups to organise joint programmes that promote campaign for equity and equality between boys and girls and at the same time exhibit equal rights, equal participation and equal access and use of resources by boys and girls during the process of implementation of the campaigns

4.3 GOAL 3: To enhance access to justice, rehabilitation and reintegration of children in conflict with the law and child victims of violence and economic exploitation

4.3.1 Objective 1: Generate public interest and collective response to child abuse particularly focusing on sexual abuse, neglect, child labour and child trafficking

Strategies	2013	2014	2015
Gather evidence on the realities and trend of key areas of child abuse in the Ashanti region	Conduct research to fully understand the trend and realities of child sexual abuse, neglect, labour and trafficking which keep showing as main child abuse issues in the Ashanti region	1) Use research report to launch a campaign against the four key areas of child abuse in the Ashanti region; 2) Disseminate the major findings of the research to lure public interest	1) Continue to disseminate the major findings of the research to lure public interest
Raise awareness and promote public education on the key issues that affect children including what makes them vulnerable	1) Develop messages for awareness raising on the different kinds of child abuse prioritised by DCI-Ghana; 2) Disseminate the messages through radio, TV, posters, and other means of dissemination involving young people	Continue to disseminate the messages through radio, TV, posters, and other means of dissemination involving young people	Continue to disseminate the messages through radio, TV, posters, and other means of dissemination involving young people

4.3.2 Objective 2: Provide social support and legal defence for children in conflict with the law and child victims of violence/abuse

Strategies	2013	2014	2015
Strengthen the Socio-legal defence centre to monitor, document and enhance redress for cases of children in conflict with the law and victims of abuse	1) Develop minimum standards and guidelines for the operation of the socio-legal defence centre including its services, target group and cases that it deals with; 2) Develop a referral pathway for the centre including directory of services of other service providers; 3) Strengthen good working relationship with other service providers and like minded organisations in order to ensure easy and successful referrals of cases of children referred to the centre.	1) Further develop the individual services by developing tools that can be used for service delivery e.g counselling and legal advice; 2) Provide paralegal, psychosocial and family tracing and reunification training for social workers and other staff that manage cases of children at the socio-legal defence centre; 3) Provide legal advice, psychosocial support, mediation and other appropriate services based on the needs of the children seeking assistance from the centre	Continue to provide legal advice, psychosocial support, mediation and other appropriate services based on the needs of the children seeking assistance from the centre
Provide legal advocacy for children in prisons and other penal detention facilities in order to ensure their speedy release	1) Pay regular visit to police stations, prisons and courts to identify children in detention; 2) Advocate for the release and/or diversion of cases of children held in police custody	1) Continue to pay regular visit to police stations, prisons and courts to identify children in detention; 2) Continue to advocate for the release and/or	1) Continue regular visit to police stations, prisons and courts to identify children in detention; 2) Continue to advocate for the release

	<p>including mediation for pre-trial and non-judicial settlement of the matters</p> <p>3) For matters in court, provide legal aid for children behind bars whose matters are on trial aiming at their access to bail and/or acquittal and discharge</p>	<p>diversion of cases of children held in police custody including mediation for pre-trial and non-judicial settlement of the matters</p> <p>3) For matters in court, provide legal aid for children behind bars whose matters are on trial aiming at their access to bail and/or acquittal and discharge</p>	<p>and/or diversion of cases of children held in police custody including mediation for pre-trial and non-judicial settlement of the matters</p> <p>3) For matters in court, provide legal aid for children behind bars whose matters are on trial aiming at their access to bail and/or acquittal and discharge</p>
<p>Promote access to justice for child victims of violence/abuse</p>	<p>1) Raise awareness of the public on child abuse and reporting channels and mechanisms including the role of DCI's socio-legal defence centre in facilitating prosecution of cases of child abuse;</p> <p>2) Provide legal advice and social support for victims and their families to be able to submit appropriate evidence to the police during the course of investigation;</p> <p>3) Campaign for access to free medical examination and treatment for</p>	<p>1) Continue to raise awareness of the public on child abuse and reporting channels and mechanisms including the role of DCI's socio-legal defence centre in facilitating prosecution of cases of child abuse;</p> <p>2) Provide legal advice and social support for victims and their families to be able to provide appropriate evidence to the police during the course of</p>	<p>1) Continue to raise awareness of the public on child abuse and reporting channels and mechanisms including the role of DCI's socio-legal defence centre in facilitating prosecution of cases of child abuse;</p> <p>2) Provide legal advice and social support for victims and their families to be able to provide appropriate evidence to the police during</p>

	victims of sexual violence and other forms of gross abuses	investigation; 3) Campaign for access to free medical examination and treatment for victims of sexual violence and other forms of gross abuses	the course of investigation; 3) Campaign for access to free medical examination and treatment for victims of sexual violence and other forms of gross abuses
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4.3.3 Objective 3: Ensure rehabilitation and reintegration of children in conflict with the law and child victims of abuse and/or economic exploitation

Strategies	2013	2014	2015
Promote and lobby with the District Assembly and the Ministry of Gender and Children's Welfare to put in place sustainable reintegration system for children released from prison/Remand Home and other separated minors	1) Provide technical and logistics support to the DA and MGACW to develop guidelines on family tracing and reintegration of separated children 2) Support the DA and MGACW to map out key partners including DCI-Gh that have experience and resource for family tracing and reintegration of separated children; 3) Support the DA and MGACW to sign MoU with all the partners identified and provide training for them on the new Guidelines on family tracing and reunification of the child	1) Promote the guidelines using concrete evidence of its success and lobby for its adoption into a policy; 2) Facilitate family reunification of children from police custody and prisons and other separated children at risk of coming in contact with the law as victim or offenders	Continue to facilitate family reunification of children from police custody and prisons and other separated children at risk of coming in contact with the law as victim or offenders

<p>Provide sustainable reintegration support for reunified children</p>	<p>Pilot economic empowerment and educational programmes for young people and their families. These include: 1) micro-finance support to build small businesses of families of reintegrated children in collaboration with experienced micro-finance institutions and 2) support for enrolment into schools and/or skills training programmes</p>	<p>1) Expand and implement micro-finance support programmes in collaboration with micro finance institutions; 2) Expand and implement school enrolment and skills training programmes for young people and their families</p>	<p>1) Expand and implement micro-finance support programmes in collaboration with micro finance institutions; 2) Expand and implement school enrolment and skills training programmes for young people and their families</p>
<p>Develop follow up programmes that complement the reintegration support that can prevent the child/youth from re-contacting the law</p>	<p>Facilitate the engagement of reintegrated youths into other development programmes including positive associations, clubs and other programmes that are aimed at youth development</p>	<p>Facilitate the engagement of reintegrated youths into other development programmes including positive associations, clubs and other programmes that are aimed at youth development.</p>	<p>Facilitate the engagement of reintegrated youths into other development programmes including positive associations, clubs and other programmes that are aimed at youth development</p>

5.0 Key expected outcomes

By the end of the implementation of this strategic plan, the following would have been achieved:

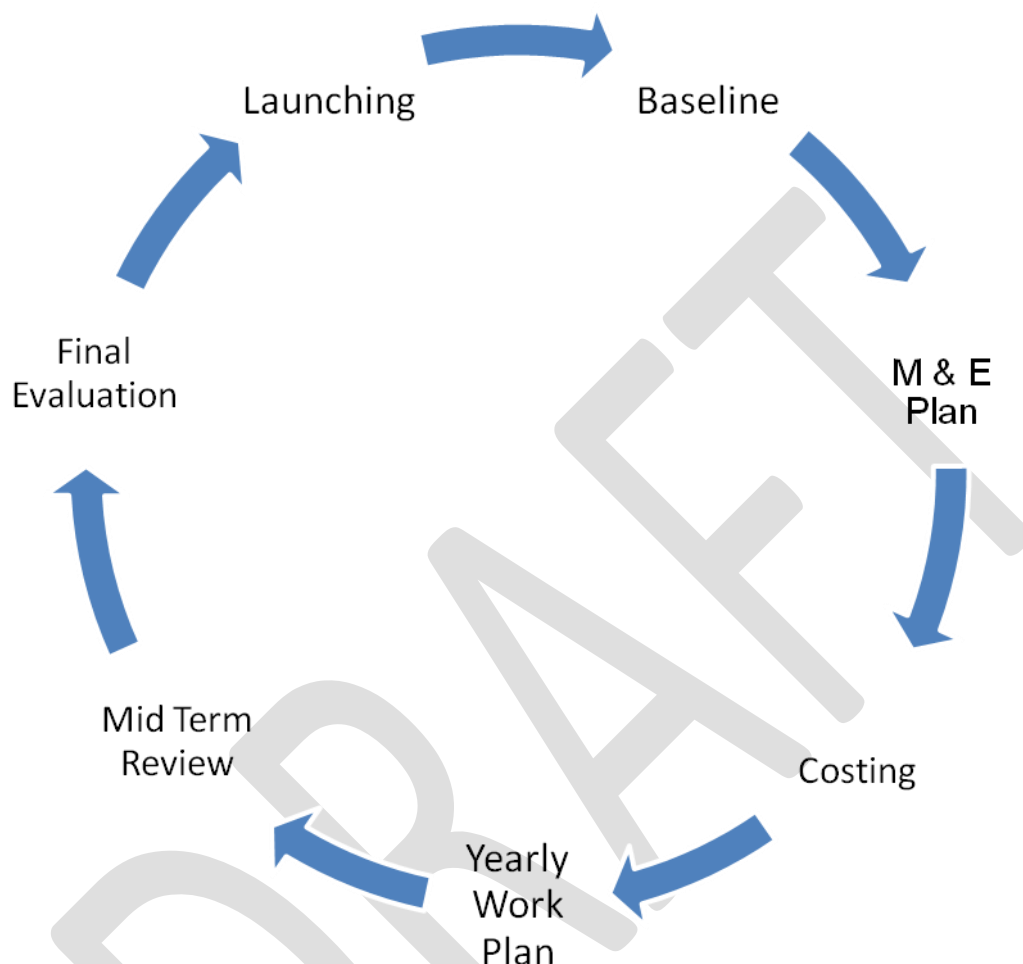
- 1) Harmonised laws and policies on child rights and child protection serving as reference point for child protection system strengthening;
- 2) Clarity in meaning of child protection system strengthening with update on its status and what is left to be achieved;
- 3) Availability of evidence of an improved working relationship between the formal and the informal/traditional child protection mechanisms

- 4) Increase in the level of successful prosecution of incidences of violence against children
- 5) Reduction in the number of children in detention at the Police cells, Remand Homes and Prisons in the Ashanti region
- 6) Increase in the number of children and young people from police cells, prisons and the street integrated into communities and doing well in education and other career development programmes
- 7) Previous poor families with vulnerable children at risk of contacting the law now have success businesses and improved welfare conditions

6.0 Risks and Mitigation Measures

	Risk	Mitigation Measure
1	Attrition of developed & committed staff to realise the expected results	Will retain staff through motivation and compensation
2	Unnecessary competition and sabotage by other NGOs	Will form alliance with possible competitors and maintain niche to stay in competitive advantage
3	Recidivism of rehabilitated and re-integrated victims and at-risk children	Rigorous follow up plans and continued support for beneficiaries
4	Hostility and opposition by perpetrators	Counselling and tactful approaches will be employed to manage cases
5	Dwindling donor funding	Will include core funding, corpus fund and seed grants for sustainability measures

Implementation Framework



Launch of the Strategic Plan- To raise awareness of the public, children, the government, partners and donors about the programmatic intention of DCI Ghana for the next three years. Share copies with key stakeholders during and/or following the launch

Baseline and M&E Plan- Conduct baseline and use result to develop the monitoring and evaluation plan of the strategic plan. In the absence of resources to collect primary data for baseline, secondary data (E.g data from the GP baseline, National Statistics report etc) can be used to make reasonable estimations

Costing of the strategic plan- Do realistic costing of the activities of the strategic plan so that DCI-Ghana and her donors will be aware of what needs to be invested in the plan and be able to match it with expected results

Development and implementation of yearly workplans- Before the beginning of every year, DCI-Ghana would develop a realistic work plan for the ensuing year using the strategic plan as a guide. The activities of the yearly workplan would be consistent with the strategic plan because the work plan serves as a more detailed tool used to implement the strategic plan. At the end of every year, DCI Ghana would meet and review the strategic to note, which activities have been implemented and which results have been achieved

Midterm review- After a year and half, DCI-Ghana will review the strategic plan and discuss achievements and challenges. DCI-Ghana will match achievements with baseline results and deduce whether any impressive progress is being made or not. Challenges encountered during the period of implementation will also be discussed so that some previous strategies not making desired impact could be amended or replaced with new initiatives

Final evaluation- Using the baseline indicators and progressive project reports as well as conducting primary data collection methodologies, the strategic plan could be evaluated at the end of the three years. Evaluation can be done either by an external consultant or internally by staff and other members of the organisation. Final evaluation report will then inform the development of the next strategic plan.