

Terms of Reference (ToR) for Development of a five-year Strategic Plan for Ghana Federation of Disability Organisations (GFD)

Ghana Somubi Dwumadie
(Ghana Participation Programme)
May, 2024

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1. Introduction and Background

Ghana Somubi Dwumadie (Ghana Participation Programme) is a four-year disability programme in Ghana, with a specific focus on mental health. This programme is funded with UKaid from the UK government. The programme is run by an Options-led consortium, which also consists of BasicNeeds-Ghana, King's College London, Sightsavers and Tropical Health, and focuses on four key areas:

1. Promoting stronger policies and systems that respect the rights of people with disabilities, including people with mental health disabilities.
2. Scaling up high quality and accessible mental health services.
3. Reducing stigma and discrimination against people with disabilities, including mental health disabilities.
4. Generating evidence to inform policy and practice on the effectiveness of disability and mental health programmes and interventions.

The Ghana Federation of Disability Organisations (GFD) was established in 1987 as a national umbrella of organisations of persons with disabilities with full legal status under the laws of Ghana. The goal of GFD is to mobilize persons with disabilities to provide a unified front in influencing national policies and promote the participation of all persons with disabilities in society. The GFD is governed by a constitution. The Federation has grown from its founding membership of three (3) to twelve (12) as at 2023. The GFD current membership are Ghana Blind Union, Ghana Society of the Physically Disabled, Ghana National Association of the Deaf, Mental Health Society of Ghana, Inclusion Ghana, Ghana Association of Persons with Albinism, Share Care Ghana, Ghana Stammering Association, Burn Survival Foundation, Center for Employment of Persons with Disabilities, Special Mothers Project and Disability Not Inability Organisation. GFD has branches in all the 16 administrative regions and in 250 out of 261 districts of Ghana.

2. Purpose of the assignment

The current GFD strategic plan (see Annex 1) is due for renewal. The purpose of the assignment is to support GFD to develop a five-year strategic plan that consolidates gains made by GFD and the disability movement, and sets out a clear direction that guides the organisation to bring about positive impact in the lives of persons with disabilities in Ghana.

3. Scope of the Assignment

The consultant will work with GFD, Ghana Somubi Dwumadie and other stakeholders to assess the existing contexts relevant to GFD, and collaboratively draft and finalise GFDs five-year strategic plan. The process is expected to include:

1. **Organisational analysis:** Undertake analysis which identifies GFDs strengths, weaknesses, opportunities and threats in relation to organisational capacities, resources and the environment in which it operates.
2. **Stakeholder Consultation:** Engage with persons with disabilities, disability organizations, government agencies, civil society, and other stakeholders to gather input, feedback, and recommendations for the strategic plan.
3. **Strategy Formulation:** In collaboration with GFD develop strategic objectives, interventions, action plans, and identify initiatives across key areas such as inclusive education, healthcare, employment, accessibility, social protection, gender, monitoring implementation of international policy frameworks and organisational strengthening.
4. **Monitoring and Evaluation:** Establish a robust framework for monitoring progress, tracking outcomes, and evaluating the impact of the strategic plan's implementation.

4. Consultant Tasks, Timeframe and Deliverables

No.	Tasks	Expected Deliverables	Expected Duration
1	Review of existing strategic plan and other documents of GFD and member organisations, including relevant UNCRPD and Shadow reports	Summary report on the current needs, priorities, and challenges facing GFD – this should feed into stakeholder engagement	3 days
2	Stakeholder engagement/ consultation with GFD members and partners	Meeting with GFD Programme team and leadership, OPDs at National and regional level	5 days
3	Produce a draft strategic plan that includes objectives, interventions, action plans and identifies initiatives across key areas, and a monitoring and evaluation framework	First draft produced and shared with GFD and Ghana Somubi Dwumadie	6 days
4	Validation of strategic plan with stakeholders	Validation session with GFD programme team and leadership, OPDs at national and regional level	2 day
5	Final strategic plan produced, inclusive of monitoring and evaluation framework	Share final report with GFD and Ghana Somubi Dwumadie	4 day

The assignment will be implemented as outlined below:

Activity	Expected Date
Submission of proposals	17 May 2024
Contracting	24 May 2024
Review of existing strategic plan documents of GFD and member organisations and development of summary report	31 May 2024
Stakeholder engagement/ consultation with GFD members and partners	07 June 2024
Produce a draft strategic plan that includes objectives, interventions, action plans and identifies initiatives across key areas, and a monitoring and evaluation framework	14 June 2024
Validation of strategic plan with stakeholders	21 June 2024
Final strategic plan produced	28 June 2024

5. Payment Schedule

The consultant should submit the total budget with a detailed breakdown of fees, including applicable government taxes. Please note that Ghana Somubi Dwumadie / GFD will meet the costs of stakeholder engagement and validation meeting(s).

Thirty percent (30%) will be paid on signing the contract; Thirty percent (30%) on submission of first (1st) draft and forty percent (40%) on submission of final strategic plan.

Payment will be made on submission of an invoice and any supporting documentation required to Samson Addo of Ghana Somubi Dwumadie at s.addo@ghanasomubi.com

6. Ethics, Data Protection and Safeguarding

The Consultant shall be responsible for upholding all ethical standards by ensuring that all information relating to the consultancy are held confidential. The Consultant shall also ensure confidentiality and anonymity of participants during the exercise. In addition, the Consultant shall adhere to Options Consultancy Services Limited Data Protection, Confidentiality and Company Property requirements which will be detailed in the Agreement between the parties.

Safeguarding is a priority concern for Ghana Somubi Dwumadie, and the Programme is committed to ensuring that its staff, programmes, consultants, and activities 'Do No Harm'. In our context, safeguarding focuses, in particular, on measures undertaken to protect adults with disabilities, including adults with mental

health disabilities, against Programme risks, actions, and behaviours that result in them being harmed, exploited, neglected, or discriminated against. Given this, the consultant is required to be aware of the safeguarding policy in the agreement.

Safeguarding is also a priority concern for Ghana Federation of Disability Organisations and GFD is committed to ensuring that its staff, programmes, consultants and activities Do Not Violate the rights of persons with disabilities. In our context, safeguarding focuses on measures undertaken to protect children, young people and adults with disabilities (CYP&AD) including people with mental health disabilities, against programme risks, actions and behavior's which results in them being harmed, exploited, neglected or discriminated against. In view of this, the consultant is required to observe and adhere to the Consultants Code of Conduct and GFD's Safeguarding Policy.

7. Consultants Competencies, Experience and Skills Requirements

Applicants will be assessed against a set of criteria including:

- Proven experience of leading organisational strategic plan development
- Familiarity with the disability environment and context in Ghana
- Proven experience of working with people with disabilities and/or mental health conditions
- Excellent planning and organisational skills
- Proven ability to meet deadlines
- Value for money (suitability of the financial proposal)

8. Application Process

The closing date for submitting your proposal is **5pm (GMT) on Friday 17th May 2024**. All proposals should be sent via email to: **Procurement@ghanasomubi.com** with a copy to **s.addo@ghanasomubi.com** and **procurement@gfdgh.org**. The bid should include:

- Evidence of how you fulfil the Competencies, Experience, and Skills requirements in Section 6
- A list of at least three clients similar work has been done for in Ghana, particularly NGOs
- A description of how you will approach this task to ensure you meet the deadlines in section 4
- A detailed financial proposal (to include all fees, activity, and other costs, e.g travel, accommodation, subsistence). Please note that Ghana Somubi Dwumadie / GFD will meet the costs of stakeholder engagement and validation meeting(s)
- Confirmation of your availability to undertake the task in the timescales specified

- A CV with 2 references

9. Points of Contact

The primary point of contact is the Ghana Somubi Dwumadie Assistant Programme Manager Samson Addo (**s.addo@ghanasomubi.com**).

Other personnel involved include the Programme Team Leader, Lyla Adwan-Kamara (**l.adwan-kamara@ghanasomubi.com**), and the Programme Manager, Philip Hand (**p.hand@ghanasomubi.com**), and Peter Anomah Kordieh of Ghana Federation of Disability Organisations (**peter.anomahk@gfdgh.org**)

Annex 1: GFD Strategic Plan 2020-2024



STRATEGIC PLAN

2020-2024

April, 2020

Abbreviations and Acronyms

- CBR Community Based Rehabilitation
- CHASS Conference of Heads of Assisted Secondary Schools
- CSOs Civil Society Organizations
- DACF District Assemblies' Common Fund
- DANIDA Danish International Development Agency
- EC Electoral Commission
- GES Ghana Education Service
- GFD Ghana Federation of the Disabled
- GNAT Ghana National Association of Teachers
- GoG Government of Ghana
- G-RAP Ghana Research and Advocacy Programme
- GVSSN Gender Violence Survivors Support Network
- ICT Information Communication Technology
- IE&C Information, education and communication
- LEAP Livelihood Empowerment against Poverty
- LI Legislative Instrument
- M&E Monitoring and evaluation
- MASLOC Micro and Small Loans Centre
- MDAs Ministries, Departments and Agencies
- MESW Ministry of Employment and Social Welfare
- MEHSOG Mental Health Society of Ghana
- MLGRD Ministry of Local Government and Rural Development










- MMDAs Metropolitan, Municipal and District Assemblies
- MoE Ministry of Education
- MoH Ministry of Health
- MOWAC Ministry of Women and Children's Affairs
- NAGRAT National Association of Graduate Teachers
- NCCE National Commission for Civic Education
- NCPD National Council of Persons with Disability
- NDPC National Development Planning Commission
- NETWIGHT Network for Women's Right in Ghana
- NGOs Non-Governmental Organizations
- NMC The National Media Commission
- NMTDP National Medium Term Development Plan
- NSC National Sports Council
- OD Organization Development
- OPWDs Organization of Persons With Disabilities
- PWDs Persons with Disabilities
- SOAWR Solidarity for African Women's Rights

Ghana Somubi Dwumadie, TOR – Ghana Federation of Disability Organisations

- UN United Nations
- VCT Voluntary Counseling Testing
- WW Women's Wing
- WWDs Women with Disabilities

EXECUTIVE SUMMARY

The Ghana Federation of Disability Organizations (GFD) represents over 2.5million persons with disabilities in Ghana. It is a civil society organisation which brings together the key associations and organisations of persons with disabilities in Ghana. The Federation was established in 1987 by three organizations of persons with disability, namely The Ghana Association of the Blind (GAB), now Ghana Blind Union (GBU), and Ghana Society of the Physically Disabled (GSPD) and the Ghana National Association of the Deaf (GNAD), as a national umbrella of organizations of persons with disabilities. Currently there are 9 members of the GFD. These are;

-  Ghana Society of the Physically Disabled (GSPD)
-  Ghana National Association for the Deaf (GNAD)
-  Ghana Blind Union (GBU)
-  Ghana Association of Persons with Albinism (GAPA)
-  Mental Health Society of Ghana (MESOGH)
-  ShareCare Ghana
-  Inclusion Ghana (IG)
-  Ghana Burn Survivors (GBS)
-  Ghana Stammering Association (GSA)

As at December 2019, the Federation had branches in 10 administrative regions and about 236 districts in Ghana. GFD champions engagements towards assuring the rights of persons with disabilities to access education, employment, health, economic welfare, recreation, the built environment, justice, information and governance. GFD works with its partners to advocate for a legislative regime which is sensitive to all persons with disabilities in Ghana and beyond.


GFD is an apolitical, non-religious, not-for-profit organization.

This strategic plan outlines the medium and long term strategic priorities for GFD for the next 5 years (ie 2020 – 2024). This Strategic plan is important to the Federation because it sets the direction and establishes priorities for the organization. It outlines measurable goals that is needed to attain to achieve the organisations vision. The plan also serves as a tool for guiding decisions and for evaluating progress and supports the changing of approaches when moving forward.

Since the GFD is an umbrella organization with members who have varied priorities, it is necessary to have a comprehensive document that synchronizes their collective effort. It puts everyone on the same page and outlines their various roles and responsibilities

1.0. EXISTENTIAL INFORMATION

 **VISION:**
An inclusive society for all Persons with Disability in Ghana

 **MISSION:**
To advocate the rights of Persons with Disability by influencing policies, programmes and activities at the national and local levels and to strengthen the organisations of Persons with Disability

OUR VALUES

GFD is guided by the following

- Inclusiveness consistent with the principles of human rights, mutual respect, genuine trust and equality
- Transparency and accountability
- Strong participation and stakeholder involvement
- Solidarity in legitimacy to each member organization's contribution to the Federation.

CORE MANDATE OF GFD

In pursuit of its mission, GFD has the following high strategic goals. We will:

- Pursue the rights of PWDs
- Promote inclusive development
- Promote the development of vibrant member organizations of PWDs to demand their rights
- Promote the mainstreaming of issues of gender, the empowerment of women and the rights of children with disabilities
- Build Strategic Partnerships with organisations, institutions and individual with interest in disability issues
- Mobilize the necessary resources (including human, financial) to sustain the Federation

In support of these strategic goals, the mandate of the GFD as the umbrella body of organisations of persons with disabilities is to advocate and influence national policy and programmes for full inclusion and the active participation of PWDs in all aspects of national life. The GFD undertakes activities and programmes in the area of awareness creation, sensitization, capacity building, research and development, resource mobilization, networking and collaboration, monitoring and evaluation.

2.0. CONTEXTUAL ANALYSIS

2.1. Analyzing our environment

2.1.1. Our External Environment

The Economic Environment

The poverty situation of persons with disability in Ghana is quite severe when compared to persons without disabilities. Many PWDs languish in extreme poverty with a high degree of unemployment and under employment. PWDs report facing discrimination in the job market and access to credit remains a challenge to many PWDs. The Labour Act 2003 and Disability Act 2006 however contain some provisions that seek to address some of the issues that contribute to extreme poverty among PWDs. In particular, the Labour Act and its accompanying Labour Regulation 2007 call for the setting up of a Disablement Unit in each district to assist People with disabilities who need employment. Special incentives have also been provided under the law for employers who employ persons with disabilities engaged in business ventures or enterprises. All these provisions are yet to materialize. There are still some challenges with regard to PWDs access to 3% of the District Assembly Common Fund (DA CF).

The Cultural Environment

Disability in Ghana has been linked to cultural beliefs and myths that dehumanize affected persons. This has affected the self-esteem of PWDs and limited their opportunities for social interaction.

Women with disabilities bear the greatest burden of cultural discrimination particularly in the area of marriage. Many people seem to frown on marriage with PWDs because of their beliefs and myths about disability. As a result, people are rarely encouraged by their family members, especially parents, to marry PWDs. Although traditional leaders uphold stability in localities, their mode of selection and the customs associated with the institution serves as an instrument for social discrimination against PWDs. The 1992 Constitution (Article 272) however enjoins the National House of Chiefs to “undertake an evaluation of traditional customs and usages with a view to eliminating those customs and usages that are outmoded and socially harmful”.

Social Environment

The daily social life of PWDs is a pattern of exclusion at the family, community and national levels. In situations where resource is a constraint at the household level, opportunities are given to non-disabled siblings to the disadvantage of PWDs. At the community level, PWDs face discrimination both at school and in the larger community. This problem has been compounded by weak institutional support mechanisms. The existing health policy and the National Health Insurance Scheme (NHIS) do not cater for the particular health care needs of PWDs.

While the Persons with Disability Act, 2006 (Act 715) contains provisions that provide PWDs with access to healthcare, this provision is limited to persons with severe disabilities, implying that unemployed PWDs whose disability do not fall under the severe category cannot access free health care. It is very apparent within the Ghanaian context that the educational level among Persons with disabilities is very low and in some areas almost non-existent. This partly explains the level of poverty among PWDs in Ghana. Although education is supposed to be free for PWDs, it has been revealed that PWDs find it difficult paying for the user fees which are charged by the various schools. Access to the built environment poses a problem to PWDs despite provision in the Disability Act that require all public buildings and places to be disability friendly. Rehabilitation programmes for PWDs are inadequate and in some cases non-existent.

Social protection

The existence of a few social protection mechanisms for People with Disabilities hardly reflects on the situation of the majority of the members of the society who have disabilities. A 3% portion of the District Assembly’s Common Fund (DACF) – a statutory funding for local development, has been set aside for the usage of People with Disabilities, however the system has been plagued with a number of bottlenecks. These include the irregularity of the disbursement both from central government as well as the district authorities, the inadequacy of the funds to cater for all the People with disabilities in the districts, the misuse of funds by those who are allocated, the poor monitoring mechanisms that are in place at the districts as well as the “borrowing” of the funds by some districts. As a result of the above 3% common fund allocation most People with Disabilities are not able to access any other financial opportunities that occur at the District assemblies as they are regarded as having been already being catered for. Another mechanism is the Livelihood Empowerment against Poverty (LEAP) that provides cash and health insurance to extremely poor households across Ghana to alleviate short-term poverty and encourage long term human capital development. Many People with Disabilities were not allowed to register on the scheme because they were not recognized as being extremely poor.

Briefly, social protection systems put in place by government and meant to provide relief for People with Disabilities are inadequate and do very little to protect them

Political Environment

Despite provisions in the fourth Republican Constitution (Chapter 5) that grants equal rights of participation to every citizen, participation among PWDs in politics, governance, and civil society groups outside the disability movement is very low. Appointment of PWDs to high profile and leadership positions in Ghana is also low. There are also no sections or units of government departments dedicated fully to the disability agenda. The current decentralization programme of Ghana is premised on the principle of participatory democracy; however, the participation of PWDs in the district level political administration is limited.

There has been some significant progress in recent years regarding the participation of PWDs in the electoral process, however, the involvement of OPWDs on issues of national interest is minimal. Organizations of Persons with disabilities appear pre-occupied mainly with issues that directly affect PWDs. This focus on their issues and not on other national issues upon a critical look, affects PWDs even greater than nondisabled person.

The Legal Context

The 1992 Constitution, the Labour Act 2003 and Persons with Disability Act 2006 makes significant provisions for PWDs to access education, healthcare, employment, and decent social life. Ghana has ratified the United Nation Convention on the Right of Persons with Disabilities to give full protection to the rights of PWDs. This has occasioned the need for the amendment of the Persons with Disability Act 2006 to integrate the two legal provisions. Once integrated, the Act will give a great deal of power to PWDs, civil society groups and Ghanaians in general, to engage the government and other duty-bearers in the law to act accordingly.

It however suffices to mention that the Legislative Instrument (LI) that is needed to operationalize certain aspects of the Disability Act has not been developed after several years of the passage of the Disability Act. The non-implementation of the provisions in the policies and legislations has contributed immensely to the present pattern of poverty, exclusion and vulnerability among PWDs.

Technological Context

Information, communication and assistive device, can offer PWDs new possibilities to achieve independent living and participation in social and economic activities but PWDs access to ICT is low. The deaf/hearing impaired hardly gets access to public information as both national and private information and communication service providers cut them out.

Despite the imitative of the National Media Commission (NMC) to ensure that television stations provide a sign language inset or subtitles in all newscast programs and programs of national significance, there is still more to be done. Many advertisement and public education on TV do not provide for the information needs of the deaf. Many newspapers, books and educative materials are not presented in the format that is accessible to the blind. The neglect of PWDs in the emerging information age has further excluded them from mainstream society.

The Media Context

The media does not have adequate information on PWDs nor does it face any direct or indirect pressure from any recognized body to cover disability issues. The coverage of disability issues in the print media for example was found to be relatively low. This is collaborated by lack of National Media Policy's feature on disability issues. Where there is a blanket use of the term 'vulnerable' or 'disadvantaged' to denote PWDs, media houses could hide behind this provision and say they have covered "vulnerability issues". In a study of the Disability situation in Ghana, media houses concur to the fact that disability issues do not get adequate coverage. This offers both an opportunity (i.e. they are aware and this can be used as an entry point) as well as a challenge (they know yet they seem

unable to do anything about it!). It is also a challenge that majority of the media personnel are stuck in the 'Charity Model' since they would present PWDs as people who need assistance. The National Media Commission (NMC) is central to any effort to addressing these imbalances as it has a constitutional mandate. OPWDs could influence the NMC to formulate media policies that are disabled friendly. Partner organizations of OPWDs seem to enjoy relatively good media coverage whenever they organize their activities. However, the challenge is that not all of these organizations' activities cover disability issues. If they do, there would be no doubt that disability issues would enjoy more coverage through these organizations.

In its effort to promote high and positive reportage on disability issues, the GFD has facilitated the setting up of a Media Caucus of individual journalists who are interested in supporting the agenda of PWDs in Ghana.

In conclusion of the analysis of the above mentioned external factors, it can be stated that the environment for People with Disabilities is not a rosy one. The external environment is plagued, in almost all the areas related to People with disabilities, with circumstances that seem to have no means of resolution. There are some areas that have the necessary frameworks and legislations but these are not functional. In some of the areas they simply do not exist.

Our Key stakeholders

GFD needs the input and support not only from the members of the Federation but also Government Ministries, Departments and Agencies (MMDAs), civil society organizations as well as local and international development partners. All these stakeholders are critical to GFD in achieving its mission, and objectives set out in this strategic plan. These key stakeholders include;

- **The National Council on Persons with Disabilities (NCPD)**

NCPD is a state body set up by an Act of Parliament with the mandate of promoting the rights of PWDs in Ghana and the mainstreaming of disability issues into all aspects of national development. The Council is therefore a key ally of GFD. It serves as an inter-agency portal for information on government programs, services, and resources for people with disabilities, their families, employers, service providers, and other community members. NCPD is also mandated to coordinate and promote effective inter-ministerial action on disability in Ghana. As a stakeholder, they are to ensure that government agenda for persons with disabilities are realized. This stakeholder has relatively high level of power for influencing the mission of GFD.

- **Organizations of Persons with Disabilities (OPWDs)**

The organisations of persons with disability constitute the nucleus of GFD membership. These organizations include the Ghana Blind Union, the Ghana Society of the Physically Disabled, Ghana National Association of the Deaf, Ghana Association of Persons with Albinism, Inclusion Ghana, Mental Health Society of Ghana and Share Care Ghana. These OPWDs are non-profit membership organizations that represent the interests of persons with disabilities and advocate and lobby for their rights in Ghana. Their activities ensure that government and service providers are responsive to the needs of PWDs and provide information and other services to their members and empower them for independent living. These stakeholder have relatively high power of influencing the mission of the federation from the perspective of the membership of these organizations. It can be stated that almost all progressive developments that have taken place within the sphere of disability in Ghana have been spearheaded by these organizations.

- **Persons with Disabilities/ Parents of PWDs/ General Public**

These are persons with disabilities, parents of PWDs and general public who are not members of any OPWD but are interested or involved in issues affecting PWDs either for their individual perspectives, commitment and or involvement in wider disability debates and policy processes both local and international. They strive to ensure that rights of PWDs are respected and are able to hold the government accountable on its agenda for persons with disabilities. PWDs, their parents and the general public and OPWDs have the potential power and numbers to influence the attainment of their goals.

- **Ministries, Departments and Agencies**

Disability issues are cross-cutting and concern all government Ministries, Departments and Agencies (MDAs). In Ghana, the Ministry of Employment and Social Welfare (MESW) is responsible for coordinating disability issues with the Disability Council and Department of Social Welfare as its delegated agencies. The MESW has relatively sphere of influence on GFD in achieving its mission as it any request for legislative/policy changes ought to have the Its blessing before it can be realized.

Disability Network

The Disability Network is a coalition of OPWDs and CSOs that focus on disability issues with view to maximizing the effectiveness of OPWDs through networking at the local, national and international level. They also liaise with government departments and agencies and facilitate changes in the legal, regulatory and policy environment. The disability network has relative medium level of influence on GFD in achieving its goals.

- **Metropolitan, Municipal and District Assemblies**

MMDAs promote local governance and have specific responsibilities for local development including service delivery by providing resources for social, political and economic development of PWDs and ensure that all public services at the local level are accessible to PWDs. These MMDA have relatively medium level of influence on GFD in achieving its goals.

- **Mental Health Authority**

The Mental Health Authority (MHA) is an agency established by an Act of Parliament, Mental Health Act 846 of 2012, to propose, promote and implement mental health policies and provide culturally appropriate, humane and integrated mental health care throughout Ghana. The Authority is governed by the Mental Health Board. The Authority is a good example of how advocacy can lead to the establishment the right mechanisms for the welfare of vulnerable groups.

- **Department of Social Welfare**

The Department of Social Welfare is involved in the rehabilitation and provision of social services (e.g. rehabilitation centers and community based rehabilitation services). At the regional and district levels, the Department is the primary unit responsible for the affairs of people with disabilities and plays a major role in the disbursement of the 3% common fund to PWDs. The department has a relatively medium level of influence in GFD's quest to achieve its mission and a lot of the time has misunderstandings with the OPWDs at the district level.

- **Donors and Partners**

Donors provide funding, partnership, technical support, learning and knowledge, logistics and guidelines for best practices to the disability organizations. Donors and partners have a high level of

influence on GFD abilities to achieving its mission since without their support, GFD could not have achieved the successes it has done to date.

2.1.2. Analyzing the Internal Organization

As an umbrella body of OPWDs in Ghana, GFD is strategically placed to influence real and significant change in the lives of PWDs. The identification of the strengths and weaknesses as well as opportunities and threats are essential to enable the organizations achieve its strategic objectives. Below are the strengths, weaknesses, potential threats and opportunities of GFD.

Strengths	Weaknesses
<ul style="list-style-type: none"> • GFD is legally registered as a CSO with a clear mandate and organisational structure • GFD is strategically located in the heart of Accra in a cluster of OPWDs • The Federation has a pool of human resources who are committed to the disability agenda. Our members, committees, development partners are dedicated to the development of PWDs in Ghana. • GFD is linked to the World Wide Web (internet) social media (Facebook, twitter etc.) to market itself, provide information, education and public awareness. • GFD has regional and district branches which serves as the link between the national office and PWDs across the country. • GFD has a growing experience and expertise on issues of disability in Ghana. • Members of GFD are strongly committed to achieving the goals and objectives of the organisation. The organization has well established networking with partners/donors and has credibility of getting national and international donor funding 	<ul style="list-style-type: none"> • The organization has limited resources (human and financial) to adequately carry out its mandate, especially at the grassroots level. • Staff Capacity is not adequate to take on some of the higher level activities that are necessary to make the desired impact • There are inadequate office space and equipment, ICT and assistive devices to support work of the Federation, particularly at regional and district levels. • The organization has inadequate means of transport to access rural constituencies. • Poor updates on website is impeding the sharing of significant information to the general public • Inadequate membership data
Opportunities	Threats
<ul style="list-style-type: none"> • The Laws, legislations, and policies provide an enabling environment for the Federation to effectively advocate the rights of PWDs (e.g. 1992 Constitution, PWD Act 2006, Labour Act 2003, UN Convention on the Rights of PWDs etc.) • There is growing interest of PWDs who are joining the disability movement. • GFD has gained recognition of MMDA, MDAs Media Commission/houses of Chiefs, Community leaders, Political Parties, CSOs etc. • The political situation and democratic governance structure in Ghana has improved to 	<ul style="list-style-type: none"> • Uncertainty of long term support from development partners • Regime changes affect continuity and sustainability of initiatives • PWDs and their organisations have high growing expectations of GFD • Emerging disability groups that try to set up parallel functions as GFD. • The charity and welfare orientation of public servants and political officer holders are inconsistent with the rights-based approach to advocacy.

<p>push for development and respect for human rights of persons with disabilities.</p> <ul style="list-style-type: none"> • There is growing international and national recognition and support for the rights of PWDs • 2020 is an election year and GFD needs to organize itself to be in a position to bargain with the parties to include their issues in their manifestos 	<ul style="list-style-type: none"> • One of the major threats is the intermittent changes that are made as a result of political reshuffles. These changes render initiatives made with previous political useless and a new start has to be made with the new appointees. • Drying up revenue streams for which GFD has not yet been able to provide answers. Attempts at fund raising have not been fruitful
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3.0. GFD’S STRATEGIC DIRECTION

The GFD strategy builds on the success chalked under the previous strategic plan and consolidates its framework for joint cooperation among actors in the disability movement while building the strategic capacity within OPWDs. In the quest to attain full inclusion and active participation of PWDs in all facets of the Ghanaian society. A Review of key strategic documents and reports of GFD namely; a Context Analysis of the current Disability Situation in Ghana, Advocacy strategy framework, Status Reports on progress of various initiatives, Gender Policy and Action plan, a SWOT analysis of GFD, the Organizational Development plan, the Communication guidelines/plan, and various other documents provided by the members of GFD give a clear overview to guide the direction of GFD’s future advocacy and organizational development interventions. GFD aims to embark on sustained evidence-based and results oriented advocacy in the following areas:

- Access to healthcare and facilities
- Education
- social support
- Governance and civic participation
- Employment
- Accessibility
- Sports
- Media.

Addressing the needs of PWDs through right based advocacy approaches in these thematic areas	
Area of Advocacy	Expected Outcome/s
<p>Health: Health sector policies and programmes in Ghana are not fully inclusive and accessible to persons with disabilities. The National Health Insurance Act does provide much space and support that encourages persons with disabilities access to healthcare and services. Persons with disabilities have limited knowledge sexual and reproductive health issues and therefore are not encouraged to access services relating to those health issues.</p>	<ul style="list-style-type: none"> • Improved access to mental healthcare • Increased awareness on sexually transmitted infections among PWDs • Increased education on reproductive health among women and girls with disabilities • Improved health of children with disabilities

<p>Health professionals have limited knowledge and understanding of disability issues.</p> <p>Objective: To ensure the development and enforcement of sound legislation and policies that improve access to healthcare and health facilities.</p>	
<p>Education: The situation of People with disabilities in the area of education is dire. This is particularly so because teachers are not trained to work with PWDs. For the physically disabled, access to the classroom can be a major hurdle, for the deaf, communication between the student and the teacher is virtually non-existent because the teacher has not been trained in sign language. The blind do not have their learning materials in braille and the intellectually disabled do not get the necessary specialized attention they need. The above-mentioned issues run through all levels of the education system. The future well-being of the majority of People with disabilities depends a lot on how well educated they can become.</p> <p>Objective: To increase access to quality education for children and adults with disabilities.</p>	<ul style="list-style-type: none"> • Improved access to inclusive education • Enhanced learning facilities for student PWDs
<p>Social support Though social support and protection systems exist, their effect on the greater populace of People with Disabilities is minimal and plagued with issues of mismanagement, misuse of funds and facilities, over subscription and bureaucratic complexities. Another feature is also the inability of some district disability organizations to come together to access the facilities in a unified manner and as such dividing the front of the movement.</p> <p>Objective; To advocate the development of and inclusion of PWDs in social support services for PWDs e.g. LEAP, DACF, NHIS, Free Maternal Healthcare.</p>	<ul style="list-style-type: none"> • Improved management of DACF and PWDs • Increased utilization of DACF by PWDs • Improved living standards of PWDs after retirement
<p>Employment</p>	

<p>Formal employment is a crucial issue for People with Disabilities because being employed reduces dependency on others and the community as a whole. That person is able to cater for some of his needs and thus lead a more fulfilling life. Formal employment encompasses both the government and private sectors.</p> <p>On the part of the employers the major stumbling blocks to the employment of People with Disabilities include the fear of the unknown and the need for disability friendly facilities. On the part of the Persons with disabilities, little knowledge on how to seek employment and the absence of opportunities to show their abilities.</p> <p>Objective: To promote PWDs’ access to permanent and decent employment opportunities in both public and private sectors</p>	<ul style="list-style-type: none"> • Improved access of PWDs to formal employment • Improved access of PWDs to employable skills training opportunities • Improved national employment policy framework
<p>Governance</p> <p>The participation of People with Disabilities in areas of governance at national, regional and district levels has been erratic. At a point they had reserved positions at the district assemblies but that has since been discarded. District level elections were held in 2019 and government appointees (30% of the assembly) will soon be nominated by government. GFD has the opportunity to lobby for the nomination of its members. The next election will be in 2023. This gives the GFD adequate time to initiate actions that will ensure a full and prepared participation of its members.</p> <p>Objective: To ensure an increased PWD participation in society/civic activities</p>	<ul style="list-style-type: none"> • Increased participation of PWDs in society/civic activities • Increased participation of PWDs in society/civic activities

Gender is a cross-cutting issue that requires the participation of women and men in all aspect of life. Women with disabilities face more barriers and discrimination in OPWDs and in society, compared to their male counterpart. One of the priority issues of GFD is for the disability movement to tackle this double discrimination. GFD recognizes that equal access of men and women with disabilities to power, decision-making and leadership is vital to ensuring proper functioning of member organizations. Integrating gender perspectives in OPWDs work and in society requires commitment, participation and contribution from members as well as commitment of the executives, administrators and all staff of the Federation. GFD’s commitment

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to gender needs to be reflected in all work plans and budgets as well as being fully accountable to members on progress in this area.

Area of Gender mainstreaming	Expected Outcome/s
Supporting an inclusive Federation through gender mainstreaming	<ul style="list-style-type: none"> To improve the level of awareness of staff and member organizations on gender equality issues
To mainstream gender issues into organizational programmes	<ul style="list-style-type: none"> Improved organisational programmes that include gender issues Increased financial support to gender issues
To increase women's inclusion and participation in governance and leadership in National, Regional, District and Zonal levels	<ul style="list-style-type: none"> Improved accessibility to governance and leadership at the National, Regional, District and Zonal level by women

The study of various policies and legislations, programmes and agendas of government, has put GFD and other disability organizations in a position where they can ensure the rights of people with disabilities in relation to various levels and aspects of accessibility and inclusion within the society

Ensuring Accessibility for PWDs	Expected Outcome/s
To explore government regulations, policies and programmes to improve accessibility and inclusion of PWDs	<ul style="list-style-type: none"> Improved Inclusion of PWDs in sporting activities Increased inclusion of PWDS in the National Youth Authority Increased access to District Assembly Common Fund Improved awareness on reproductive health and rights of OPWDs

4. GFD is recognized and accepted to be the lead and umbrella organization for People with Disabilities in Ghana. To live up to the responsibilities and carry out the role effectively, some areas have been examined and recommendations made to revamp and enhance the organization's ability to perform in the contextual environment.

CONSOLIDATING GFD'S POSITION AS A LEAD UMBRELLA ORGANISATION ON DISABILITY ISSUES IN GHANA	
	Expected Outcome/s
GOVERNANCE Objective: To improve the governance structures and systems of GFD	<ul style="list-style-type: none"> Adoption of governance policy Improved capacity of Board and strategic committee at the national and local levels

	<ul style="list-style-type: none"> Enhanced constitution of GFD
<p>HUMAN RESOURCE Objective: To increase the human resource capacity of GFD for greater efficiency and effectiveness</p>	<ul style="list-style-type: none"> Increase the staff strength to deliver the core functions of the secretariat Improve systems to engage resourceful volunteers Enhance the performance of individuals through the provision of training for identified needs and competencies Improve staff morale, motivation and retention through the adoption and implementation of improved staff service conditions
<p>EQUIPMENT, FACILITIES AND TECHNOLOGY Objective: To upgrade equipment, facilities and technology to modern standards for efficient and effective GFD operations</p>	<ul style="list-style-type: none"> Upgrade basic office equipment at the national, regional and district offices of GFD Upgrade ICT facilities in the national office and selected district branches of GFD Improve accessibility of GFD offices in the districts
<p>FINANCIAL RESOURCE MOBILIZATION Objective: To mobilize adequate financial resources to sustain the operation of GFD</p>	<ul style="list-style-type: none"> Increase the resource capacity of GFD to enable it function effectively
<p>NETWORKING AND PARTNERSHIP Objective: To broaden and strengthen the networking and partnership base of GFD</p>	<ul style="list-style-type: none"> Improved partnerships with relevant stakeholders Strengthen The Disability Network
<p>MEMBERSHIP Objective: To expand and strengthen the membership of GFD</p>	<ul style="list-style-type: none"> Increased GFD membership base through advocacy Enhanced capacity of member organisations at the national and local levels through training and capacity building

4.0. KEY INITIATIVES

GFD and its member organizations have been working for the welfare of People with Disabilities for quite some time and have identified strategies that have been effective in achieving desired results. These include;

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- Advocacy – Research and analysis, awareness creation, planning and implementation, workshops, lobbying
- Resource mobilization (human and material)
- Developing strategic partnerships
- Building alliances
- Capacity building and training
- Consultation
- Membership Empowerment
- Hand holding and Accompaniment
- Monitoring and evaluation

In the drawing up of the action plan, these time-tested strategies will be put to use and others developed and applied when and where it is necessary. It is important to note that these strategies are used in combinations so that they can ensure and reinforce the expected results.