

1.0 Introduction

Children's homes in Ghana are overwhelmed by the rate of increase in the population of Orphans and Vulnerable Children (OVC's). Although the number of Children's Homes has increased in the post independence period, the available Homes are still not sufficient to accommodate all the OVC's. Some OVC's find shelter on the streets amongst other unpleasant places. The lucky OVC's that find themselves in Orphanage Homes have to endure a life that is equally unpleasant as that of their street counterparts. Apart from their emotional suffering they are often subjected to physical and mental abuse, malnourishment and neglect. The reason why these problems exist in OVC institutions is because of their dependency culture and their lack in a sustainable business practice. If the trend of the situation of OVC's in Ghana persists, Ghana will not achieve most of the Millennium Development Goals despite the improvements that have already been achieved in some of the targets.

1.1 The Objectives of the Research

The objective of this thesis is to raise the awareness that the sustainability of children's homes in Ghana can be achieved through a social entrepreneurship venture operating sustainably and in partnership with all stakeholders. The fourth on the list of millennium developed goal is to reduce the mortality of children under the age of five by two-third in 4 years from 2011. The operations of children's homes in Ghana are not sustainable. As a result they contribute negatively to United Nations MDG number 4. In general children's homes in Ghana depend on the benevolences of others. If the few that are registered under the Department of social welfare and employment are underfunded, then the rest depending on just donations must be equally underfunded. We often come across pictures of smiling orphans in carefully orchestrated scenes. The real life in an orphanage in Ghana might not be quite as happy as the smiles that can be seen in their photographs. Statistics indicate that the population of OVC's in Ghana has been increasing. The current system that takes care of OVC's is not sustainable. Therefore there is an urgent need for a sustainable approach in order to conserve resources for future OVC's.

This thesis will illustrate that sustainable practice and social entrepreneurship can be a useful approach for addressing current and future challenges facing OVC institutions.

1.2 Geographical Location of Ghana

The republic of Ghana is located in the western coast of Africa. The nation was formed after the merger of the Gold coast and Togoland territories. Ghana covers an area of 239, 460 sq. km. (Map of World, n.d) Neighbouring countries to Ghana are, Burkina Faso in the north, to the south is the Gulf of Guinea, to the east is Togo and to the west is Ivory Coast.



Figure 1 (Ghanaweb.com, n.d)

1.3 Political History of Ghana 1957-1990's

Ghana was a British colony for most of the 19th century until 1957 when the nation struggled and gained independence from colonial rulers. However Ghana could not transform the independence into a political stability until the fourth republic was born. A decade after independence, Ghana's political experiences were consisted with military takeovers. This military takeovers hindered economic and social developments in Ghana. Ghana's peaceful transfer of power occurred in the year 2000. This transition to democracy has had a profound effect on Ghana's social and economic fabrics. For instance Ghana's ranking in political

rights, civil liberties and freedom of press is the one of the best in the world. Democracy has become a strong comparative advantage of Ghana. (European Commission, n.d)

1.4 **Economic History of Ghana 1957-1990's**

When Ghana gained independence from British rule, the nation inherited 200 million pounds. Nkrumah's socialist government spent the inheritances on projects in Ghana and across the continent. By 1966 the nation was finished with its inheritance. (Ghanaweb.com, n.d) From 1966 to 1972 the nation privatized its national farms and industries. The domestic currency was devalued to solve inherited economic problems. Price control was abolished and emphases were made on the production of staple food for national consumption. The results of these policies were unemployment, a low Ghana Cedi value, raising foreign debt and an excuse for a military government. (Ghanaweb.com, n.d).

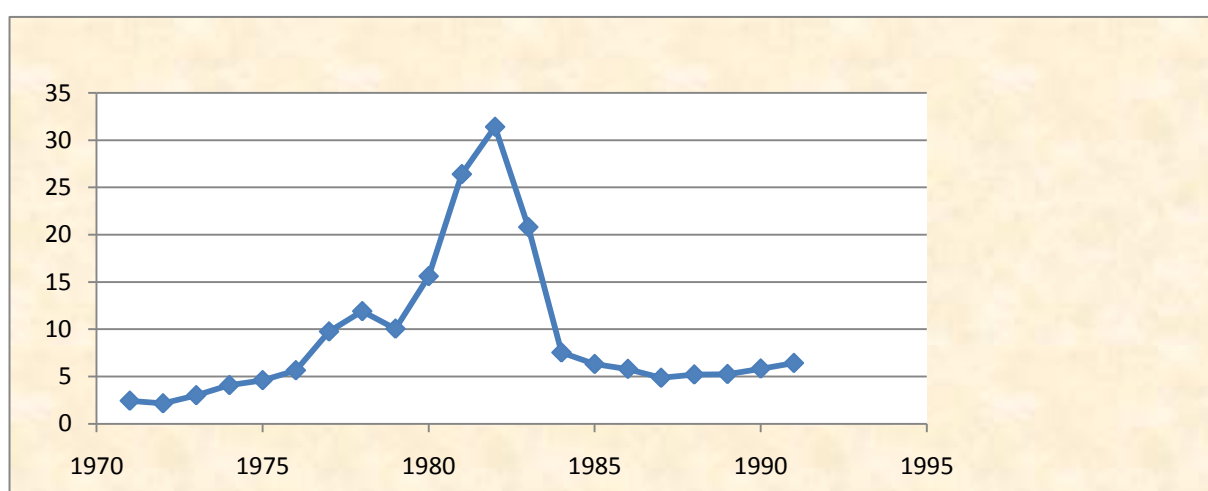
From the year 1972 to 1979 the government increased the money supply, refused to discharge their obligations to foreign debts, revalue the Ghana Cedis, and introduced price control and import licences. The price control led to a black market for commodities and high prices due to shortages on the market. The import license policy leads to the smuggling by traders who wanted to avoid paying duties. (Crawford.dk, n.d) The GDP of Ghana increased steadily in the 70's, however the increase was mainly due to contribution of the agricultural sector. The other sectors of the economy contributed to GDP at a diminishing rate as the time progressed. This is illustrated by graph 1 and graph 3.

In the early 1980's the Rawlings government embarked on socialism as a policy for national development. Prices were controlled with the use of force. The government declared all fifty Cedi notes confiscated. The situation caught the attention of international organisations. And Ghana was placed under an embargo. Inflation rose, medicine and transport were in shortage, and many suffered from hunger and starvation. The GDP fell from 20, 8 billion dollars in 1983 to 7 million in 1984. (United Nations University Website, n.d) From 1984 to 2000 plans for an economic recovery was introduced. The government privatized national industries, introduced a free market system, floated the Ghana Cedi on the currency market, boosted the export sector of the economy and introduced a stock market. (Ghanaweb.com, n.d)

The GDP fell gradually from the year 1984 to 1987 and increased again but gradually into 1990. The increase in GDP was due to increase in output in the manufacturing, industrial and service sector. The Agriculture sector illustrated decline in output as shown in graph 3.

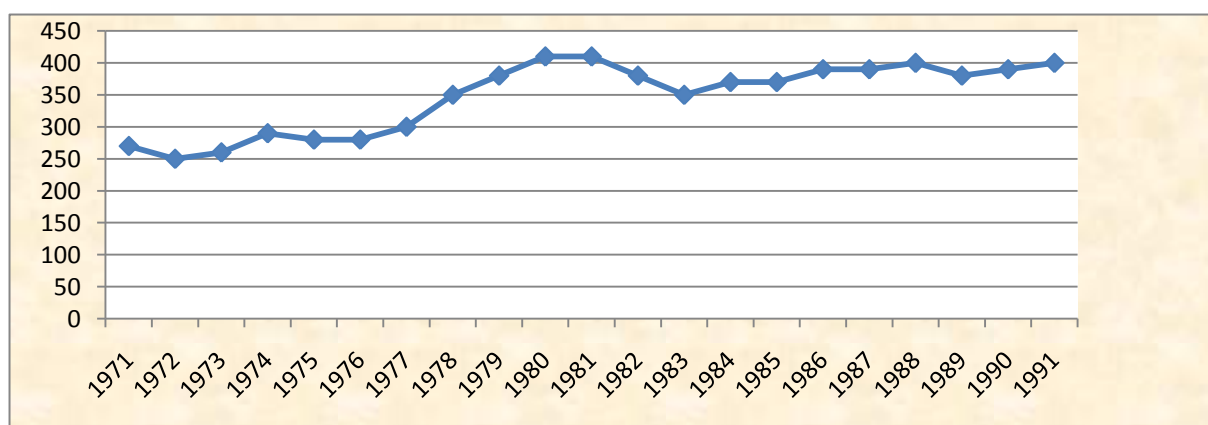
(United Nations University Website, n.d) Graph 2 illustrate that per capital income in Ghana has been fluctuating between 1970 and 1991. Although per capital income was higher in 1991 compare d to 1971 the real values of these amounts is significantly low still. (United Nations University Website, n.d)

Gross Domestic Product from 1970-1995 (Billions US Dollars)



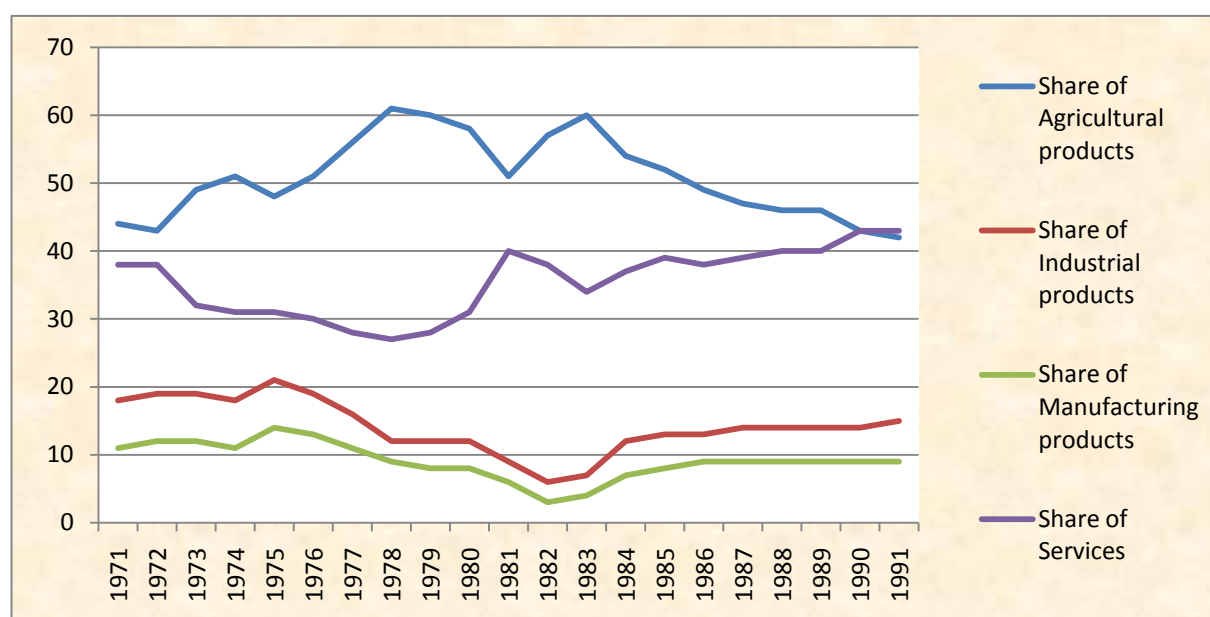
Graph 1 (United Nations University Website, n.d)

Gross Domestic Product per Capital from 1971 -1991 (Hundreds US Dollars)



Graph 2 (United Nations University Website, n.d)

Percentage share of GDP (1971-1991)



Graph 3 (United Nations University Website, n.d)

Ghana has recently been improving in its economic performance. The growth in GDP in the 2000 was estimated at 6.2% and 6.4 percent in 2007, the highest rates since the early 1990s. (European Commission, n.d) The economic growth of Ghana reduced the incident of poverty in the country from 51.7 % of the population in 1990 to 39.5 % the year 2000 and 28.5 5 in 2005 and 2006. The benefit of the growth was fairly distributed across the economic spectrum of the nation. (World Bank, 2007) This expansion was led by the domestic demand by: the mining sector; by the activities in construction and services as well; and by the high price of commodities (like gold and cocoa). (European Comission, n.d) The government of Ghana is aiming towards an economy that private sector can be encouraged to expand. The government also propose to increase the availability of credit instruments for the private sector. These measures are aiming at increasing the opportunities for employment in the country. (European Comission, n.d)

A report publish in 2011 indicates that the oil discovery in Ghana will lead to an improvement in the diversification of countries economic base. The report added that inflation has been going down and GDP has gone up as a result of the effect of the discovery. (Ghana Oil, 2011) Following the discovery of nine more oil reserves in Ghana the oil production is bound to increase much more. Production has already increased (on averagely) from the 45,000 barrels

per day in January to about 77,000 barrels in August 2011. The total crude oil production from January to September 2011 was about 16.7 million barrels. (Ghana Oil, 2011) This discovery will have a positive effect on the GDP of Ghana in the coming years and help the population to get out of poverty.

1.5 Ghana and the Millennium Development Goals.

The millennium development goals were proposed by the United Nation. They are eight goals that are in 21 quantifiable targets, Measured by 60 units. The eight goals includes: The reduction of poverty and hunger(MDG 1); An increase in primary school enrolments (MDG 2); An increase access to safe water(MGD 7), balance the ratio of boys and girls in school(MDG 3), reduce the mortality rate of children under five years old(MDG 4); and reduce infant mortality(MDG 4) and maternal mortality(MDG 5); Combat AIDS and malaria(MDG 6); Ensure environmental sustainability(MDG 7) ; And develop a global partnership for development(MDG 8). (United Nation Development Program) Statistics gathered by the European Commission in 2006 suggest that Ghana is making progress in some of its targets but some targets still needs major improvements. (European Commission, n.d)

In the case of reducing poverty, Ghana has made significant improvements. In 2006 the poverty ratio was estimated at 28, 5% compare to 51.75 in 1990. If the trends of economic development prevail Ghana is expected to meet its target of 26% by the year 2015. (European Commission, n.d) A similar story can be said about the primary school enrolment target. Significant improvements have been made in this target by 2006. The expectation is that Ghana will improve its record from 96% in 2006 to 100% in 2015. (European Commission, n.d) In the case of the under five, infant and maternal mortality rate, Ghana has not made significant improvement. However statistics describes the situation as being in a slow progress in attaining the targets. The record in 2006 was 111 per 1000 live birth for children under five, 64 per 1000 live birth for infant mortality and 205 per 100,000 live births for maternal mortality. (European Commission, n.d) The MDG targets that Ghana has managed to achievement include the ratio of boys and girls in school (MDG 3). On the other hand Ghana is not expected to achieve its target on the percent of population with access to safe water (MDG 7) if prevailing trends persist.

Ghana is making progress in some of its MDG targets as results of policy measures implemented by the government. One of these policies was aimed at the implementation of a community base health and nutrition service packages for children under the ages of 2 years. The policy makes provisions for pregnant and lactating women. (European Commission, n.d) Another policy targeted the establishment of a national health insurance to provide health Care for poor and vulnerable groups. And the final policy leads to the modernisation of agriculture in an attempt to secure the supply of food in Ghana. (European Commission, n.d) Although the statistic indicates that Ghana is making some progress in achieving its goals, the country has to face some significant challenges in some areas. Ghana does not have a food shortage problem. But there are pockets of Ghanaians facing chronic food deficit. (European Commission, n.d) A comprehensive study undertaken by the ministry of food and agriculture in 2008 illustrates that 5% of the household in selected regions which includes the North, upper east and west, western and greater Accra region are insecure in the matters of food supply. The report also indicates that in a normal year the poor households face 3 to 4 months of food insecurity and 6 to 8 month when the year is bad. Other challenges are the high global prices for food. When prices of food increase globally, poor household in Ghana faces food insecurity. (European Commission, n.d)

1.6 Main Focus of Research

The research will focus on Osu children home (OCH). It will specifically focus on how the institute operates, the challenges and opportunities it faces, and sustainable solution to the challenges through a social entrepreneurship venture.

1.7 Motivation

There are couple of reasons that has compelled me to write this thesis. The first of my motives is my personal experience growing up between the age of 6 years and 17 years of age. I lived at 25 church crescents. The location was a stone throw from the OCH. The school that most of the OVC's in OCH attends (Yahoshua primary school) was even much closer to my residence. I had the opportunity to socialise and become friends with a few of the OVC's and other children in the Osu Children's Home. This opportunity exposed me to the plights of the

OVC's in the home. I remember one day wishing myself success in music so I can use that influence and revenue to assist the Osu Children's Homes. It's unfortunate I have not become a musician yet. But the business skills and knowledge I have acquired is equally an incentive to deliver a solution to a social problem. Also my Lecturer Einar Svarsson started to call the nick name social entrepreneur and suggesting I take a look at the concept and its practicalities.

I started to look into the concept of social entrepreneurship and into myself as a social entrepreneur. Just around the same space of time I coincidentally came across an article on the Ghanaweb.com indicating that the Osu children's home will have to close down due to financial problems. As simple as the news may sound I personally could not make any sense of it. But by this point I started recollecting my childhood memories of OCH and my recommendations for changes. I connect it to a social entrepreneurship spirit and Einar Svarvassons awaking calls. My childhood wish of raising revenue (through the sales of music) to invest in a social problem describes a social entrepreneurship spirit. Having made this connection I was motivated to pursue this thesis. However I cannot rule out the fact that the political and economic developments in Ghana have also played a significant role in motivating me to pursue this thesis. In the absence of the present political freedom and economic growth that Ghana is experiencing, it would not have been possible to pursue this thesis or even conceive the idea as a practical solution.

2.0 Definition of Research Question

The research question is 'Can social entrepreneurs contribute to the sustainability of children's homes in Ghana?' The research objective is to explore social entrepreneurship as a solution to the sustainable operation of children's homes in Ghana.

2.1 Methodology

The purpose of this research is to first and foremost look into the current situation with OVC's and outline the failures in the current system that operates in this field. Lastly but not the least I will look into social entrepreneurship and sustainable practice as a solution to this sustainability in Children's homes in Ghana. When I chose this topic for my bachelor's thesis, I was hoping that I could go to Ghana and conduct a field research. Travelling was not possible therefore I had to rely on secondary data's in the process of my research. I began the research by looking into the political and economic history of Ghana. The economic and political situation of Ghana is significant in understanding the past, present and future situation of OVC's in Ghana. I also looked in the situation of OVC's in Sub-Sahara Africa and I briefly wrote about OVC's in Asia and Caribbean to highlight the intensity of the Problem in Africa. I then narrowed the research down to focus on OVC's in Ghana and Osu Children's Home in particular.

Finally I analysed the data collected by connecting the material in relation to OVC's in Ghana to material relating to the economy, society and politics developments of the country. I also analysed the data's from a social entrepreneurship point of view and used the MDG's to outline the problems and solution to the current OVC's situation in Ghana. Having finished analysing the data, I was confident in drawing a conclusion that the current system of operating orphanage homes is not sustainable and recommended a sustainable approach through social entrepreneurship venture. I have included in this thesis few clips from the Youtube.com films by Anas. I chose to have the pictures in black and white because some of them are too graphic to have them in colours.

2.2 Constraints

In my conduction of this research I came across a number of obstacles. The first constraint was with, distance, money and time. Ghana being eight hours flight from Iceland made it difficult for me to conduct a field research. And to assign someone in Ghana to collect data on my behalf was going to be time consuming.

The second obstacle I encountered was getting hold of materials that covers the hard facts of the situations in Osu Children's Home. I came across very few materials that I thought were fit for this research. As a result I relied mainly on one of these sources because it was more

current and more detailed. The material was the findings of an investigation published by the Crusade Guide, a recognised news media outlet in Ghana. It was also accompanied by a video recording which I sourced from the Youtube.com website. I chose to include information's documented in these videos because it is an evidence of the findings of the investigation. The purpose of the investigation was to document the life of OVC's in the home. The findings raised a lot of controversy in the Ghana news media. Some media commentaries dismissed the findings of Anas as propaganda. The government was prompted to step in the issues by ordering an investigation which concluded that the recording was authentic. (Ghana broadcasting corporation, n.d)

3. Theoretical Background

The theoretical background of this these are: social entrepreneurship; Sustainability and Environment; and Orphanage and Vulnerable Children.

3.1 Social Entrepreneurship

An entrepreneur is a person capable of creating something out of nothing, manages it for the purpose of growth and profit. The entrepreneur senses opportunities where others see chaos. He or she is influenced by innovation and uses strategic management practice. (Kirby, 2003) Over the centuries economics have been debating and identifying the role of entrepreneurs in the economy. Many schools of thought emerged with different versions of the entrepreneurs characteristics. To remove the complications presented by this many characteristics, Herbert and Link have develop a useful taxonomy which identifies 12 characteristics of an entrepreneur. (Kirby, 2003) According to Herbert and Link the entrepreneur is:

1. A person who takes risk in the face of uncertainty
2. A person with a financial incentives
3. A person with an innovative mind
4. A decision maker
5. A person with a leadership quality
6. A person with a managerial skill
7. An organizer and a co-ordinator

8. An owner of an enterprise
9. An employer of factors of production
10. A contractor
11. An arbitrageur
12. An allocator of resource

Herbert and Link did not focus on the personality of the entrepreneur. They included the issue of risk and uncertainty and suggested that uncertainty is the result of the changing environment and innovation is the precept to that change. (Kirby, 2003)

This brings us to the conclusion that an entrepreneur is risk taker, with a drive to respond to changes, through innovation. By providing value for money the entrepreneur intends to reap a reward (profit). A social entrepreneur is a person who develops an innovative solution to a social issue. (The Economist, 2010) The idea is using business format but where the main goal is social change and not profit. Social entrepreneurship is a business like idea that leads to productivity in the social sector. (The Economist, 2010) There are a growing number of social entrepreneurship ventures in recent decades. They include Grameen, the microfinance bank (The Economist, 2010) and Waste Concern (WC) a non-governmental organisation established to address a social issue in of Bangladesh.

The social problem Bangladesh was facing was how to manage its waste. Dhaka the capital of Bangladesh has a population of 10 million people dwelling in a space of 360 square kilometres. An estimated 3 million people of Dhaka's residence lives in slums. The city produces 5800 tons of waste which are organic and suitable for the production of compost for agriculture. (UNDEP, n.d) The municipality of Dhaka lacked the equipments needed to address the problem of waste effectively, as a results waste were dumped on streets and drainages of the capital. The dumping of waste indiscriminately poses a health hazard to the dwellers of Dhaka. The solution from WC was to organisation the collection and recycling of waste for its economic benefits. (UNDEP, n.d) Waste Concerns approach included all stakeholders. The slum dwellers were successfully influenced to priorities on their environment even though this poor residence may face other social issues such as hunger. To entice the slum dwellers to be committed, Waste Concern introduced an income benefit for participants of the program. (UNDEP, n.d)

The success of the pilot program attracted the attention of the government and stakeholders. The ministry of environment and sustainability recommended that the project should be replicated in other parts in Bangladesh. (UNDEP, n.d) The benefit of the WC is to generate income for the community based composite plant. It also leads to an efficient and effective way of managing waste and provides Bangladesh soil with organic manure which is needed to improve land fertility. (UNDEP, n.d) And it also keeps the environment clean.

The WC project started with a pilot project. The successes of that pilot project lead to the project being replicated across Bangladesh. If OCH should invest in a social entrepreneurship venture, the success of that venture will be replicated across other homes in Ghana. If that happens all OVC institutions in Ghana will be operating sustainably. Therefore they will contribute positively to MDG's 1-5 and 7.

3.2 The Environment and Sustainability.

The world's population is increasing. To sustain these population growth nations aims at economic growth. The exploitation of natural resource to attain these economic growth has lead to unintended social, economic and environmental consequences. (United States Environmental Agency) As a result the world is rapidly changing into a hostile place for its inhabitants. In just the period of twentieth century the world's population has increased to 7 billion. (United Nations, n.d) Also the introduction of technology and industrialisation has come with many environmental challenges. The 2011 UN human development report proposes that the solution to the world's sustainability must be addressed through globally partnership. The report also stated that policies must be made on a national and global level to mutually reinforce this global partnership to pursue this common goal. . (United Nations, n.d) Living standards in most countries have been increasing and converging according to past reports.

A 2011 report indicates a reversal of the trend if environmental deterioration and social inequality persist. (United Nations Development Report, n.d) Our ecosystem provides us with the food we need to survive. In Africa the forest provides the natives with bush meat for protein. In south East Asia the source of protein is fish. The security of global food supply depends on the sustainable management of or ecosystem. The deterioration of the environment can cause an irreversible loss of food on land, in the sea, rivers and lakes.

(Taskforce, n.d) The five most important direct factors contribution to environmental degradation are the following.

1. A change in the land cover.

The change of land cover, either for the purpose of agricultural, the construction of high ways, logging of timber or urbanisation leads to a reduction in the ecosystems ability to function. An example of such malfunction is the flood- attenuation capacity of soil. Also the deforestation and urbanisation in Africa increases the risk of malaria and lymphatic filariasis. (Taskforce, n.d)

2. Over appropriation of resource.

The inappropriate exploitation of resources can decrease the stock of even renewable resources to a level not capable of sustaining the trend in population growth. For an example over fishing, destructive and unselective fishing can lead to a reduction in the fish stock species by species. (Taskforce, n.d)

3. Invasive alien species

These are non native organism that establishes and spread in a new environment. This alien species are a threat to our native species, water ways and human health. (Taskforce, n.d)

4. Pollution of air soil and water

Human life and the ecosystem are both dependant on clean air and clean water. Chemical pollutants such as Carbone monoxide, lead, nitrogen dioxide and sulphur dioxide can causes of brain damage, respiratory illness, cancer and death. The pollution of the air and water ways by chemical and organic waste affects human health, reduces agricultural productivity and destroys the ecosystem. (Taskforce, n.d)

5. Climate change

All ecosystems are dependent on a stable climate. The stability in the global climate affects the weather system, human health, agriculture and marine life. It also influences the

distribution and the health of species, and increases our consumption of energy (for heating and cooling). (Taskforce, n.d)

Human activities are leading to a negative impact on climate change. Industrial countries are the main contributors to climate change and poor countries are the most at risk. The global temperature has increased over the last century and the sea level has risen by 10-25 centimetres. (Taskforce, n.d)

There are also factors that indirectly drive environmental deterioration. The indirect drivers include the following:

1. Demographic change

These changes refer to the increasing in population, migration from rural to urban areas and shifts in countries economic statues. The changes have negative implications on the environment. The negative implication are lead by pressure impose on the scares resources by the sudden changes in urban population. (Taskforce, n.d)

2. Economic factors

The economic growth of nations increase the consumption of resource by that nation, and that leads to land cover changes in the country and produces waste of resources. (Taskforce, n.d) An example of this is China. Chinas economic growth in the past decades has not been without environmental degradation. (The Guardian, 2011) However rising income from economic growth can be invested in environmental improvements and cleaner technologies. (Taskforce, n.d) For instances the investment in electric cars as a substitute to fuel engines will contribute to a cleaner air. Poverty on the other hand can lead to negative environmental impacts and in the environmental problems will create more poverty in an already impoverished state. (Taskforce, n.d)

3. Market failure and distortions

Market apparatus such as subsidies can result in encouraging overproduction or over exploitation of resources for the production. Accounts for resources depletion must be kept to avoid a misleading understanding of the stock resources. (Taskforce, n.d)

Increase in the flow of trade between countries increase the risk of transferring alien organism that will create problems and impose a pressure on national finance. (Taskforce, n.d)

4. Scientific and technological changes

Changes occurring in the scientific and technological base of a nation can lead to both negative and positive impacts. The positive impacts can be derived from technologies that are more effective in reducing pollution whereas other technologies can lead to the overexploitation of resources. (Taskforce, n.d)

5. Institutional gap

Nations with malfunctioning political institution and regulatory authorities or none of these two institutions encourages the overexploitation of resources. An example of this is the illegal logging and animal poaching in Africa. (Taskforce, n.d)

Also the inefficient participation by stakeholders in the planning and management of scarce resources reduces the effectiveness of policies and implementation towards sustainability. (Taskforce, n.d)

6. Social political factors.

Consumption patterns are driven by social behaviour and culture and the pattern of production and social changes drives the use of scarce resources. Also countries political, economic or social conflict is less likely to invest in the protection of the environment. (Taskforce, n.d)

The environmental challenges we face are both complex and unique. All institutions must respond to those challenges and for solution to be effective, they must be shared on a regional and local level. The long term goal is meeting the UN millennium development goal and that depends on how sustainably the environment is. (Taskforce, n.d)

The Task forces published ten recommendations for environmental sustainability. They are the following.

1. The improvement in small scale agricultural production systems.

2. Promotion of forest management for the protection and sustainability of production.
3. The protection of fresh waters and the ecosystems.
4. Find a solution to the threats to fisheries and the marine ecosystem.
5. Combat the drivers of air and water pollution.
6. Reduction in the anticipated effect of global climate change
7. Strengthen institutions and regulatory bodies.
8. Correct externalities and distortions.
9. Extend the access to and the use of scientific and indigenous knowledge
10. Build all projects sustainably to the environment.

The operations of OCH are not along a sustainable path because the institute is indirectly contributing to air and water pollution by being a consumer on the market for products that contribute negatively to sustainability. Also the institute produces waste of resources instead of recycling of resource.

This method of operation is contrary to the eight recommendation of the UN which state that nation should correct externalities and distortion. There is an institutional gap between the OCH and government institutions like DSW. Such institutional gap leads to inefficient and ineffective use of resource. It is also contrary to the UN recommendation that nations strengthen their institutions and regulatory bodies. This is therefore unsustainable and will contribute negatively toward Ghana effort to achieve the MDG Goals.

3.3. Definition of Orphans and Vulnerable Children (OVC)

The term Orphan and Vulnerable Children (OVC), refers to orphans and other group of children who are more at risk compared to their peers. (OVC ToolKit, n.d) They are the children's who are more likely to be deprived of a normal childhood upbringing like education, morbidity and nourishment (OVC ToolKit, n.d) To properly define the term OVC, I will divide the term up into its three key components: Orphan, Vulnerable and Child. The

UNICEF, and UNAIDS joint report on orphans defines an orphan as a child between the ages of 0- 17 who's mother or father or both is dead. This is the official definition of an orphan. Another category of orphans are classified as social orphan and they include children of convicts, drug addicts or sick parents. These children may be separated from their parents with little hope of a reunion. (OVC ToolKit, n.d)

The term vulnerable in this case refers to the high rate of a probable negative impact on the child welfare, education, health and nutrition. (OVC ToolKit, n.d). The vulnerability of a child's has a tendency of taking a downward spiral. All children are vulnerable by nature, but some children are more vulnerable than others. The vulnerability of a child intensifies whenever the child experiences an emotional or physical shock (OVC ToolKit, n.d). The compound effect of multiple shocks is a downward spiral in the child's vulnerability risk.

There are different categories of OVC's, but one thing they have in common is that they are all vulnerable children. OVC's are to be helped before the reach a deeper stage of vulnerability. (OVC ToolKit, n.d) The downward spiral of child vulnerability might look like the graph in figure 2.

Child Vulnerability Curves

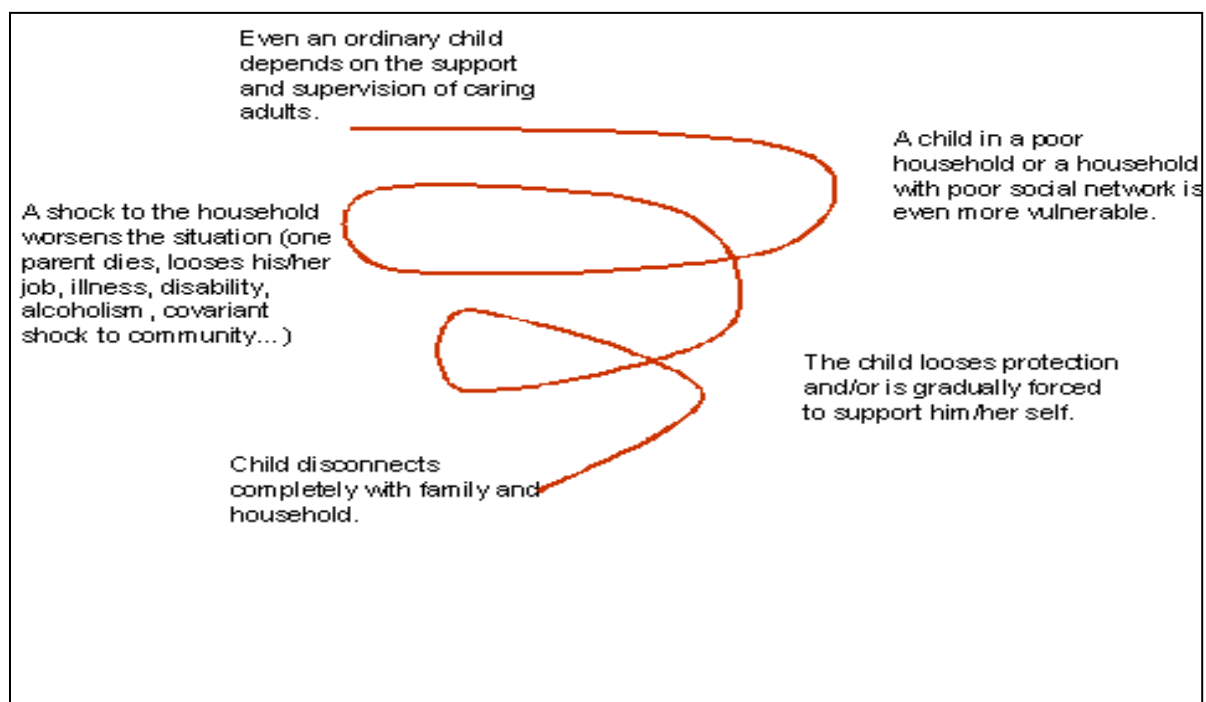


Figure 2 (Taskforce, n.d)

The United Nations Convention on the right of the Child defines a child as every human being below the age of 18 years. Other institutions like the World Bank define a child as a person between the ages 0-14 years old and youth as 15- 24 years old. Child soldiers however have mostly consisted of children between the ages of 15 and 18 years old. (OVC ToolKit, n.d)

In Ghana the Department for Social Welfare (DSW) defines an OVC as a child orphaned at the age below 18 by losing a parent or both through AIDS or any other cause. The definition also extends to other children living in difficult situations for an example, disabled children, abused and neglected children, children living on the streets, children in conflict with the law, and other groups. (Ministry of employment and socialwelfare, n.d)

4. Research Findings

The data I gathered for the research includes: report on the OVC problems in Africa; OVC's in Ghana; and OVC's in Osu Children's Home. The research finding also includes data concerning the nutrition in orphanage homes in Ghana.

4.1 A report on Africa's Orphanages and Vulnerable Children (OVC)

The sub-Saharan African has the highest estimated population of OVC's in the world.

(Kristiansen, 2009) Statistics recorded by the U.N estimated that the number of orphans in Africa increased between the 1990 and 2000. The increase was from 30.9 million orphans in 1990 to 41.5 million in the year 2000. The U.N projected that by the year 2010 the estimate of orphans will be 53.1 million. (Dequeiroz, 2006)

In 2003 the estimated number of OVC's has increased to 43 million. The OVC's were found to be concentrated in regions that have high level of HIV/AIDS Cases. UNICEF has estimate that by the year 2010 AIDS/HIV will create 15.7 million orphans in the sub-Saharan Africa. (Kristiansen, 2009)

The prevalence of AIDS/ HIV in sub-Saharan Africa is leading to the death of people between the ages 15-59. An estimate of 12 million Children between the ages 0-17 have lost one or

both parent to this disease. The prevalence of AIDS/HIV remains a driving force increasing the population of OVC's in sub Sahara Africa. By the year 2005 the population of OVC's has increase from 43 million in 2003 to 48 million. (UNCEF, n.d) The number of OVC's has been decreasing in Asia, Latin America and the Caribbean since 1990. The situation in sub-Saharan Africa has more than doubled over the same period of time. (UNCEF, n.d)

4.2 OVCs in Ghana

Orphanage institutions did not exist in Ghanaian society before the second half of the 19th century. Although the orphans existed in Ghanaian society, orphanage homes did not exist in the society. This is because traditionally, extended families have responsibilities to the child orphaned in the family. Today Ghana has many orphanage institutions scattered across the country and the OVC population is increasing too.

In the period after independence there were few children's homes in Ghana. The first five children's homes in Ghana were established between 1950's and 1970's. (Manful & Badu-Nyarko, 2011) They are the Kumasi, Tamale, Mampong, Jiripa, and the Osu children's home. Today there are more than 100 children's homes operating in Ghana. The department for social warfare (DSW) reports that there are 148 orphanage homes out of which five are registered. (Colburn, 2010) Most of these homes are operated through a partnership between the government and religious institutes like churches. (Manful & Badu-Nyarko, 2011) . The number of OVC Homes is low considering the scale of the OVC problem. The low level of orphanage home is the outcome of tradition believes. It is much common for an extended family to foster an orphaned member of the family than to send him or her to the orphanage. However this arrangement is not without its own disadvantages that could put a child at risk. (Colburn, 2010) Ghana's population consist of 47.5% children and the rest adults. Children between the ages of 0-14 are 41% of the population. (Ministry of employment and socialwelfare, n.d) The report published by the ministry of employment and social welfare illustrated the lack of improvement in child health care indicators and maternal mortality between 1998 and 2003. It was reported that malnourishment of children contributed to 60% of infant mortality. (Ministry of employment and socialwelfare, n.d) The death of children under the age of five was estimated at 112 per 1000 children. Maternal death was estimated at

540 per 100000 according to statistics published by the United Nations. (Ministry of employment and socialwelfare, n.d)

The projection of OVC's in Ghana was estimated at 1.3million in 2008. Among these estimate 2%-10% are aged between 15-17 years and the rest are much younger children. (Ministry of employment and socialwelfare, n.d) An assessment of the OVC situation conducted between the years 2002-2003 in 20 districts of Ghana reveals the statistical information that follows. The average age of an OVC was estimated at 11.4 years. Living condition of OVC is different from one child to the other. The record shows that 74 percents of OVC sleep in bed rooms, 20.5 percent sleeps in living rooms, 1.4 percent sleeps in kitchens, 1.1 percent sleeps on verandas and 2,5 percent sleeps in kiosk, streets, bus stops and uncompleted buildings. (Ministry of employment and socialwelfare, n.d) The report also analysed the lack of quality employees in children's homes. The estimated level of uneducated care workers was reported as 45 to 46 percent. Moreover their education was classified as basic.

The document also revealed that many care workers are over burdened and lack the socio economic capacity to provide sufficient care and support. (Ministry of employment and socialwelfare, n.d) The prevalence of AIDS/HIV in Ghana is one of the major causes of OVC's in Ghana. The epidemic remains a general epidemic with a more than 1% chance of any one contracting the disease. According to a survey conducted on the issue, it is estimated that the prevalence of the disease took a down turn from the year 2003 to 2008, but increased again in 2009 to 1.9 % of the population. It is estimated that 18,082.and 17,058 adults died of the disease in the years 2008 and 2009 respectively. (Ghana Aids Commision, 2010) With the death of these adults begins the vulnerability of their children. The number of children orphaned through AIDS/HIV in 2008 and 2009 was estimated at 140,000 orphans. (Ghana Aids Commision, 2010) If the upward trends in the AIDS epidemic persist the population of OVC's in Ghana will increase in the years to come.

4.3 Quality of Nutrition in Ghana Children's Homes

A report that studied the nutrition statues of children's homes in Ghana revealed that a gap exist between the nutritional statues and the requirements of the OVC's. The field work was

conducted in 2008 in the northern region of Ghana. The survey population was 40 OVC's consisting of 22 boys and 18 girls. (Sadik, 2010)

It examined the status of nutrition, food consumption patterns and dietary intakes of OVCs. (Sadik, 2010) The survey reported that nutritional intakes were a low energy and a sufficient protein. However for OVC between the ages of 15-18 the findings revealed a deficient intake of all nutrients. (Sadik, 2010) The findings on the food consumption pattern revealed that the 20 most consumed items included; coffee, tea, maize meal, bread, rice porridge white sugar quash, and custard. Very little fruits and vegetables were consumed by the OVC in this survey. (Sadik, 2010) The survey concludes that a low consumption of macro and micro-nutrients by the children except protein intake. It also concluded that 10 percent to 15 percent of the children were stunted and wasted. (Sadik, 2010)

4.4 Case Study

The case study focuses on Osu Children Home (OCH). The institute is one of the first few orphanage Homes that was established in Ghana. It is the largest if not one of the largest and situated in Accra the Capital of Ghana. The OCH has gained the reputation as Ghana's flagship Children since its establishment. Most often we come across pictures of OVC's with smiles on their faces like the picture of Yaw Moses in figure 4. The facts of real life for these OVC's are suppressed particularly in countries that don't practice democracy. The political developments in Ghana and particularly the freedom of speech have paved the way to make it possible to investigate and report information's that are of public interest. The Crusading Guide (a Ghanaian news paper) took advantage of this development to expose the operation in Osu Children's Home. The paper's secretly investigation and findings provides me with facts about OCH that would have been difficult to obtain.

4.4.1 The Osu Children's Home (OCH)

The OCH has its origin in a child care society that operated from Kaneshie a suburb of Accra from 1949. The society was founded by British Christian missionaries called Child Care Society. The objective was to care for OVC's. Later the institute moved from Kaneshie to

Labone, and the government took over the management of the institute. (Manful & Badu-Nyarko, 2011). The Institute is located at the Labone junction at Osu. Its geographical point's falls between the Nyaneba estates and Labone estates in the east and west respectively, and on the north is Labadi and cantonment to the south. (WowCity, n.d) The home was constructed to institutionalised 68 children making up of 20 babies and 48 children. (Knudsen, n.d) The institute is currently taking care of approximately 280 children ranging from the ages of 0-23. The population of the children's consist of 200 boys and 80 girls. (GhanaLinks.Com, 2009) The report states that the government of Ghana provides support and assistances for only 150 children. However there are almost twice the number of OVC's living on that same fund and using the same space and facilities.(GhanaLinks.Com, 2009) Apart from taking care of OVC's, the OCH serves as a child adoption facility for childless couples in Ghana. (Direct, Science, 2007) The institution also operates on the market by providing services to the public.

4.4.2 Current Situation in Osu Children's Homes.

The current news about the Osu children's home does not reflect the institutes proposed aim and objectives. The OVC are physically abused, left to die from malnutrition when food meant for are sold or diverted for the use of others. Due to secrecy within the OCH, situations within it would never have come to light if it was not for the investigative journalism by the crusading guide reported by Anas Aremeyaw.

The investigation was conducted over a period of seven months in which the reporter posed as a priest, and a rich business woman. The purpose of the investigation was to find out treatments to the OVC's in the home. (Book Mark, 2010) The investigation revealed a case of physical abuse of the OVC's, squalid living conditions in the home, stealing of donations and negligence by the care workers that have resulted in the deaths of many children within the home. (Book Mark, 2010) The report prompted the government to set up a nine member committee to investigate the report. The committee was chaired by the deputy minister for Employment and Social Warfare, other members of the committee included the assistant Commissioner of Police (ACP) Elizabeth Dassah, the National Co-coordinator of the Domestic Violence and Victims Support Unit (DOVVSU), Ms Valerie Amatey, the Attorney General's Department, Ms Mariama Yahaya, a representative of the Ministry of Women and

Children's Affairs, and Mr. Kofi Kumah, from Ghana Coalition on the Rights of the Child. (NGO Africa, n.d)

The committee after investigating the issues came to the conclusions that it is a fact that some abuse and miss-management transpired at the OCH's as revealed by Anas report. (Ghana broadcasting corporation, n.d) The fiasco subsequently leads to ministry of employment and social welfare closing down 15 children's home. (Morden Ghana, 2011) When the report was first published UNICEF Ghana maintain a long silence. Finally Sheema Sengupta, the Chief of Child Protection at the United Nations International Children's Emergency Fund (UNICEF) Ghana, has described the findings of Aremeyaw's report as a lesson. She stated that the revelation should be a wake-up call for all stakeholders in child protection. (Morden Ghana, 2010)

4.4.3 Quality of Care Provided

The provision of basic care in the OCH is very poor. Ana's reported that physically challenged children are left to crawl helplessly on the floor. This situation, he said was a way of life in the home as the children lie, eat and bath on the same compound. Since the children spend most of their time on the floor, they often fall asleep on the sleep until help comes. (Aremeyaw, "Osu Childrens Home of hell", 2010) He also stated that many of the physically challenged spends almost all day sitting on the floor, when wheel chairs that has be donated to the homes has been turn into laundry equipments. (Aremeyaw, "Osu Childrens Home of hell", 2010) The same floor serves the OVC's as a dining table at dinner time the save the care workers from cleaning up the dining room. (Aremeyaw, "Osu Childrens Home of hell", 2010) The children in OCH are subjected to beating by caregivers and other OVC's. An example of this situation is that of Akuama, a 21 year old OVC. Akuama stated in an interview with Anas that he has a position of authority over the other OVC's. This power he said was given to him by the authorities of the OCH. This position of power gives Akuama the leverage to beat the other OVC's on random base. In effect he is a judge, a jury and an executioner of his own kind. (Aremeyaw, "Orphan's Home of Hell5", n.d). In another incident a care worker was recorded beating up one of the OVC's. The reporter then later confronted her about the incident but she denied the accusations. (Aremeyaw, "Osu Children's Home And Ghana Education", n.d)

Picture of Akuama helping and molesting other OVC's



Figure 3 (Aremeyaw, "Orphan's Home of Hell5", n.d)

Volunteers who have worked in the OCH in the past and have witnessed the reported case by Anas are ready to testify their own experiences in connection to the present case. (WaleWale Town Directory, n.d) The OCH is providing its OVC's with a poor care service. The lack of quality in the service provision is contributing negatively to MDG 4 and 5 which is targets to reduce infant mortality and improve mental health.

4.4.4 Quality of Education

The documentary revealed that the academic development of the OVC's in OCH is being hampered by couple of factors. First and foremost is the issue of the type of school they are enrolled in, secondly the lack of assistance with school work and, thirdly the treatments they receive at school. The academic performance of children from OCH was found to be unsatisfactory by Anas's report. The children attend school at the Yahoshua School. This school is one of a clustered of school vicinity of the OCH. It is a cheaper alternative source of education. Own and managed by the state it has basic facilities and provides relatively low quality education. Following Anas's visit to the school it became public knowledge that the OVC's from OCH are normally at the bottom of the academic table due to the abusive situations in the homes. (Aremeyaw, "Osu Childrens Home of hell", 2010)

The school complained that the institution does not pay much attention to the academic needs of the children. According to Anas the academic welfare of the children in the home is limited to them getting a wake- up call in the morning to go to school. (Aremeyaw, "Osu Childrens Home of hell", 2010) The teachers in the school reported that the children were not doing their home work. They were often repeated in classes or usually leave the school. The reporter however caught the attention of the children doing their homework on pavements and besides gutters on their way to school. (Aremeyaw, "Osu Childrens Home of hell", 2010) After watching the video by Anas I can conclude the academic underperformance is also related to the facts that the OVC's has to endure hard labour in the OCH. The video illustrates how the OVC's has to undertake a general cleaning of the whole premises under hazardous conditions. (Aremeyaw, "Orphan's Home of Hell5", n.d) In another incident a care workers had switch her responsibility in the kitchen unto one of the OVC's. (Aremeyaw, "Orphan's Home of Hell5", n.d)

An OVC at work in the Kitchen instead of the library



Figure 4 ((Aremeyaw, "Orphan's Home of Hell5", n.d)

The academic under achievement of the OVC's prompted the school to draw the attention of the OCH. But according to the teachers in the school the OCH however has failed to show any interest in the matters. The OCH on the other hand denied these allegations. (Aremeyaw, "Osu Childrens Home of hell", 2010)

In the school the children are subjected to caning for every time they show up without a home work. Also the documentary revealed that the children are subjected to caning when their school fees are unpaid. (Aremeyaw, "Scarred with whips", 2010) In my opinion in the case of the OVC's an exemption should have been given on the basis of fairness given their circumstance. The Ghana education service code of conduct on corporal punishment in schools requires a limited amount of caning a child receives as a punishment for wrong doing. The code also requires that the administering of the punishment should be justified by the teacher and supervised by the head teacher. (Aremeyaw, "Scarred with whips", 2010) This regulation are however not being enforced, rather many teachers in Ghana breaks the rule and punish students indiscriminately. It is a normal practice for the teachers to ask children to bring to school canes as a punishment. These canes are then in turn used to cane them whenever the teachers feel appropriate. (Aremeyaw, "Scarred with whips", 2010)

The situation with the OVC's education in OCH is not sustainable. The education of OVC's is to give them knowledge and skills to make them independent in the future. The lack of attention from the institutes employees on the education of the OVC's will make the integration of OVC's in mainstream society problematic and live the OVC's in an impoverish state. This will therefore hinder Ghana's effort to meet its target on poverty MDG 1 by 2015. The corporal punishment in schools can lead to school drop outs therefore contributing negatively towards MDG 2

4.4.5 Quality of Health

On the issue of health provision the report by Anas stated that the children often die from preventable illness and babies die in multiple numbers as they are cramped in a small space for most of the time. When a child dies the home does not prepare the body for burial as would be expected on the normal basis. The corps is kept in the morgue in anticipation for more deaths and a cheaper burial. (Aremeyaw, "Osu Childrens Home of hell", 2010) Just within the period of the investigation six infants died mysteriously and one child (Yaw Moses) died following illness. (Aremeyaw, "Osu Childrens Home of hell", 2010)

Death of an infant OVC in Osu Children's Home



Figure 5 (Aremeyaw, "Orphan's Home of Hell", n.d)

The simplest medical problems often end up becoming a chronic issue as results of the lack of finance and care by the care workers. For example the OVC in the picture below has a wound on the foot which has obviously been neglected for a long time. She is left on her own to eat on the floor while flies fed on her wound.

An OVC eating on the floor while flies feed on her wound.



Figure 6 (Aremeyaw, Orphan's Home of Hell2 , n.d)

During the period of the investigation, the Crusading Guide records the life and death of Yaw Moses and the circumstances surrounding his death. Yaw was disabled and confined in a wheel chair all the time, until his eventual death in his sleep. Yaw lived, eats, and smiled from his chair daily, if he is not kept in a dark room or made to face the wall. Despite his physical

challenges Yaw remained a cheerful child who did his best to play with the other OVC's. He had fallen from his wheel chair some days before his death, resulting in a spilt of his lips and probably more injuries that may not have been visible. Even though he tried to get attention by going into an emotional reclose and hunger strike, his plight was still neglected by the care workers until his death few days after. (Aremeyaw, "The woes of disabled children at osu childrens home", 2010) During this same period a logbook that compiles the physical condition of the OVC's has been filled in stating that Yaw Moses was in good health prior to his death. The record on the day of his death stated that he had a peaceful night. (Aremeyaw, "The woes of disabled children at osu childrens home", 2010) Watching the video recording by Anas I discovered that Yaw Moses has in the past been beating up my care workers despite his physical condition. (Aremeyaw, "Osu Children's Home", n.d)

Picture of the late Yaw Moses



Figure 7 (Aremeyaw, "Osu Children's Home", n.d)

An interview with an ex-employee of the OHS revealed that the institute was more concern with the cost of health care depleting resource. The children were often sick according to the interviewee, the cost of health was therefore increasing and the solution to the problem was to avoid medical treatment for the children. (Youtube, n.d) The rate of infant mortality within

the institute is not in favour of Ghana's effort to reduce the mortality of children under 5. This in effect is contributing negatively to the MDG 4.

4.4.6 Accountability and Ethics

The Osu children's home receives donations from corporations and non government organisations to supplement funds that the institute receives from the government. These donations are meant for the livelihood of the OVC's in the home. The investigation by Anas reveals that donations have been repeatedly diverted from the home to the private house of care workers or the market for sale. (Aremeyaw, "Osu Childrens Home of hell", 2010) Donated clothes that are of no direct use are damped in refuse bins or burned up in flames. (Aremeyaw, "Orphan's Home of Hell3 ", n.d)

Donation set on fire by employees of OCH



Figure 8 (Aremeyaw, "Orphan's Home of Hell3 ", n.d)

The reporter alleges that he was offered to buy cloths at a cheap price by a caregiver of the OCH. Anas argued that the care workers probably have some people outside of the institute that helps them to sell the donations. (Aremeyaw, "Osu Childrens Home of hell", 2010) The investigation revealed an occasion that donations brought to the home was seen diverted into a taxi that was on its way out of the home. (Aremeyaw, "Orphan's Home of Hell3 ", n.d) The

OCH has a zero tolerance policy for stealing, as a result of this policy an 11years old boy (Morgan) was detained in remand for a month for stealing a bottle of coke in the home. (Aremeyaw, 'Child Horror at Osu Orphanage 3', n.d)

Morgan (an OVC) in remand for stealing a bottle of coca cola from the Home



Figure 9 (Aremeyaw, "Orphan's Home of Hell3 ", n.d)

However the care workers exempt themselves from this policy by repeatedly stealing donations that are meant to be utilised by the institute for the benefit of the OVC's. The final ethical issue I discovered is that the OCH premise is been used as a motel for prostitution. People openly bring in prostitutes in the home for sex in the guest house operated by the home or in the apartments of care workers of the home. (Ghanaweb, 2010) This situation is destructive to the morals of the OVC's and other children been brought up within the institute. The children have occasional come across condoms coming from this act of prostitution. I personally find it unbelievable that the head of the OCH will allow such operations within the premises of an institute that aimed at protecting children from harm. Anas report teenage Girls dwelling in the home have been picked up by men at night on a regular basis. (Ghanaweb, 2010) The unethical practice by the employees of OCH leads to unsustainably effects. The stealing and burning of resources contributes to a waste of scarce resources. This in effect hinders Ghana's effort to contribute to a sustainable environment (MDG 7). It also has negative implications on other MDG targets such as MDG 1- 3. For instances prostitution will have a negative influence on the education and training of the OVC.

4.4.7 Capital Resources

When the OCH was first established, the institute had eight buildings. The government takeover in 1962 leads to the erection of six more building. (Manful & Badu-Nyarko, 2011). The OCH has therefore at the present period a physical capital in the form of fourteen buildings. However the report by Anas indicates that most of these buildings and equipments were ruined and neglected. Pictures of the OCH on the institute's website do not capture the real state of facilities. The recording by Anas revealed that the infrastructure at the OCH needs renovation. (Aremeyaw, Orphan's Home of Hell4, n.d)

The OCH is a government run institute. The institute's mandatory source of funds is the DSW. Inflow of cash from the government is inefficient therefore the OCH has to resort to the generosity of private donors. The institute receives from the government finance to pay wages and a budgeted amount for expense on a quarterly base. (Curtis, 1997) Managing the government fund to provide the necessary services is the challenge of the OCH. The utility bills like electricity and water are too high for the Institutes budget. (Curtis, 1997) Other bills like medication and food are expensive. The lack of the finance in the light of increasing number of OVC's is driving the institute into debt. (Curtis, 1997) The donors of the OCH are not committed except few who are committed but to a small sector of the institutes operations. For an example the Seventh Day Church offers to pay the tuition of the academically skilled OVC's. (Manful & Badu-Nyarko, 2011)

The OCH also attracts funds by organising events and renting out facilities. For an example there is a social centre on the premise that is available for renting to the public. The institute also has a catering and kitchen services in preparation to cater for specific events for renters. (Curtis, 1997) This business activity of the OCH brings the institute money needed to cover operational expense. The institute's capital resource therefore is in the form of, buildings, government funds, donations and private funds. Lack of capital resources in the presences of an escalating OVC's problem in the OCH is not sustainable. The OCH is operating over its production capacity. As results the quality of service provision is low. If this trend persists in the OCH, rate of infant mortality and child poverty will not fall. Ghana will not achieve the MDG 1, MDG 4, and MDG 7 which are to reduce poverty, child mortality and increase environmental sustainability respectively.

..

4.4.8 Human Resource

In 1997 there were fifty-two members of staff in the OCH. The staff included one director five childcare officers, sixteen childcare assistances, eighteen assistance childcare officers and a host of other workers (including a typist, a laundress, a seamstress, a cook and few others) (Curtis, 1997).

The child care officers are trained in the field of child care and have acquired certificates for the training. The staffs in the home are hired by the DSW and a majority of the care workers have been employed in the OCH since 1960. (Curtis, 1997) According to Salina and Ivy (in an interview by Curtis,) satisfaction with the job is what has kept them working in the OCH. However other house mothers argue that the salary is low, the accommodation is bad and the job offers no other benefits. (Curtis, 1997) A proportion of the staffs are housed in the same accommodation as the OVC. Also one childcare officer and two childcare assistances live within the compound of the OCH in a relatively better accommodation. (Curtis, 1997) In typical staff quarters six workers are housed together, sharing among them is two toilet and three kitchens. Some staffs have to live outside the compound as there is not enough accommodation for all staffs. (Curtis, 1997) The staffs are scheduled to work an eight hour shift in seven days of the week. The shift is however design to give the workers some weekends off work. The staffs that live on the compound are overworked as they have to step in to replace the staffs that live outside the home in case of absenteeism. (Crawford.dk, n.d)

The OCH is understaffed and that explains why the workers have to overwork. The film by Anas supports this argument. In a section of the recording a care worker is secretly filmed bathing a queue of children without assistances. Children were record crying for the attention of the only care worker on duty. (Aremeyaw, "Orphan's Home of Hell3 ", n.d) Infants OVC's were caught on the camera sleeping sitting on their chamber pots. (Aremeyaw, Orphan's Home of Hell2 , n.d) As very few workers on shift at a time, taking care of many children becomes a challenge for the care workers. Most children often have to wait for a long time to have their needs attended to. As a result they fall asleep where ever they are. The lack of skilled workers and the low number of stuffs employed by the OCH has to be addressed if service provision is to be improved. This will intern contribute positively to MDG 1, MDG 4, and MDG 5

4.4.9 Security at Osu Children's Home

According to Anas's investigation there is a lack of security in the OCH. The institutes' main entrance has no gates or security personals present. And the children (as long as they can walk or crawl) were often found by themselves in isolations. This exposes them to dangers like child traffickers. (Aremeyaw, "Orphan's Home of Hell3 ", n.d) The lack of security on the premises is not sustainable. If the institute's aims at improving the life are of the OVC's then it is important to protect them from social problems like, human traffickers, rape and petty criminals. An investment in a security system will save the cost of investigating any loss of a child or property from the OCH.

Osu Children's Home Front Entrance



Figure 10 (WaleWale Town Directory, n.d)

5. Analysis of the Current Situation in OCH

The case study reveals that the current situation in OCH is not sustainable. The institute's provision of basic care is unsatisfactory given that for instance the children are left on the floor unattended to for most of the day, or left in the toilets for hours without assistances. In the case of the education the case study illustrates that the OCH has not shown any interest in

the education of the children. As a result the OVC's are at the bottom of the academic table and persistently come to school without their homework. The schools complained that parent teachers association meetings have been boycotted by the OCH. This is a confirmation of the institute's lack of interest and attention for the children's education. This lack of interest in the education of the OVC's by OCH contributes negatively to Ghana's MDG 1 and MDG 2. The human resource system of the OCH is inadequate as the case study has illustrated. The number of care workers is less given the relative number of OVC in OCH. As results the care workers are overworked for a low wage and no fringe benefits. The quality of care workers is low given that many of the care workers has been working in the home since the 60's. Their long service as care workers in addition to the working condition must have probably reduces their capacity to perform effectively today.

The health care provision as illustrated by the case study is one that can be described as horrific, given the record of deaths during Anas investigation. The OCH has been facing pressure with its health care bills in addition to other bills. To save money the institute avoided medical care for the sick children. As a result death has become a common phenomenon in OCH as the case study reveals. The situation has prevailed for long time and no one is ever held responsible for the death of any OVC. Yaw Moses dies as results of negligence and financial constraint. This record of health care if persist will be detrimental to Ghana's contribution to the reduction of infant mortality (MDG 4). With the issue of capital, the case study shows that the OCH lacks the required amount of capital to operate successfully. The case study illustrate that the Institute non financial capital which includes buildings and any equipments are short in supply relative to the scale of OVC problem in OCH. For example the housing facility is not adequate to accommodate all staffs members. Also it was revealed that the babies are cramped in small places most of the time.

The institute is also operating on a low financial capital. The inflow of cash from the government is not sufficient. And the supplementary income from donors is not consistent. The OCH is therefore constantly appealing for donations through the different forms of news media. The financial statues of OCH indicates that although poverty rate has gone down in Ghana from 51.7% in 1990 to 28.5 % in 2006, poverty in OCH is contributing negatively to a Ghana's MDG 1. Finally but not the least is the issues of ethics. The case study illustrate that donations, which are meant for the improvement of the children's life often benefit the care workers instead, while the children are left to struggle. Unethical practices like these leads to

child poverty and therefore drags Ghana's effort in achieving MDG 1. Secondly the OCH has been dumping away donation (specifically cloths) that could have been recycled into useable items. This action constitutes a waste of resources and it is a hindrance on the MDG 7. The act of prostitution on the premises is a negative influence on the education and training of the OVC's and therefore Ghana's attempted to improve in the primary school enrolment (MDG 2) and the gender inequalities in schools .(MDG 3)

In conclusion to the analysis I will say that the OCH is not operating on a sustainable basis. Apart from making life a misery for the OVC's in OCH, the institutes operations contributes negatively to Ghana's effort to achieve MDG 1, -5 and 7. This in general means that Ghana's effort to contribute to a sustainable future is being hindered by the operations in OCH. Given the escalation in the OVC problem it is important that social entrepreneurship and sustainable practice becomes a key factor in the operations of OCH. The social entrepreneurship venture will earn the institute revenue and the sustainable practice will conserve resources for future generations.

6.0 Implications of the Analysis

The analysis implies that the OCH's current operations are contributing negatively to MDG 1-5 and 7, and then it means that the OCH is not operating sustainably. The analysis also implies that if Ghana is to achieve the MDG's the OCH will have to embrace a more sustainable approach to its services provisions to OVC's. The current system whereby you give a man a fish is has feed the OVC's in OCH by the daily bases. It's time to aim at teaching the OVC institutions how to fish. By doing so, the OVC's and their successive generations will be feed.

7.0 Recommendations

As a recommendation to OCH's unsustainable practices I make the following suggestions: a social entrepreneurship venture; involvement of stakeholders to participate; committing of Donors to their course; incorporation of ethical code of practice; restructuring of OCH; Human resource management; incorporating sustainable practice in institutional model; harnessing the environment; and improve in the security of the premise.

7.1 Social Entrepreneurship

The case study concludes that the OCH is financially dependent on the state and donors. The state funds are not sufficient to meet the demands of the institute. As results donors have been stepping in occasionally to sponsor the organisation. However few of these donors are committed to their generous contributions. The few committed donors have chosen to sponsor particular sections of the home therefore limiting their involving in the institution affairs. The institute also operates small scale business in the community to raise revenue. In my opinion these business are not sustainable in the sense that it takes away resources that can be used to care for the OVC's and investment them invest them in markets that cannot serve the OVC's. The dependency culture of OCH has proved to be an ineffective way of managing the home. I therefore recommend that in addition to being depended on the state and donors the OCH should be self-sufficient. Financial independency can be achieved by the OCH if the institute embarks on a social entrepreneurship venture that is sustainable and synergic

First and foremost the OCH needs to find a social entrepreneur as the leader of the institute, he or she must be a person with a leadership quality, possessing an innovative mind and a managerial skills. Some one that can organise the institute and coordinate its various components, a person that can handle a task in the face of uncertainty and he or she must be capable of allocating resources efficiently and effectively. Having found a social entrepreneur the OCH can enter the economy of Ghana as an agent supplying goods and services needed in society. By becoming a social entrepreneurship organisation the OCH will raise finance from the revenue that the entrepreneurship operations will bring. The financial flow will stabilise and secure the cash flow situation in the OCH. It will enable the OCH to develop and improve in its service provision. It will also create job opportunities for the OVC's when they come to adulthood. The OVC can also be trained to manage most of the institute in the future. I personally believe they can be the best candidates for the position of managing the home in the future if they should be targeted for that purpose.

The question is how does the OCH Invest in the economy and what can the institute exchange on the market for revenue? The OCH is overpopulated, the site was built to accommodate 68 OVC's now has 280 OVC's dwelling in it. A number of the employees live outside the

premises due to shortage of housing. Another factor worth considering at this point is the location of OCH. The premise is located at the Labone junction. It is situated adjacent to one of Ghana's busiest roads. It is a noisy and busy with both human and motor traffic. This vicinity is surrendered by residential estates of affluent people. In my opinion the location has a business opportunity that can be exploited by the OCH. The noise and pollutant from the traffic are not healthy for the OVC's, however the business opportunities of the location can be useful to the OCH.

I will recommend that the OCH raise money to build a new site in a place more quite with less traffic and pollutions. The present location should be made into a children's clinic, chemist, super market and second hand cloths shops. The children's hospital can serve the general public for a fee and serve the OVC's in OCH and other OVC homes close by without charges. The chemist will also serve the general population to raise revenue and serve the OVC's without charges. The supermarket will raise revenue and secure food supply in the OCH and other OVC Homes. A social entrepreneurship venture that is sustainable will eradicate the impoverish state of the OCH, improve its service provision and therefore contribute positively to the MDG 1-5 and 7.

7.2 Restructure the Institute

The structure of OCH requires changes. The present structure has the DWS on the top and the OCH below. For an example the recruitment of workers for the OCH is conducted by the DWS. The OCH neither takes part in the recruitment procedure of employee nor receives particulars concerning the employment. I recommend that the new structure of the OCH should give the home more autonomy and power to manage itself. The participation of the DSW should be limited to supporting and probing the OCH on a periodic base.

The allocation of resource to operate the institute should be controlled by the head of the institute with the approval of a board of directors elected to represent the interest of the institute. I will suggest that the OCH be headed by a board of directors (BOD) with the chief executive officer (CEO) being from outside the institute. Decisions affecting the operations of the OCH will therefore have to be made by the BOD. The autonomy of OCH will strengthen

the operational capability of the institute. This will also be in accordance to the UN recommendation number 7 in chapter 3.2.

7.3 Involve the Stakeholders in Operations

The stakeholders of OCH are the government of Ghana, employees of the OCH, donors to the institute and the OVC's in the home. I recommend that all stakeholders should be involved in the operations of the organisation. This involvement means that: All interested parties to the institute should have free access to information; they should have a platform to convey their opinions and suggestion; they should be working toward the common goal. For an example the OVC's should be provided with a communication channel with which they can freely communicate their opinions without impunity from anyone.

Also as an example, the DWS can participate by showing more interest on the operations of the OCH. By checking if practices in the home is within the legal framework of Ghana. The department can also participate by lobbying the government to increase its commitments to the OCH and to grant them other material favours like, tax exemptions, land and equipments. The donors to the OCH can participate for instance by requiring information on the accounts of donations already received by the home. The donors can make accountability and transparency a requirement for donations. Involving stakeholders will lead to a win-win situation. All stakeholders will be satisfied with the operations of the institute therefore improving the quality of service provision and contributing positively to the MDG 1-5 and 7.

7.4 Commit Donors to their Sponsorship

The donors to the OCH are mostly uncommitted donors. I recommend that the institute work its way to convince all major donors to become committed to their course. Also it is important to attract new donors as much as retaining old ones. Many corporations can donate to the institute without participating on the field work. In exchange for their committed donations and participation I recommend that the OCH promote the logos of its donors in the course of its operations. By securing committed donors the OCH will be more assured of its income in the form of donations. This will intend help the institute to plan its expenditure effectively and

efficiently. Committing donors to participate and be consistent with their donations will improve the stability of the OCH financial systems and therefore it will stabilize the institutions operations, improve its service provision and subsequently contribute positively to the MDG 1-5 and 7.

7.5 Incorporating Ethical Code of Conduct in the Organisations Model

The case study illustrates that ethical issues are a problem in the OCH. If the problem of embezzlements persist within the institute, any effort to improve the operations of the OCH will be ineffective. Unethical practice is costly to all stake holders. It leaves OVC's with fewer resources, renders donors effort to help effortless, makes working condition hard for other employees, and it leads to tax payer's money being used ineffectively. I recommend that the OCH should strategically eradicate unethical issues that can hinder its ability to achieve its aim and objectives. To encourage ethical practice, I recommend that the OCH add ethical code of conduct in the institute's model of operation. The institute can draw up a code of conduct which has to be communicated to and obliged by all stakeholders. Punishment for breaking the code of conduct should be executed to deter similar incidences. The institute can reinforce the ethical code of practices by creating an organisational culture of trust and accountability. When this culture has been successfully implemented in OCH, future employees will learn the culture from those they meet in the institute. This will lead to a culture that will be continually practiced in OCH. Ethical code of conduct as an organisational model will shape the behaviour of employees of OCH thereby improving in the quality of service they offer OVC's and indirectly contributing towards a positive MDG 1-5 and 7.

7.6 Human Resource Management

The human resource of the OCH is both low in quantity and quality. The case study illustrates that the OCH is operating with few workers compared to the scale of OVC problems. Each worker is schedule for an 8 hour shift 7 days a week. Most of the care workers employed by the institute have been working there since 1960's. The case found out that the care workers do not have the relevant education for the job. In addition to these factors the DSW employs the workers of the OCH. My first recommendation is that the OCH plays a major a role in the

employment of its employees. This practice will strengthen the OCH's ability to serve effectively, efficiently and sustainably. The DSW can advertise and attract suitable applicants and the OCH can participate by conducting the interviewing and choosing of applicants. Secondly the OCH have to access the number of workers required to provide a satisfactory service. Having done that, the Institute can increase its labour force to the estimated number.

I suggest that the OCH replaces the care workers that have been employed for long period. Among the list of redundancy should be the workers that are nearing pension and those too weak to meet the challenges the job presents. Thirdly I will recommend that the OCH employ's people with the skill and knowledge that fits the job requirements. Also I recommend that the institute organise a training and education program for its present and future employees. These will improve the human capital resource and increase the efficiency of the employees. Improving the human resources of OCH will lead to better services provided therefore contributing to health and education of OVC's in OCH and a positive contribution to MDG 1-5 and 7.

7.7 Harnessing the Environment.

Ghana is located in the Sub-Sahara Africa. It has a tropical climate providing it with rain in the raining season and sun light throughout the seasons. The country generally depends on hydro-electric energy supplied by the countries Akosombo dam. The water level of the Volta River is depleting since the dam was constructed in 1965. (Harvey, 2007) The river supplies the Akosombo dam with water to spin its six turbans. The Akosombo dam normally supplied 80 % of Ghana's electricity needs. Today only two of the six turbans are working as a result of shortage of water to spin them. (Harvey, 2007)

In an attempt to conserve the Volta River the Ghana electricity authority has cut back on its supply to the public. The public have to endure 12 hours without electricity supply every second day. This has lead to many business and households turning to fuel or diesel burning generators (Harvey, 2007) which are harmful to the environment. The OCH can invest in solar panels and batteries. By resorting to the sun for its alternative energy, the OCH will be contributing positively towards global warming. The institute will be able to control and manage its energy bills efficiently, and have a more consistent flow of energy supply. I am

aware of the huge cost involved in installing solar panels and batteries to power an institute with high energy demands. But I am also aware of the fact that the World Bank is financing solar projects in Africa and has recently increased its efforts to assist the continent to harness its solar energy. (NGO Africa News, n.d) The UN recommends global institution to combat global climate change collectively. The OCH can apply for assistant from the World Bank and (or) pursued the institute to become committed donors to the solar energy project of OCH.

Ghana is one of the many developing countries still struggling to improve the water supply to its citizens. As at present many areas of the country is without a good and reliable source of water. The areas that are being supplied by approved utility source experience erratic and unreliable services. (Ainuson, n.d) The national infrastructure is facing challenges in meeting national demands for clean water. Climate change on the other hand is leading to depletion of Ghana's water reserves i.e. the Volta Lake. (Harvey, 2007) I therefore recommend that the OCH invest in a bore hole to supplement its water needs. In Ghana it is possible to find underground water in most part of the country. By relying on bore-hole water the OCH will be able to control and manage its water needs and have a more consistent flow of water. More over the institute will be helping the world to achieve the millennium goal 7 specifically in relation to water resources. (United Nations Development Program, n.d) Harnessing the environment for energy and water resource by the OCH will reduce the OCH's consumption of non renewable energy and a reduction in the pollution of the air and water. As a result OCH will contribute positively towards MDG 7.

7.8 Incorporate Sustainability in Operations

The success of the OCH in its operations into the future depends on the institute ability to operate sustainably today. Sustainable operation of OCH will contribute to the world sustainability which it turn will guarantee the sustainability of OCH in the future. The OCH should therefore incorporate environmental sustainability in its model of operation. It is important for the institute to avoid waste of resources and reduces or avoids the consumption of materials that contributes to environmentally destruction. A sustainable operation by OCH will contribute directly to a positive MDG 7 and indirectly to a positive MDG 1, 2, 3 and 4. The world's resource capability of sustaining future generation depends indirectly on OCH operations.

7.9 Improve the Security at OCH

I recommend the OCH to invest in a security system. These measures will deter any crime been committed at the expense of the institute. The OVC's and care workers will be more safe and secured within the premises. And the institute will save the cost and time of investigating any crime. This will improve in the services the institute provides and therefore contribute positively to the MDG's 1-5 and 7

8.0 Conclusion

When Ghana gained independence in 1957, there was optimism in the future of the nation. This optimism was however lost as the nation disintegrated into a series of military takeovers. In this period of time press freedom, civil liberties and economic wealth were enjoyed by the few with political connections. The result of the past social economic and political situation in Ghana is the unsustainable operations of OVC institutions in the country. Five decades after independence Ghana has managed to change its political landscape from dictatorial regimes to a democratic state. The benefit of this transition has been significant to the economy and the society of Ghana. Press freedom in Ghana today has made it legal for Anas (the reporter from Crusade Guide) to expose the operations in Osu Children's Home (OCH). The same press freedom should serve as deterrent to OCH from inappropriate practices in the future. The democratic changes have also lead to a transformation of the economy. Ghana has reduces the percentage of national poverty and the economic seems to be performing well.

The United Nations proposed Millennium Development Goals 1-8 has been drawn to unsure environmental sustainability and improve human life. The operations of the OCH should reflect these proposals. If Ghana is to meet its targets for poverty, infant mortality, primary education enrolment rate, gender equality and a sustainable environment, institution in Ghana like the OCH will have to have to operate sustainably. Sub-Sahara Africa has the worst record when it comes to the problem of OVC's. Whereby OVC's problems are minimising in places like the Caribbean, the Sub-Saharan record shows an increase.

In Ghanaian tradition, when a person dies the extended families take responsibility of their children. As results orphanage institutions has not been common in Ghana until recent times. The record shows that at present there are approximately 150 OVC homes in Ghana, yet there are other OVC's without homes sleeping in uncompleted buildings, kitchens, kiosks and the street. The Osu Children Home (OCH) is Ghana's flagship children's home and therefore should be an example for the others to follow. However evidences from this research suggest that the OCH is not operating sustainably. When I analyse the operations of the OCH in relation to the MDG, I found out that there was some inconsistency. The OCH mode of operation is contributing negatively to the MDG 1-5 and 7. The lack of adequate care, education, health care, nutrition and emotional care for the OVC is a draw back on MDG 1-5. The unethical practice of the some of the Employees of the OCH like stealing of donations, prostitution on the premises and the burning of donations leads to a negative contribution to MDG 1-5 and 7. The successful operation of OCH depends on social entrepreneurship venture and a sustainable practice. The social entrepreneurship venture will raise revenue that can be used to shelter, feed, clothe and educate the OVC. It can also serve as a source of employment for most of the OVC's at the working age, employees of the institute will be more satisfied with their jobs, and donors will be assured of their impact. As results of the benefits of the venture to the OVC's and other stakeholders the OCH will be contributing positively towards MDG 1- 5 and 7.

The sustainable practice will ensure that the OCH conserves resources and avoid waste like burning of donations. This means that the institute will have to recycle material that can be reused. Sustainability also means that the OCH have to focus on renewable energy and alternative sources of water other than from conventional means like the national grid. The increase in the population of Ghana will soon exert more pressure on the national grid. The electric energy supply in Ghana could be more erratic in the future. It is important for the OCH to look for alternative source of energy sooner than later. I recommend that the OCH invest in a solar plant and bore-holes because it will be both cost effective and friendly to the environmentally. Clean and ready water will lead to a decrease in infant mortality. Solar energy will reduce the pollution of the air and water. This will lead to a positive MDG 4 and 7.

The Waste Concern (WC) project started with a pilot project, the success of the first project lead to the introduction of the project in other parts of Bangladesh. The WC project was

successful not only because it lead to environmental cleanliness but also because it involved all stakeholders' participation and reward systems. Osu Children's Home is one out of many OVC homes in Ghana. The Osu children's home financially depends on government funds and donors. There are more than one hundred homes in controlled by non government organisations. This OVC homes are dependent on donations and have no funds coming in from the government. In my opinion these homes must be operating on a similar unsustainable model as the OCH except they are independent from government finance. Also they are not under periodic surveillance or accountable to anyone. This situation makes it possible for people to operate bogus OVC homes for other motives. The success of OCH as a pilot project will lead to the model spreading to other OVC institutions in Ghana.

The social entrepreneurship venture and a sustainable practice will lead to : a better social security for of OVC's; provide them with relevant skills and knowledge; provide them with employment; protect the environment; and will fulfil the United Nations Millennium Development Goals. The success of the Social entrepreneurship venture depends on: the involvement of all stakeholders; a restructuring of the organisation; an incorporation of sustainable practice and ethic; a human resource management; the ability to harness the environment and the commitment of donors.

9. Final Words

The political stability and the economic growth in Ghana, has opened up the opportunities for the Children's homes in Ghana to elevate themselves out of poverty and operate sustainably. This thesis has proved that given the political and economic developments in Ghana, OVC Homes in Ghana will be sustainable through a social entrepreneurship venture operated sustainably.

Bibliography

(n.d.). Retrieved from <http://www.crin.org/docs/GHANA%20OVC%20NPA.pdf>

Anas, A. (n.d.). *Child horror at Osu orphanage 1*. Retrieved 08 21, 2011, from Youtube: <http://www.youtube.com/watch?v=K6RMgCc44hA&feature=related>

Anas, A. (2010, 9 10). *Scarred with whips*. Retrieved 11 10, 2011, from Morden Ghana: <http://www.modernghana.com/news/295492/1/scarred-with-whips-the-agony-of-osu-childrens-home.html>

Aremeyaw, A. (n.d.). *Child horror at osu orphanage 3*. Retrieved 08 21, 2011, from Youtube: <http://www.youtube.com/watch?NR=1&v=zmkE6RDkclI>

Aremeyaw, A. (n.d.). *Orphanage home of hell 5*. Retrieved 08 21, 2011, from Youtube: <http://www.youtube.com/watch?v=apdymIfIjzU&feature=related>

Aremeyaw, A. (n.d.). *Orphans home of hell 2*. Retrieved 08 21, 2011, from Youtube: http://www.youtube.com/watch?v=HQqYrdH5_FA&feature=related

Aremeyaw, A. (2010, 9 4). *Osu Childrens Home of hell*. Retrieved 9 16, 2011, from Bookmark: http://www.adeparadio.com/index.php?option=com_content&view=article&id=878:osu-childrens-home-of-hell-the-full-story&catid=1:adeпа-news&Itemid=3

Aremeyaw, A. (2010, 9 3). *The woes of disabled children at osu childrens home*. Retrieved 09 12, 2011, from GhanaWeb: <http://www.ghanaweb.com/GhanaHomePage/NewsArchive/artikel.php?ID=189630>

Armstrong, M. (2009). *Armstrongs handbook of human resource management practics*. (11th, Ed.) London: Kogan Page.

Bessant, J., & Tidd, J. (2007). *Innovation and Entrepreneurship*. West Sussex: John Wiley and Sons Ltd.

Book Mark. (2010, 9 4). *Osu Childrens Home of hell*. Retrieved 10 15, 2011, from BookMark: http://www.adeparadio.com/index.php?option=com_content&view=article&id=878:osu-childrens-home-of-hell-the-full-story&catid=1:adeпа-news&Itemid=3

Colburn, J. (2010, 1 4). *Orgphanages of Accra: A comparative studies*. Retrieved 10 6, 2011, from SIT graduate institue: (http://digitalcollections.sit.edu/cgi/viewcontent.cgi?article=1843&context=isp_collection

Crawfurd.dk. (n.d). *Ghana Time line-the Gold Coast*. Retrieved 09 20, 2011, from Crawfurd.dk: http://crawfurd.dk/africa/ghana_timeline.htm

Curtis, K. (1997, 1 10). *Children without parents in Ghanian society*. Retrieved 10 10, 2011, from Sit Graduate institute:
[http://digitalcollections.sit.edu/cgi/viewcontent.cgi?article=1012&context=african_diaspora_i sp&sei-redir=1&referer=http%3A%2F%2Fwww.google.is%2Furl%3Fsa%3Dt%26rct%3Dj%26q%3Dchildrn%2520without%2520parents%2520in%2520ghanain%26source%3Dweb%26cd%3D1%26sqi%](http://digitalcollections.sit.edu/cgi/viewcontent.cgi?article=1012&context=african_diaspora_i sp&sei-redir=1&referer=http%3A%2F%2Fwww.google.is%2Furl%3Fsa%3Dt%26rct%3Dj%26q%3Dchildrn%2520without%2520parents%2520in%2520ghanain%26source%3Dweb%26cd%3D1%26sqi%26)

Dequeiroz, M. (n.d.). *A continent of orphans*. Retrieved 11 12, 2011, from IPS: <http://ipsnews.net/news.asp?idnews=35827>

Direct, Science. (2007, 8). *Adoption of children and the contribution of osu childrens home*. Retrieved 10 25, 2011, from Science Direct:
<http://www.sciencedirect.com/science/article/pii/S0190740907000679>

European Commission. (n.d). *2006 Joint Annual Report EU -Ghana cooperation*. Retrieved 9 12, 2011, from European Commission:
http://ec.europa.eu/development/icenter/repository/jar06_gh_en.pdf

European commission. (n.d). *2007 Annual report EU-Ghana cooperation, 2007*. Retrieved 9 11, 2011, from European Commission:
http://ec.europa.eu/development/icenter/repository/jar07_gh_en.pdf

Ghana Aids Commission. (2010, 6). *Ghana's Progress report on the United Nations General Assembly special session*. Retrieved 10 11, 2011, from Ghana Aids Commission:
http://www.unaids.org/en/dataanalysis/monitoringcountryprogress/2010progressreportsubmittedbycountries/ghana_2010_country_progress_report_en.pdf

Ghana broadcasting corporation. (n.d). *Osu childrens home Abuse committee outcome*. Retrieved 10 1, 2011, from Ghana Broad Casting corporation:
<http://www.gbcghana.com/index.php?id=1.171637>

Ghana Oil. (2011, 10 9). *Ghana's oil production to increase sustaintially*. Retrieved 11 16, 2011, from Ghana Oil: <http://ghanaoilonline.org/2011/10/ghanas-oil-production-to-increase-substantially/>

Ghana Oil. (2011, 9 16). *Oxford business group launches report on Ghans oil discovery*. Retrieved 11 25, 2011, from Ghana Oil: <http://ghanaoilonline.org/2011/09/oxford-business-group-launches-report-on---ghana%E2%80%99s-oil-discovery/>

GHANALINKS.COM. (2009, 4). *Osu childrens home cloths driving*. Retrieved 8 2, 2011, from GHANALINKS.COM: <http://www.ghanalinx.com/2009/04/15/osu-childrens-home-clothing-drive/>

Ghanaweb. (2010, 9 23). *Prostitution at osu childrens home*. Retrieved 10 9, 2011, from Ghanaweb:

<http://www.ghanaweb.com/GhanaHomePage/NewsArchive/artikel.php?ID=190859>

Ghanaweb.com. (n.d.). *Economic histry highlights*. Retrieved 10 5, 2011, from Ghanaweb.com: <http://www.ghanaweb.com/GhanaHomePage/history/economic.php>

Ghanaweb.com. (n.d.). *Map of Ghana*. Retrieved 11 2, 2011, from Ghanaweb.com: <http://ghanaweb.com/GhanaHomePage/geography/maps.php>

Ghanaweb.com. (n.d.). *Map of Ghana*. Retrieved 11 2, 2011, from Ghanaweb.com: <http://ghanaweb.com/GhanaHomePage/geography/maps.php>

Kipp, S. (2007). *Development psychology* (Seventh Edition ed.). (M. Sordi, Ed.) Belmont: Vicky Knight.

Kirby, D. A. (2003). *Etrepreneurship*. Berkshire: McGraw-Hill Education.

Knudsen, T. (n.d.). *the Final Report of the Mission August 1956*. Retrieved 8 2, 2011, from <http://unesdoc.unesco.org/images/0015/001572/157218eb.pdf>

(2008). *Principles of Marketing*. In P. Kotler, G. Armstrong, V. Wang, & J. Saunders. Italy: Rotolito.

Kristiansen, M. (n.d.). *The quality of life of children living in residential care*. Retrieved 9 10, 2011, from ntnu.diva-portal.org/smash/get/diva2:202196/FULLTEXT01

Manful, E. S., & Badu-Nyarko, S. K. (2011, 6 1). *where are the AID/HIV Orphans*. Retrieved 9 14, 2011, from *Journel of global social work*: <http://www.globalsocialwork.org/vol4no1/Badu-Nyarko.html#introduction>

Mankiw, G. N., & Taylor, M. P. (2008). *Economics*. London: Pat Bond.

Map of World. (n.d.). *Ghana latittute and longitude*. Retrieved 11 10, 2011, from Map of World: http://www.mapsofworld.com/lat_long/ghana-lat-long.html

Ministry of employment and socialwelfare. (n.d.). *National Plan of Action for Orphans and Vulnerable Children*. Retrieved 9 15, 2011, from <http://www.crin.org/docs/GHANA%20OVC%20NPA.pdf>

Morden Ghana. (2011, 6 18). *15 orohanages closed down*. Retrieved 10 3, 2011, from Morden Ghana: <http://www.modernghana.com/news/320920/1/15-orphanages-closed-down.html>

Morden Ghana. (n.d.). *Scarred with whips*. Retrieved 11 9, 2011, from morden Ghana: <http://www.modernghana.com/news/295492/1/scarred-with-whips-the-agony-of-osu-childrens-home.html>

Morden Ghana. (2010, 9 10). *UNICEF finally finds its voice*. Retrieved 10 5, 2011, from Morden Ghana: <http://www.modernghana.com/news/295491/1/unicef-finally-finds-its-voiceafter-ignoring-the-n.html>

NGO Africa News. (n.d.). *World Bank Funds Big Africa Solar Projects*. Retrieved 11 12, 11, from NGO News Africa: <http://www.ngonewsafrika.org/?p=10505>

NGO Africa. (n.d.). *Nine to probe abuse in Osu childrens home*. Retrieved 9 26, 2011, from NGO News Africa: <http://www.ngonewsafrika.org/?p=2916>

Osu Childrens Home. (n.d.). *Osu Childrens Home*. Retrieved 07 12, 2011, from Brief History: The society was established in 1949 by a Norwegian Lady and some Ghanaian women to care for orphans and vulnerable children

Osu children's home's Abuse commitee outcome. . (n.d.). Retrieved 10 1, 2011, from Ghana Broad Casting Corperation: <http://www.gbcghana.com/index.php?id=1.171637>

OVC TOOLKIT. (n.d.). *OVC Core definitions*. Retrieved 9 16, 2011, from OVC TOOLKIT: <http://info.worldbank.org/etools/docs/library/164047/howknow/definitions.htm>

Peters, T. (2010). *Riding the waves of culture*. London: Nicholas Bradley.

Ross, S. A., Westerfield, R. W., Jaffe, J., & Jordan, B. D. (2008). *Morder financial management*. New York: McGraw-Hill.

Sadik, A. (2010). *Pakistan Journal of nutrition*. Retrieved 9 1, 2011, from Science Alert: <http://scialert.net/abstract/?doi=pjn.2010.844.852>

Stibbe, A., & al, e. (2009). *Sustainability Literacy*. Dartington: Green Books limited.

Taskforce. (n.d.). *Environment and sustainability*. Retrieved 11 10, 2011, from Task force: http://www.unmillenniumproject.org/documents/EnvironSust_summary.pdf

The Economist. (2010, 8 12). *Social Innovation*. Retrieved 7 30, 2011, from The Economist: <http://www.economist.com/node/16789766>

The Guardian. (2011, 1 31). *World carbon diaoxide emission data by country*. Retrieved 11 10, 2011, from The Guardain: <http://www.guardian.co.uk/news/datablog/2011/jan/31/world-carbon-dioxide-emissions-country-data-co2>

UNCEF. (n.d.). *Africa's orphan and vulnerable generations*. Retrieved 9 13, 2010, from UNICEF: http://www.unicef.org/publications/index_35645.html

UNDEP. (n.d.). *The fertility in waste*. Retrieved 11 10, 2011, from UNDEP: <http://www.youthxchange.net/main/d462-enayetullah-sinha.asp>

United Nation Development Program. (n.d.). *what are the millennium development gaols*. Retrieved 9 20, 2011, from United Nations Development program: <http://www.undp-gha.org/mdg.php?page=MDG>

United Nations Development Report. (n.d.). *Sustainability and equity*. Retrieved 10 19, 2011, from United Nations Development report: <http://hdr.undp.org/en/reports/global/hdr2011/>

United Nations University Website. (n.d.). *Recent economic history*. Retrieved 10 5, 2011, from United Nations University Website: <http://archive.unu.edu/unupress/unupbooks/uu33pe/uu33pe06.htm>

United Nations. (n.d.). *What's going on?* Retrieved 10 23, 2011, from United Nations: <http://www.un.org/millenniumgoals/>

United States Environmental Agency. (n.d.). *Sustainability*. Retrieved 8 25, 2011, from United States Environmental protection Agency: <http://www.epa.gov/sustainability/basicinfo.htm>

WaleWale Town Directory. (n.d.). *Prostitution at Osu childrens home*. Retrieved 10 5, 2011, from WaleWale Town Directory: (<http://www.walewale.com/prostitution-at-childrens-home/prostitution-at-childrens-home/>)

Waste concern. (n.d.). *About waste concern*. Retrieved 11 5, 2011, from Waste Concern: <http://www.wasteconcern.org/about.html>

World Bank. (2007, 11 28). *Ghana meeting the challenge of accelerated and shared growth*. Retrieved 11 10, 2011, from World Bank: http://s3.amazonaws.com/zanran_storage/www-wds.worldbank.org/ContentPages/116455547.pdf#page=39

WOWCITY. (n.d.). *Osu Childrens home*. Retrieved 11 1, 2011, from WOWCITY: <http://gh.wowcity.com/accra/locbus2/4917794550834453571/osu-children-s-home.htm>

Youtube. (2010, 4 4). *Youtube*. Retrieved 7 12, 11, from Osu Orphanage in Accra: <http://www.youtube.com/watch?v=o4kzHMTVhVI&NR=1>

Zeithaml, V. A., & Bitner, M. J. (2003). *Service Marketing* (3rd Third ed.). New York: John E Biernat.

List of Figures

Figure 1 (Ghanaweb.com, n.d) -----	2
Figure 2 (Taskforce, n.d) -----	17
Figure 3 (Aremeyaw, "Orphan's Home of Hell5", n.d) -----	24
Figure 4 (Aremeyaw, "Orphan's Home of Hell5", n.d) -----	25
Figure 5 (Aremeyaw, "Orphan's Home of Hell", n.d) -----	27
Figure 6 (Aremeyaw, Orphan's Home of Hell2 , n.d) -----	27
Figure 7 (Aremeyaw, "Osu Children's Home", n.d) -----	28
Figure 8 (Aremeyaw, "Orphan's Home of Hell3 ", n.d) -----	29
Figure 9 (Aremeyaw, "Orphan's Home of Hell3 ", n.d) -----	30
Figure 10 (WaleWale Town Directory, n.d) -----	33

List of graphs

Graph 1 ((United Nations University Website, n.d)).....	4
Graph 2 ((United Nations University Website, n.d)).....	4
Graph 3 ((United Nations University Website, n.d)).....	5