



WIDOWS AND ORPHANS MOVEMENT (WOM)

STRATEGIC PLAN 2020-2025



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EXECUTIVE SUMMARY

The Widows and Orphans Movement's (WOM'S) Strategic Plan 2019-2025 was developed towards the end of 2019, a year in which Ghana's economy was slated to be the fastest growing economy in the world. Those predictions did not quite materialize and for the vast majorities living in Ghana, Lower-Middle-Income status did not translate meaningfully into substantive improvements in their quality of life.

Widows and orphans, some of the most marginalized, in Ghanaian society are a telling litmus test. At the national level, widows and orphans do not constitute a political priority. They are subsumed with the larger categories of "women" and the vulnerable. More critically, there has yet to be transformational change regarding women's rights. The most recent Multiple Indicators Cluster Survey (MICS) reveals just how gendered multiple inequalities remain. For instance, women have less income, access to education, access to technologies, and access to land than men. In such a socioeconomic context, widows and orphans are often disproportionately present among those living in precarious conditions. Therefore, WOM's mission remains as necessary as ever. WOM has contributed immensely to improving the welfare of widows and orphans. Yet full realization of their rights remains a fleeting goal and calls forth for new strategies.

In its new strategy, WOM has elaborated two key shifts, to contribute to transformational change. The first shift is the development of an advocacy programme. This will make WOM's advocacy work more systematic as well as strategic. For instance, recognizing how deep rooted widowhood rites are, the advocacy strategy will focus more intensely on culturally grounded advocacy and behaviour change communication, using mass media based strategies to maximize reach. The second key shift is the development of a climate change programme. Building on existing WOM work, the new programme again makes WOM's work more systematic. Importantly, this work addresses a fundamental issue with WOM's operational context: an increase in climate change related hazards and disasters. Therefore, integrated in WOM's climate programme is the Housing Support Initiative (HSI). With its climate resilient landscapes work WOM will help improve lands and land use thereby reducing land "scarcity". This may reduce pressures to control land and enable new cultural practices that enable greater land ownership and control by women, including widows. Additionally, climate resilient landscapes work will also enable WOM to grow its leverage with communities and local

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communities and local government to influence change.

Over the life of this strategy, WOM will raise GH¢ 11,918,441.85 in order to fulfil the organizations strategic objectives and ensure it retains and attracts highly skilled, motivated and performing staff. Improving WOM finances will move the organization towards greater sustainability. Improved funding driven by the organization's new fund raising strategy will strengthen WOM's internal systems and enable it to develop its people to ensure it has high performing teams delivering its four programmes and a dynamic board providing strategic guidance to WOM's leadership.



Consultative meetings with women groups

INTRODUCTION

The Widows and Orphans Movement (WOM) began operating in 1993. As implied by its name, the organization focuses on widows and orphans, to whom the organization has provided direct services for the last 26 years. These services include livelihood support, accommodation, skill development and formal education for orphans. The Widows and Orphans Movement has also been a strong advocate, at the policy level, for the rights of widows and orphans. The organization has grown from a local non-governmental organization operating in the Upper East Region, into a national organization working in at least six of the country's 10 regions.

At the start of the last strategy 2010-2012, WOM had achieved the following:

| REGIONS | NUMBER OF WIDOW GROUPS | NUMBER OF WOMEN REACHED |
|---------------|------------------------|-------------------------|
| Upper East | 87 | 7035 |
| Northern | 28 | 2996 |
| Upper West | 6 | 656 |
| Ashanti | 5 | 410 |
| Volta | 4 | 328 |
| Greater Accra | 1 | 10 |
| 6 | 131 | 10735 |

In the years since the last strategy WOM has continued to fulfill its mission.

Widows Reached Directly

| | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
|--------------------------------------|------|------|------|------|------|------|------|
| Number of widows reached | 6020 | 6020 | 6020 | 6020 | 7000 | 7700 | 8050 |
| Number of widows groups | 172 | 172 | 172 | 172 | 200 | 220 | 230 |
| Number of partner communities | 86 | 86 | 86 | 86 | 100 | 110 | 115 |
| Number of Districts | 5 | 5 | 5 | 7 | 8 | 8 | 11 |
| Number of Regions | 1 | 1 | 1 | 1 | 1 | 1 | 1 |

**It is important to note that the data from 2013 to the present are based on the number of people reached directly from WOM interventions. Previous data also included number of people reached indirectly. Currently, WOM still offers technical support to widows groups in five other regions outside the Upper East Region.*

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Orphans

From 2013 -2019, WOM has supported 300 orphans with formal education and another 120 orphans with vocational skills training in cloth weaving, welding, and dress-making. Currently 72 of these orphans are utilizing the new skills in their own businesses. Importantly, each of these entrepreneurs is training at least five youth across the region.

Growth in funding

Over the last five years, WOM has successfully increased its funding. In 2014, the operating budget was 495,667.31 Ghana Cedis. In 2018, this had increased to 799,163.34, which represented a growth of 61%. It is worth noting that WOM's micro-credit programmes in Bolgatanga, Bongo and Bawku West equally had a net resource of GH¢ 335,387.00, which is a revolving fund but is not captured in the data above.

Growth in partnerships

WOM has developed a number of partnerships over the past six years. For example, the partnership with the Network for Women's Rights in Ghana (NETRIGHT) catalyzed important in mapping out the gender gaps in the agricultural sector to enable joint advocacy initiatives and maximize existing opportunities. During the same period, WOM has also built a partnership with the Ghana Integrity Initiative, which resulted in participatory videos that documented the difficulty of widows accessing land due to corruption. Two other partnerships were built. One was with the COADY Institute of St. Francis Xavier University, which was focused on participatory value chain analysis on groundnuts and baobab. The other partnership was with WaterAid Ghana, which focused on strengthening women's leadership for water, sanitation, and hygiene for wider development.

Growth in impact

Over the last six years, WOM's impact as an organization has grown. The organization is reaching much more widows and orphans than in the past. For instance, WOM has reached 8,050 widows between 2013 and 2019 with direct services. Beyond the increase in numbers, WOM is impacting more women and orphans positively and in more powerful ways. One example is the increased capacity of widows to seek redress when their rights are violated. There is also a marked increase in the ability of widow groups to demand duty-bearers fulfill their obligations.

At least two key steps towards transformational changes are taking place at

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the local government level. The planning unit and Department of Agricultural at the District Assembly now actively seek the participation of widow groups in making inputs into assembly annual development plans.

The previous WOM strategic plan covered a three-year period from 2010-2012. Despite the absence of a revised strategy, WOM continued to pursue its organizational mission. The organization, however, recognized that it was critical to the organization's effectiveness to develop a new strategy, the Widows and Orphans Movement Strategic Plan 2020 –2025 (WOM-SP 2020-2025). The Widows and Orphans Movement' Strategic Plan 2020 –2025 (WOM-SP 2020-2025) has been developed against the backdrop of the Africa Agenda 2063 and the Sustainable Development Goals (SDG 2030). This strategy contributes to achieving fundamental human rights to women (widows) and children (orphans). A social and political history of the region as well as a contemporary political, economic, social, technological, legal and environmental analysis (PESTLE), have been combined with consultations with widow groups, partner organizations and Government of Ghana agencies and the staff of WOM to develop this strategy. Implementation of this strategy will take place in a context where socio-cultural practices e.g. widowhood rites do not usually work in the best interest of widows. Moreover though legislation to protect widows and orphans exist, they are usually inadequately enforced. If the mission of the Widows and Orphans Movement is to be achieved, WOM will have to catalyze significant change at the community and local government level. It is important to note that this Strategic Plan does not include Atarraah Ghana Ltd., the social enterprise that was created by WOM.

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Political

It is 62 years since Ghana gained political independence in 1957 and ended formal colonial domination. It is widely heralded as a beacon of democracy in Africa. Ghana continues to deepen its electoral democracy. Transfer of political power continues to take place within the prescriptions of liberal democracy. Ghana has regular elections which are widely recognized as free and fair. Next year, 2020, is an election year. Given that there is not a major ideological difference between the two dominant political parties – and at this point there is no reason to believe that this will change in the next elections – then there is not likely to be any fundamental shifts in the political direction of the country. Both the New Patriotic Party (NPP) and the National Democratic Congress (NDC) subscribe to the neoliberal development paradigm, including commitment to financial liberalization, reducing progressive state influence in the economy, reregulating capital markets to privilege capital, lowering trade barriers in favour of transnational corporations, privatization of public resources, allowing the extractive sector to remain an enclave economy and austerity for the masses. There is not much to suggest that the current political context is likely to change substantively within the next five years.

Increasing the participation of women in governance is one of the political shifts that is yet to be realized. The minimum percentage of female parliamentarians that Ghana is expected to have is 30%. The 36 women currently in parliament comprise a mere 12.75%. The substantive political change to considerably increase women in parliament and political life more generally is lacking.

Democratization of access to information was challenging until recently. The Right to Information Act was finally passed into law on 27 March 2019. It has been a long time coming. The Right to Information Bill was first placed before parliament in 1999 and amended in February 2015, so now that it has finally become law it may strengthen Ghana's democratic credentials. Citizens hope that greater access to information will improve accountability and transparency as well as reduce levels of corruption.

Another recent development in the political context is the creation of new regions. These six new regions are: Bono East, North East, Ahafo region, Western North, Savannah and Oti. The creations of these new regions and their capitals are ostensibly to strengthen decentralization and increase participation of people in governance. It is not yet clear what the actual ramifications of these developments will be for widows and orphans in those new regions.

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At the national level, widows and orphans do not constitute a political priority. They are subsumed with the larger categories of “women” and the vulnerable. A specific focus on them is largely missing. The Ministry of Gender and Social Protection is largely responsible for ensuring the welfare of widows and orphans. Unfortunately, it is not possible to assess if there is a budget specifically allocated for widows and orphans. It is not possible to assess if the budget of the Ministry of Gender and Social Welfare decreased or increased in relation to the previous year?. Furthermore, Ghana’s 2019 Citizen Budget, for instance, is totally silent on questions such as: has the budget for Livelihood Empowerment Against Poverty (LEAP) increased?. Has there been any increase in the allocations to widows and their children?.

Economic

At the start 2019, the Ghanaian economy was projected to grow by 7.3%. These economic developments were expected to be driven by external demand for oil and cocoa. It was also projected that the rate of inflation would fall. In April 2019, inflation was 9.5 percent. (Inflation was 19.2 percent in March 2016). According to the International Monetary Fund, economic growth will slow down in 2020 to 5.4%. This is likely given that the country remains locked in dependence on primary commodity exports. If there are falls in the commodity price in the capitalist international market, then these will have negative shock effects on Ghana’s economy. Additionally, the Ghanaian Cedis has depreciated against the US dollar and does not seem set likely to return to more favorable conditions anytime soon. In short, economic conditions in Ghana call into question what is meant by discourses positioning Ghana as a low middle income country.

The externally imposed status of “low middle income country” has not been accompanied by an increase in domestic resource mobilization. Unfortunately, Ghana has still not positively linked the enclaved extractives economy to the wider national economy. Moreover, Ghana’s economic transformation agenda has been overwhelmingly driven by the pursuit of foreign direct investment. There has been limited public and private savings complimenting what is an extreme reliance on external financing. As a result Ghana’s economic context is characterized by a high debt burden. When combined with inadequate domestic revenue mobilization, it becomes difficult for the government to create the necessary fiscal space for increased social spending.

The limited social spending is likely to impede any progress on reducing inequalities, which are actually increasing in many instances. Critically, limited social spending will accentuate the struggles faced by people living with low incomes. Essential social services, such as health care and education, already

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compromised in quality and accessibility, are unlikely to be substantially expanded and/or improved leaving families and individuals without the means to have those rights realized via private sector providers, without fundamental rights.

Realizing the rights of widows and orphans within this economic context will be challenging. In areas where cultural practices disempower widows and orphans, it is critical that the state is active in enabling public discourse to influence the strengthening of cultural practices that are more enabling for widows and orphans as well as play an effective role in protecting the rights of these groups. However, in a context of limited fiscal space, and given the historical record, the state is unlikely to allocate the resources necessary to the institutions with mandates to protect the rights of widows and orphans.

Finally, a number of initiatives of the Government -- Planting for food and jobs, one district, one factory and one district, one dam -- all have potential to contribute to an enabling environment that can benefit widows and orphans. That is, to the extent that these initiatives can be generative of community economic development, they potentially support a context where the economic difficulties of widows can be reduced. Assuming of course, that they are meaningfully integrated into these economic development initiatives. However, this can only be realized based on the intentionality given to supporting widows and orphans.

Socio-cultural

The United Nations Development Programme's Human Development Index is a measure for assessing the development of a country. It focuses on people and their capabilities. For example, it analyzes health by assessing life expectancy at birth; by measuring the number of years of schooling, it measures the education dimension; and the HDI uses gross national income per capita to measure the standard of living dimension. Therefore, the Human Development Index provides a mechanism that can help us understand what is taking place in Ghana. First, Ghana ranks 140 out of 189 countries. When Ghana's HDI is discounted for inequality, the HDI falls to 0.420, a loss of 28.9 percent due to inequality. In other words, growing inequality in Ghana is negatively impacting human development. This is also particularly true for women and girls. The Gender Inequality Index (GII) reflects gender based inequalities in three dimensions – reproductive health, empowerment, and economic activity. The GII can be interpreted as the loss in human development. Ghana has a GII value of 0.538 ranking it 131 out of 160 countries. To translate this into what happens in the Ghanaian context we can look at two areas, (1) formal politics and (2) the education of women.

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Despite the rhetoric of inclusion, only 12.7 percent of parliamentary seats are held by women, in Ghana. Education also paints a dismal picture; only 54.6% of adult women, have reached at least a secondary level of education. For men, this number is 70.4% and represents the huge disparity in access to formal education between boys and girls.

This data is relevant for widows. Many of the widows that are engaged with WOM are likely to have limited formal education and are living with low incomes. These realities tend to limit the autonomy of widows, and women in general. More specifically, the realization of women's rights remains a challenge in much of Ghana. For example, and very relevant for WOM and the widows it works with, women's access and/or control of land remains limited. In some context, women cannot own land. Especially, in the case of widows, the risk of losing access to lands is quite high, if their husbands die. This risks increases particularly in context where cultural practices require a widow to acquiesce to becoming the wife of her dead husband's brother. Refusal by the widow often leads to the deceased husband's family confiscating all the assets they can access and pushing the wife and her children into impoverishment.

Currently in Ghana, the major national policy addressing the circumstance of people living with low incomes is the Livelihood Empowerment Against Poverty (LEAP) programme. This is led by the Ministry of Gender and Social Welfare. It is important that this Ministry be engaged further to influence it to provide greater support for widows and their children.

Generally, the rights of women, the rights of widows and rights of orphans are officially recognized within the political and legal landscape. However, some socio-cultural practices continue to delimit the full realization of rights for women, and especially widows. Widowhood rites continue to be practiced across much of the country. This becomes problematic when the practices violate the rights of women by violating their dignity and /or stripping them of economic rights (e.g. taking away of a widow's property). In short, a great deal of social-cultural work is required to catalyze more progressive social cultural practices around gender equality, especially widow's rights.

It is anticipated that the Ghanaian population will increase by approximately 10 million (40%) persons by 2025. Population growth and the attendant urbanization will create challenges for the health and education sectors among others. That is, health and education infrastructure, already inadequate, are likely to become more so given the growing population that needs services. Given that widows are often already marginalized, increase demands by a growing population for social services, could potentially further erode the space widows currently have to receive benefits. Another, socio-cultural factor

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space widows currently have to receive benefits.

Another, socio-cultural factor that has implications for widows is the rapid urbanization Ghana is experiencing. Currently, Ghana's urban population is approximately 51%, however it is expected that this will increase to 64% by 2025. Ghana already has a major housing deficit. According to Deputy Minister of Works and Housing, Eugene Boakye Antwi, the housing stock deficit is 1.7 million. Growing urbanization will exacerbate the housing crisis if it is not addressed urgently. This would lead to increased "scarcity" of accommodation and could potentially intensify the current practice where widows lose access to the home they shared with their husband, when the latter dies. Urbanization can also lead to the weakening of social bonds and further the isolation that widows sometimes experience on the death of their husbands.

Technological

Technologies, especially communication related ones, emerging mainly from the Global North, continue to enter Ghanaian society. For example, social media platforms such as Facebook, WhatsApp, Instagram, and Snap Chat have become pervasive. Controversially, in 2019, the Ghana Health Service, introduced drone technology as part of its health service delivery system.

The standard government measure of technology is to assess access and use of mass media, communication and internet. These are assessed by examining access to newspapers, radio and television. The most recent Ghana Multiple Indicator Cluster Surveys (MICS) provides some insights. For instance, MICS notes 57% of households have a radio, and 60% own a television.

There is also increased access to cell phones, including in very remote areas. According to the MICS, a mobile phone is owned by nine out every ten households; Anecdotal evidence suggests that disparities in access to cell phones between men and women are not extensive and women increasingly have access to phones. For example, the most recent Ghana Multiple Cluster Indicators reveals that mobile phone use for women in Upper East is approximately 76.8% for women and 78.5% for men. This region has the second lowest gap between male and female mobile phone use. Only the Ashanti region had greater parity. To what extent widows have access to cell phones remains unknown.

Given the important sensitization work that is required to transform widowhood rites in a more positive direction, it is important to look at another

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means of mass communication: radios. During the last few years an additional radio station has come into operation in the region. There is now a community radio station in the Bongo district. This may not be a “new” technology, but its increased reach is significant. How much so will depend to a great extent on how it is engaged and mobilized.

Legal

There is a legal framework in Ghana to protect the rights of widows and orphans. Specifically, the Intestate Succession Law 1985 (PNDCL 111) is meant to protect the rights of spouse and children from what is seen as traditional practices which limit their rights. In much of Ghana, widowhood rites are common. These rites often require that married women perform various acts, on the death of their husbands. Exactly what is required of the widows is determined by their ethnic group. However, these practices are widely seen as denigrating to women and a violation of their rights. In addition to this, in many instances becoming a widow pushes women into a precarious situation because the resources of the immediate family are often taken by the dead husband’s family, especially when there are no legal wills available to protect a widow’s access to property.

There are currently some legal mechanisms that seek to protect widows. Although the Intestate Succession Law 1985 (PNDCL 111) exists, it is not widely enforced. Moreover, women living in low income are the least likely to be in a marriage where there is a legal will. Therefore, they are also most at risk to be pushed into economic insecurity if they become a widow.

In the last five years, many attempts have been made to strengthen the use and enforcement of Intestate Succession Law 1985 (PNDCL 111) so as enable the rights of widows and curb the most negative aspects of widowhood rites. However, this law is still not widely known and it is not adequately enforced. There is a tremendous amount of work to be done to increase the awareness of communities about the law; in shifting cultural practices to transform widowhood rites to a form that is more positive for women and children, and to get duty bearers to full their obligations to protect.

Environment

The environmental context will be discussed in two parts. First, there is the “natural environment”, which refers to land, water bodies, and the biosphere. Widows and Orphans Movement (WOM) operates principally in the Upper East Region. Although the impacts of a changing climate are readily visible across most of Ghana, they are particularly evident in the Upper East Region.

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Notably the region is faced with land degradation and soil depletion. Rainfall pattern have changed with the annual rains more unpredictable and more intense when they do come. The increased intensity of rain is also leading to more soil erosion.

The second aspect of the environmental context is the built environment. That is, the ways in which humans interact with the wider environment. The built environment context in the region continues to change as more lands comes under human settlement. With population growth taking place, there is a general increase in housing construction and the expansion, where feasible, of agricultural activities. Both of these have negatively impacted the presence of trees. The clearing of lands for agriculture and construction has led to the cutting down of trees, the spread of deforestation as well as the loss of biodiversity. While on the one hand fewer and fewer trees are a part of the landscape, on the other hand, plastic waste has become a massive public menace. Presently, “rubber” as it is commonly called, is even more common in the landscape than the iconic baobab tree.

That baobab trees may be coming less common in the landscape of Upper East is significant. Women, in general, and widows, more specifically often do not have the type of access and/or control to lands in ways that ensure their economic rights. In fact, because widowhood often renders the control of and/or access to lands for widows precarious, their wellbeing is also closely tied to what they can glean from the “commons”. That is, the ability of widows to pick baobab fruits and leaves as well as shea nuts from the land resources held in common, the “bush,” is one key strategy for survival. The reduction of such public goods may intensify the already precarious conditions of widows and orphans.

DESIRED CHANGE

Vision

WOM is the leading women' rights organisation in Ghana working with others to see a society that promotes, upholds and protects the rights and dignity of Widows and Orphans, ensuring socio-cultural and economic justice for all.

Mission

To inspire socio-cultural and economic transformation in Ghana; to inspire widows and orphans, women, youth, children; to inspire the state, civil society and communities through innovative programmes and projects to create a fair and just Ghana

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During the next 5 years WOM wants to see major shifts in cultural norms regarding violence against women. More specifically, WOM wants to see three developments: (1) increased popular condemnation of violence against women and girls, (2) reduction of violence against women and girls and (3) more public support for Gender equality. WOM also wants to see strengthened economic rights of women, especially widows, translating into greater control over and use of economic assets.

- *What needs to change for what WOM wants to see change actually take place?*

For violence against women to be eliminated and women's economic rights to be realized, major socio-cultural and economic shifts will need to occur, with the state playing an active role. The socio-cultural shifts will positively transform perceptions about gender equality, which in turn will delegitimize violence against women. Economic shifts, intertwined with the socio-cultural, will encompass economic policies and practices that are more gender sensitive, which prioritizes the needs of marginalized women.

- *What will WOM do to make this change happen?*

To contribute to catalyzing this change WOM will work through four programme areas: Livelihoods, Women's Rights, Education, and Climate Change. Through these four programme areas, WOM will build on its previous work, but with a revised focus. For example, WOM will continue its livelihood work seeking to strengthen the economic security of widows and other women. However, during the next 5 year period there will be greater emphasis on strengthening Atarrah, WOM's social enterprise, as a key mechanism to ensuring widows (and other women) have access to progressive markets.

Strengthening its advocacy efforts will be a key focus in the 5 year strategy period. This includes strengthening engagements with traditional authorities as well as the Domestic Violence Victims Support Unit. The advocacy efforts will also include extensive use of radio based behavior change communication for mass action.

- *Who will WOM have to work with?*

To make change happen WOM will work with multiple ministries, state departments and agencies. At the MMDA level, these include: DOVVSU, CHRAJ, Social Welfare NBSSI and MASLOC. It will also be important for WOM to work with other NGOs (international and local) as well as with the media

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and religious organizations. Finally, WOM will also need to work with “Highly Influential Individuals.”

- *Within what time frame can these changes realistically happen?*

The change that WOM hopes to seek is ultimately long term. Fundamental changes in behaviours and practices take a long time to occur and become new norms. However, WOM anticipates that important steps towards these larger changes can take place within the five year period of this strategy.

Key Shifts

The Widows Orphan Movement is making two key shifts in this new strategy. The first shift is the development of an advocacy programme. This will make WOM’s advocacy work more systematic as well as strategic. For instance, recognizing how deep rooted widowhood rites are, the advocacy strategy will focus more intensely on culturally grounded advocacy and behaviour change communication, using mass media based strategies to maximize reach. A Human Rights based approach will continue to inform WOM’s advocacy work.

The second key shift is the development of a climate change programme. Building on existing WOM work, the new programme again makes WOM’s work more systematic. Importantly, this work addresses a fundamental issue with WOM’s operational context: an increase in climate change related hazards and disasters. With its climate resilient landscapes work WOM will help improve lands and land use thereby reducing land “scarcity”. This may reduce pressures to control land and enable new cultural practices that enable greater land ownership and control by women, including widows. Additionally, climate resilient landscapes work will also enable WOM to grow its leverage with communities and local government to influence change.

Given the changes taking place nationally and within the core operational area – Upper East Region – intensifying urbanization and the increase in climate related disasters that affect housing, WOM’s climate programme has a unique dimension. Access to adequate housing is an important concern for widows and orphans. It is an issue that has implications for livelihoods, education, health, and climate as well as personal safety and dignity. In response to feedback from WOM’s core constituency as well as the PESTLE analysis conducted, WOM has developed a special Housing Support Initiative (HSI). The HSI provides widows and other women with housing support in the face of climate related disasters. Critically, the HSI also positions WOM to provide strategic housing support within a larger context of building climate change resilience of widows, other women and communities.

STRATEGIC OBJECTIVES

Strategic Objective 1

Strengthen the economic condition of 5000 persons, 60% should be widows in partner communities and districts through diverse economic activities by 2025.

Strategic Objective 2

Advocate for the decentralization of the DOVVSU in all districts of the Upper East Region by 2025, increasing advocacy for the enforcement of rights by duty bearers (state) and power holders (non-state).

Strategic Objective 3

Increase awareness of the rights of widows, orphans, women and youth (e.g. women's rights to land and the need to end dehumanizing widowhood rites). Increase the cultivation, dissemination, and embodiment of pro-gender equality norms on a national scale.

Strategic Objective 4

Increase the resilience of widow groups and women, especially from marginalized communities, to climate change hazards, by strengthening capacities for climate change adaptation.

MEASURES/INDICATORS OF SUCCESS

Strategic Objective One

Improve gender equality and the quality of life for women and girls in Ghana, especially marginalized widows in partner communities and districts.

- Increase the number of widows and widow groups engaged in demanding their rights
- Increase economic security of widows especially and women generally in partner communities and districts (e.g. increase in access/control/ownership of land).
- Increased number of women and youth engaged in sustainable economic activities
- The number of chiefs, traditional authorities and communities enforcing the rights of women, orphans and youth.

Strategic Objective Two

Strengthen the role of the state in fulfilling its responsibility to promote and protect the rights of women, especially widows. Increase advocacy for the enforcement of rights by duty bearers (state) and power holders (non-state).

- Increase the number of DOVVSU effectively operating in the Upper East Region.
- Increase in the number of cases reported and appropriately resolved by duty bearers.
- Abolishment or modification of dehumanizing widowhood rites and other violations of women's rights
- Increase in the allocation and expenditure of resources on promoting and protecting women's rights by national and local government.

Strategic Objective Three

Increase awareness of the rights of widows, orphans, women and youth (e.g. women's rights to land and the need to end dehumanizing widowhood rites). Increase the cultivation, dissemination, and embodiment of pro-gender equality norms on a national scale.

- Increase the number of people who are aware of the rights of women and girls, and especially the rights of widows and orphans.
- Increase in the number of traditional authorities publicly supporting the rights of women and girls and leading the abolition and /or transformation of dehumanizing widowhood rites.

MEASURES/INDICATORS OF SUCCESS

Strategic Objective Four

Increase the resilience of widow groups and women, especially from marginalized communities, to climate change hazards, by strengthening capacities for climate change adaptation.

- Increase the number of widows who are trained in agroecology and natural tree regeneration, value chain analysis and land reclamation.
- Increase the number of widows (5%) and women (5%) who are practicing either agroecology, value chain analysis.

PEOPLE & ORGANIZATION DEVELOPMENT

For WOM to realize its mission it will need to have the right people, doing the right things, at the right time with a high degree of excellence and doing so consistently. The process of developing this strategy did not include a staff skills assessment. However, some preliminary insights have been gained through the process and provide a basis for the recommendations that follow.

WOM will develop a change management plan that will focus on developing a high performance team comprised of the right people with the right behaviours, skills, and leadership qualities. This change management plan will include: (1) staff capacity strengthening, (2) pay and rewards and (3) performance management.

PROJECTED BUDGET

The WOM strategic plan 2020 2025 is ambitious and will require adequate resources to match the strategy's goals. Fundraising will be a strategic focus over the five year period that this strategy will be implemented. There is a crucial need for additional resources (people and finances) and this is more acute given the new programme area. Sourcing of financial resources will be based on the programme needs and a funding strategy. Approximately GH¢ 11,918,441.85 is required to fund anticipated programmes, operational costs, and to develop staff as well as to attract and retain high quality staff. That this is a considerable increase in WOM's budget reflects WOM's potential to make significant contribution to transformational change and its ambitions to realize this potential to the benefit of widows and orphans. This projected budget covers WOM's cost of doing business for the next 5 years.

Facilities Operations and Maintenance Cost

| Organizational Expenses | Annual Expenses 2020 | Anticipated 5 year expenses |
|--|----------------------|-----------------------------|
| Rent/Facilities maintenance | 6,000.00 | 36,630.60 |
| Electricity | 2,400.00 | 14,652.24 |
| Water | 2,400.00 | 14,652.24 |
| IT and Internet | 2,980.00 | 18,193.20 |
| Vehicle Running expenses | 34,600.00 | 211,236.46 |
| Office Stationary | 3,660.00 | 22,344.67 |
| Facilities Sanitation & hygiene | 3,660.00 | 21,978.36 |
| Branding and Communications | 18,500.00 | 112,944.35 |
| Board Meetings (quarterly meetings) | 29,772.00 | 181,761.04 |
| Sub-Total | 103,912.00 | 634,393.15 |
| Salaries | 213,362.10 | 1,302,596.96 |
| | 317,274.10 | 1,936,990.11 |
| Staff training | 22,000.00 | 134,312.20 |
| Board training | 14,886.00 | 90,880.52 |
| Sub-Total | 567,522.20 | 3,464,779.78 |
| GRAND TOTAL | 780,884.30 | 4,767,376.74 |

PROGRAMME COST

The Widows and Orphans Movement has four programmes areas, which will enable realization of the objectives of the strategy period. The table below indicates the cost of running each programme as well as key targets of the programme. It is important to note that in this strategy period 50% of the total budget is focused on delivering WOM's programs. The total budget required to deliver the strategy is 11,918,441.85 Ghana Cedis.

| Programme Area | Livelihoods (100) | Education (200) | Advocacy (300) | Climate Resilience (400) | Total |
|--------------------------|--|--|---|---|---------------------|
| Target | Provide four thousand (4,000) widows during the next five years with business management and entrepreneurship training and access to credit. | Provide five hundred (500) orphans with educational support, including vocational skills training. | Twelve (12) MMDAs are supporting DOVVSU units (One in each MMDA). | Two thousand (2,000) women trained in agroecology, and natural tree regeneration. | |
| | Two thousand, five hundred (2,500) widows will be provided with mentoring and skills training. | Provide one thousand, five hundred (1,500) widows and orphans with parenting and mentoring. | Three (3,000) persons will be exposed to advocacy messages. | Two thousand (2,000) widows gain access over land and other resources. | |
| Cost of Programme | | Cost in GHS | | | |
| Total Cost | 2,502,873 | 1,430,213 | 2,145,320 | 1,072,660 | 7,151,065.11 |
| Percentage of total cost | 35% | 20% | 30% | 15% | 100% |

MEASURING SUCCESS

We are successful if:

1. Widows become very well organized and effectively organize for their rights.
2. District, Municipal, and Metropolitan Assemblies ensure that they have highly functional Domestic Violence Victims Support Units delivering quality service.
3. Widows and women more generally gain more access to and control over economic assets.
4. Social norms undergo massive shifts delegitimizing violence against women and normalizing gender equality.
5. There is greater and more consistent enforcement of anti-domestic violence laws in a sustained way.
6. There is a reduction in the number of widows coerced to submit to widowhood rites, which are dehumanizing and/or discriminatory against women.
7. There is reduced number of women, widows and orphans living in poverty.

These can only be achieved with the right people, working within the appropriate systems and structures, with adequate funding available and working in positive partnerships. Therefore, WOM will endeavor to strengthen its resource base so as to attract and maintain highly skilled staff and to constantly improve WOM's systems and structures.



MEASURING PROGRESS & ORGANIZATIONAL DEVELOPMENT

For the Widows and Orphans Movement to be strengthened as envisioned in the strategy, it will require organizational wide commitment to delivering excellence consistently and to making the right changes, at the right time based, informed by a culture of learning and adapting.

EVALUATION FRAMEWORK

The Widows and Orphans Movement will organize regular reviews of staff, systems, structures and staff. We will make use of periodic staff appraisal processes and ICT audits to ensure organizational effectiveness and efficiency. The appraisal process will include needs assessments, which will inform staff development and capability strengthening. WOM will ensure that organizational objectives are synchronized with personal objectives to ensure accountability and responsibility. WOM policy documents and administrative procedures will be updated periodically. WOM will constantly monitor performance to ensure high level of compliance with the highest quality standards.

WOM will collaborate with women, widows, and communities to monitor and evaluate the quality of impact. Moreover, WOM will work with communities to develop joint monitoring and evaluation frameworks to ensure communities are empowered to assess the quality of WOM's work. Similarly, WOM will collaborate with partners to organize annual performance reviews. These will be supported by joint monitoring visits and project review meetings. To strengthen internal functioning, WOM will organize Board of Directors meetings, committee and budget holders meetings. External and internal audits as well as programme audits combined with donor reports will provide additional mechanisms to monitor and evaluate organizational effectiveness. The Widows and Orphans Movement is convinced that effectively implementing the processes and procedures outlined here in the Widows and Orphans Movement Strategic Plan 2020-2025, will ensure that WOM will contribute to transforming social norms so that girls, women, and especially widows who are marginalized, are able to enjoy lives of dignity.

REFERENCES

i. See: <https://www.afdb.org/en/countries/west-africa/ghana/ghana-economic-outlook> (accessed 25 September 2019)

ii. See: <https://www.unicef.org/ghana/media/576/file/Ghana%20Multiple%20Cluster%20Indicator%20Survey.pdf>

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