

The Remember Center- Care Center for Trafficked Children in Ghana, Africa

by
Halli Briscoe

A THESIS

submitted to
Oregon State University
Honors College

in partial fulfillment of
the requirements for the
degree of

Honors Baccalaureate of Science in Business Administration
(Honors Associate)

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Lacey McNeely

The Remember Center (TRC) is a long term care center for previously trafficked children. In Ghana, there is a huge child trafficking problem because of the impoverished state the country is in and the lack of involvement from the government. With the fishing industry depleting because Lake Volta is running out of fish, and with there being a lack of alternative jobs outside of the fishing and farming industry, 40% of the country is living below the poverty line. (UNODC) Those who do work in the fishing industry realize the need for cheap labor; therefore, they recruit children to work for them. Some realize that it is wrong that they are taking children from their families and not allowing them to receive an education; others think they are doing a good thing by giving the child a chance to work for them. A report released in 2016 by Understanding Children's Work showed that about 1.9 million children ages five to 17 were involved in child labor, making up about 22% of the age group in the country. (gvnet.com) Most of these children were recruited by traffickers.

Key Words: Non-profit, Business, Plan, Trafficking, Children, Care, Center, Mission

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I understand that my project will become part of the permanent collection of Oregon State University, Honors College. My signature below authorizes release of my project to any reader upon request.

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Executive Summary:

TRC Mission

The Remember Center (TRC)¹, is a long term care center for previously trafficked children. In Ghana, there is a huge child trafficking problem because of the impoverished state the country is in and the lack of involvement from the government. With the fishing industry depleting because Lake Volta is running out of fish, and with there being a lack of alternative jobs outside of the fishing and farming industry, 40% of the country is living below the poverty line. (UNODC)² Those who do work in the fishing industry realize the need for cheap labor; therefore, they recruit children to work for them. Some realize that it is wrong that they are taking children from their families and not allowing them to receive an education; others think they are doing a good thing by giving the child a chance to work for them. A report released in 2016 by Understanding Children's Work showed that about 1.9 million children ages five to 17 were involved in child labor, making up about 22% of the age group in the country. (gvnet.com)³ Most of these children had been recruited by traffickers.

The Remember Center receives guidance from Touch a Life (TAL)⁴, a successful nonprofit organization in Ghana, Africa. Touch a Life provides a care center in Kumasi that takes in victims of child trafficking and abuse. TAL runs an established care center in

¹ *The Remember Center- TRC*

² UNODC- <https://www.unodc.org/unodc/en/frontpage/child-trafficking-in-ghana.html>

³ *Human Trafficking/Ghana-* <http://gvnet.com/humantrafficking/Ghana.htm>

⁴ *Touch a Life- TAL*

Kumasi, Ghana. They work with a social worker who brings rescued children to them. They then provide the child with a home and education. They focus on healing the child mentally and physically, and giving them the love and support they need to move towards a better future. TAL focuses on empowering the children to tell their stories and help those that came after them until they can end the trafficking problem completely.

The goal of The Remember Center is to follow the footsteps of TAL by raising the children into adults and helping lead them to opportunities in life that they deserve. By doing this TRC is helping the children get to positions where they can be the voices of slavery and bring change to the country. It is our goal to affect the 100 Remember Center children on a deeper level, and cause greater change in the grand scheme of things.

TRC Model

The Remember Center will develop a sponsorship program where the children can be sponsored by American families. The American families' monthly payments will go towards the child's education, clothing, and meals. The children will live at the care center year-round unless they are in high school, in which, they will spend mostly summers at the care center because the high schools are all boarding schools. The children will be given a home to grow up in. They will have a daily schedule that involves normal childhood experiences such as going to having some minor chores, learning to behave well, receiving an education, and playing outdoors and making lifelong friends. The care center will bring in the majority of its money from monthly

donors, but will also have various promotions and fundraisers to encourage one-time donations. TRC will push to be self sustainable by growing and keeping the majority of its food on campus and only having a necessary amount of staff.

TRC Team

The team will consist of half Ghanaian staff members and half American. There will be an American CEO, Accountant, Development Director, Marketing Manager, and two Teachers. As well as a Ghanaian Executive Director, Country Director, Drive/Dorm Supervisor, Cook/Dorm Supervisor, and two Teachers.

TRC Funding

To build the first stage of the care center it will take a year to develop and will cost The Remember Center \$450,000. The CEO and founder will be giving \$10,000 towards marketing efforts and launching the building campaign. It will cost another \$150,000 to finish the development of the second stage. The care center runs year round on a yearly budget of \$580,000, but that number is expected to drop as the center becomes more self sustainable over the years. TRC will be looking for 100 families who are willing to commit to sponsoring a child monthly.

The care center provides the children with a place to call home, an education, mental and physical healing, and a new life full of opportunities. The Remember Center will empower previously trafficked children to become the voices of slavery and share their stories, so that they may empower others and bring an end to child trafficking in Ghana.

Personal Story:

At the end of my freshman year of college I was given the opportunity to travel to Ghana, Africa to the Touch A Life (TAL)⁵ care center in Kumasi. Originally the trip was just to get a chance to observe what the TAL nonprofit has done in Ghana, and to discover a culture that is very different from my own. However, during the course of my two week stay, I discovered a passion for the work that TAL does, and for the Ghanaian culture. When I visited the TAL campus and the towns surrounding it, I saw how the people seemed to have very little and yet, they said they were beyond blessed. The children were kind and loving, selfless and joyful. When I first got to the campus I met the newest member to the TAL family. His name was Remember. He was eight years old and had been abused by his uncle and forced to sleep outside on a concrete porch before coming to Touch a Life. A social worker had found out about the situation through other villagers and removed him from the house and brought him to TAL. I was given the opportunity to go to his old house and meet his uncle. He came to the door in a towel and did not talk or smile. The neighbors informed us that he never did anything, but forced the children to work everyday. It was hard to imagine that anyone could ever abuse Remember, he was so precious and incredibly sweet.

The day my life changed forever was when I got the opportunity to attend the church service that the kids have on the campus. Where in the front row I saw Remember, eyes closed, arms opened to the sky, singing the words, “Give thanks to the Holy One, because He’s given Jesus Christ, His son. And now, let the weak sing I am strong, let the poor sing I am rich, because of what the Lord has done, for us.” A child

⁵ *Touch a Life (TAL)*- <https://www.touchalifekids.org/>

who had just come from an abusive living situation was singing about his blessings. After witnessing this, I knew I was meant to help give more children this opportunity to be saved from trafficking and abusive home lives and be given a chance to sing about their blessings.

It hurt to know that the children I fell in love with had previously been trafficked and abused. I wanted to be apart of the movement to end child trafficking in Ghana. The solution was to give them the safety and health they need, and to empower them through education and give them the opportunities they did not have in life before. So that they could grow to become the voices of slavery, and bring an end to child trafficking altogether.

Ghanaian Slavery History:

Ghana, Africa is a country that is not well known by Americans today, but one that holds an extremely significant piece of the World's history, and more specifically of North American history. Ghana is currently an impoverished country, but at one point in time had much to offer to the trade world.

Information gathered from oral traditions provides the knowledge that the “ancestors of the Akan people, today the largest ethnic group, entered the country from the north and spread southwards between CE 1200 and 1600.” (commonwealth.org)

⁶They moved south in search of gold and resources that were plentiful in the southern region of the country. After hearing about this discovery, many more tribes and clans entered the country over the next few centuries. The massive movement southward in search of land, gold, and resources led to problems and wars between several tribes and colonies. During this time prisoners captured during wars, were usually kept as slaves by the rival clan or sold to other groups for resources. This was the first account of slave trade in Ghana.

Talk of gold discovery in Ghana soon reached beyond the continent and in CE 1471 the Portuguese enter the country on the coast of Guinea as the first Europeans to arrive. Within ten years of their arrival they have built a fortress on the coast, named Elmina (The Mine), with the purpose of the fortress being for trading gold and other goods between nations. Once the Portuguese had established trade from this region, other European nations came to take advantage of the trade opportunities and built their own fortresses along the coast.

⁶ *The Common Wealth-* <http://thecommonwealth.org/our-member-countries/ghana/history>

Meanwhile, the Asante, a vassal of Denkyira under the Akan Kingdom, waged war in response to the Denkyira requesting higher taxes. The Asante had always kept slaves, but typically treated their slaves well and even paid some. However, during this war, both the Asante and their long-time ally, the Akwamu, sold their prisoners as slaves to the Europeans. They eventually transitioned from just selling their prisoners as slaves to kidnapping men with able bodies and selling them as well.

By the mid 1600's the Swedes, Dutch, and English had all established settlements and trade partners to take advantage of the valuable resources Ghana had to offer. However, after rumors of profitability that the Portuguese were experiencing from slave trade; Other nations followed suit and converted their fortresses into slave castles.

Throughout the CE 1700's the European nations and some tribes were very involved in slave trade. Akwamu, Asante, and Fante tribes benefited the most from the trade. They started trading their slaves for weapons and other commercial materials rather than gold because they wanted to fight and conquer other kingdoms. The Europeans would acquire slaves from these various groups and then bring them to the slave castles and forts where the thousands of men and women would be tortured, raped, and killed. Those that survived were then transported across the Atlantic where they would be sold to work on plantations in the Americas. According to a timeline published by The Crawford, "More than two thirds of the Africans died when captured, in dungeons of the forts or during transport." (Crawford.dk)⁷ The number of enslaved africans that made it across the Atlantic is arguably between 12 million and 20 million.

The history of the slave trade in Ghana is extremely important to understand when it comes to explaining the current Ghanaian economy, and the impoverished communities

⁷ Crawford- http://crawford.dk/africa/ghana_timeline.htm

and regions that make up the country. Although, slavery was abolished in British and Danish territories in the 1800's, Ghana never saw a true end to slavery. Instead the horrible past involvement in the slave trade led to the development of another social issue in the country today. Rather than abolishing slavery the country transitioned from having a slave trade problem to having a human trafficking issue.

Refer to Appendix Section 1: History Timeline for more information.

Current Trafficking Problem:

Currently in Ghana, slavery still exists. However, instead of enslaved adults, the pressing issue today revolves around child trafficking. Children are either sold into slavery by their parents or kidnapped by child traffickers. They are then forced to work on lakes or in fields and most times are sexually and physically abused.

Ghana, once known as the Gold Coast, was a major geographic point for past trade of valuable resources and slaves. During this time a lot of the land and materials were destroyed or used up. Due to the traumatic destruction, the majority of the country is now impoverished; the only exception being those in government positions who have closed themselves off in an upper-class society within the major cities.

The wealth only circles within the upper-class. Without money flowing through the entire economy, the poverty levels for the country do not decrease. This leaves the country with just two classes: upper and lower. The upper class receives a better education to allow the next generation to fill the current higher-up positions; however, the lower class is not given as good of an education because their current jobs revolve around sewing clothing, growing vegetables and fruits, making bread, selling trinkets, or running any sort of small stand in a flea market. The problem with these jobs is that when there are hundreds of people in one area all selling potatoes or pineapples; there is no differentiation of product. There are too many entrants in the market, so no one is making enough to sustain a business; in fact, each person barely makes enough to provide for their family for a day. Without a middle class having the resources to explore the development of more jobs, there is not a lot of room for innovation or entrepreneurship.

The biggest area of work in the lower class is around agriculture. The problem with growing food is the land owners or fishing boat owners are not wealthy either, and do not have the money, time, or labor to keep up with their fields and businesses. To make due, they recruit children to work for them. The children do not receive pay or an education. The economic problem is the essence of the child trafficking issue because no one has the funds to provide for themselves and their families. However, there is another factor that child trafficking is yielded from, and that is the desire for an education that will lead out of poverty.⁸

Figure A: GSI Government Contribution

Global Slavery Index: Government Contribution to Victim Shelters

- 2014: Government officials were using personal funds to help because the government was not providing funds for victim shelters
- 2015: Shelters relied on Nonprofit Government Organizations (NGO's)⁹ for funding rather than the government
- 2016: No funding provided by the government towards supporting trafficking victims, and a decrease in assistance towards identifying and helping victims

To decrease the chances of loss of power or wealth, those living in the upper-class society separate themselves through providing a larger educational opportunity for the wealthy children than for the poorer children. To do this they write the public school

⁸ *Global Slavery Index- refer to Appendix Section 2-*
<https://www.globalslaveryindex.org/2018/data/country-data/ghana/>

⁹ *Nonprofit Government Organizations- NGO's*

curriculum to be extremely simplistic. The curriculum does not challenge the children to think outside the box, but instead just trains them on basic principles. For example, when sitting in on an elementary school 3rd grade class, the children had memorized perfectly how to add and subtract if the numbers were on paper, but when asked to do a word problem they did not understand how to solve it because they lacked problem solving skills. On the other hand, the private schools go into more depth and teach on another level that gives students the potential to reach higher education programs and better-paying work positions.

Although the public education is overly simplistic compared to the private schools, most parents living in poverty still see education as the way out for their children. Therefore, child traffickers and fraudulent recruiters typically will tell parents that their child will receive an education if they come to work for them. In less wealthy nations, women tend to have more children. This can be for a variety of reasons, but the fact is that women in Ghana cannot take care of all the children they are having, and the men cannot make enough to feed that many mouths. As a result, many parents will end up giving or selling their children into trafficking based on a false hope that they may receive an education and have a better life. Some parents are unaware of what they are doing, but most understand their actions.

Most children who have been rescued from trafficking on Lake Volta report that children of all ages go straight to work early in the morning everyday, and they work until they have completed their job, even if it means they will work all night. They barely get fed, and they are punished heavily for any wrong action. Children as young as four years old will go to work on the lake in fishing boats. The older children who can swim

will be forced to dive and untangle the nets. The younger children will scoop water out of the canoe or paddle. Most slave children will live communally in a small, one room mud hut that is exposed to the outside elements of heavy rains and malaria carrying mosquitoes. They are beaten, and have no place to sleep besides the ground. Some will run away, some will die, and some will be rescued by various organizations.

Unfortunately, most will never go back to their families. Even those rescued may end up having no choice but to go back and work in the same job they were in before, because without a proper education, there is nothing else to do. This is the pressing problem in Ghana. This is the problem that exists heavily because of the precedence of slavery in the country from centuries before. It is a problem that cannot be fixed in one day, but can be solved overtime.

The primary problem to address within the realm of child trafficking in Ghana is that very few are focused on empowering Ghanaians to become the voice of slavery and make changes at the government level. There are many organizations and schools that can help in the short-run with saving a few kids, but there is currently only one organization that focuses on bringing in children, healing them, giving them a home, and providing them the resources they need to be rehabilitated and empowered so that they can make a difference. Touch A Life is the only long term care facility in Ghana. Other NGO's are based on reunification and reintegration models.

Figure B: GSI Victim Support

Global Slavery Index: Access to Victim Support Services
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- 2013: Dept. of Social Welfare (DSW)¹⁰ paid medical costs for identified victims and the government operated one short-term shelter for trafficking victims
- 2014: Ghanaian government put forth minimal efforts in protecting and providing shelters for victims
- 2015: Osu Shelter provided short-term care to feed and provide general care to victims, but compounded with a juvenile correctional facility and did not provide a barrier between the two
 - DSW was responsible for a couple shelters, but did not receive enough government funding, which led to need of repair and lack of security
- 2016/2017: Government provide little to no funding, and NGO's tried to pick up the slack

Pamela Cope, the founder of the only long-term care center in Ghana Touch A Life (TAL), said in her interview, “You have to ask yourself the question: How wide or How deep?” By this she means it is important to consider whether the goal is to touch many lives and make a little difference in each, or to touch a few lives and really impact them in a way where their lives are changed forever. At TAL they follow the “How Deep” principle. They see their calling to be to completely alter the lives of 100 children, and help provide them with every opportunity they deserve, teach them their value, and encourage their growth in life and love; rather than to touch the lives of many in a much less significant way.

¹⁰ *Department of Social Welfare- DSW*

At TAL they provide the rescued children with the mental and emotional therapy that they need as part of the rehabilitation process. Along with this the children are provided a place to call home to stay, clothing, food, and safety. At TAL they even help get the kids into high school, and after that they work to help them into adulthood by either trying to fund their college education, vocational training or by assisting them in the job searching process. They keep up with the children all the way through into their adulthood to give them the healthy family love and care that they missed out on before. It is their goal to then have these children grow up to be the voices of slavery, and to be educated enough and stable enough to tell their story and offer their solutions bring up this issue and to bring about change.

Refer to Appendix Section 2: Global Slavery Index for more information.

Long-term Care Center Solution:

Name: The Remember Center

General Description:

The Remember Center is a proposed long-term care center located in Ghana, Africa with the purpose of providing a home to children who come from trafficking backgrounds or abusive pasts. TRC will work with a government social worker who will bring children to the care center where they will be guided into adulthood. The social worker will make visits and file reports to ensure everything is running the way it should. At the end of the child's time under the center's care they can either choose to be reunited with their families, or they can choose to allow us to help them find jobs and empower others through their story. If the child wishes to be reunited with their family they can still receive help from TRC whenever they need. The center's mission will be to give them the support they need to continue their life in a positive direction that is filled with hope. The Remember Center will consist of four housing units, an elementary school, middle school, and preschool, a covered gathering area, kitchen, barn, outdoor basketball court, and open field behind the campus. The care center will provide a home to these children, but also a loving family life, a quality education, and the support needed to lead an empowering life with a voice that will help end child trafficking.

Mission Statement

At The Remember Center it will be our mission to provide trafficked children with a chance to receive an education and grow into an opportunity-filled and purposeful life. We will strive to provide them with the physical and psychological care they need to

lead a life where they can use their story to educate and empower others, putting an end to child trafficking.

Care Center/ Operations Plan:

Child Demographics

The Remember Center is focused on bringing in children from trafficking backgrounds and abusive home lives. Most of the children will be between the ages of six and eighteen, but we will provide the necessary care for children ages 0-4 because we realize that some of the young trafficked girls may have children of their own that they need help caring for. The Remember Center will work with a government social worker as a foster-care-type system. The social worker will be the one to find children in need and bring them to our organization. We will ultimately welcome any child that the social worker brings us. The care center cannot be need-driven focused because there is so much need and one care center will never be able to bring in all of the trafficked children. There are so many children in crisis that you need to set boundaries of how to stay healthy as an organization.

Care Center Campus Location

The Remember Center will be located near Kumasi, Ghana. ¹¹Kumasi is one of the larger cities in Ghana, but the area around it is very rural. Kumasi is a good location because there is access to hospitals, groceries, supplies, and other things that the care center may need. The land near kumasi is also more suitable for growing vegetation to help the care center be more sustainable. Kumasi is also safer because it is not in the Northern region of the country; therefore, the rescued children are not near high trafficking areas and there is less risk of harm or re-kidnappings. The care center will be

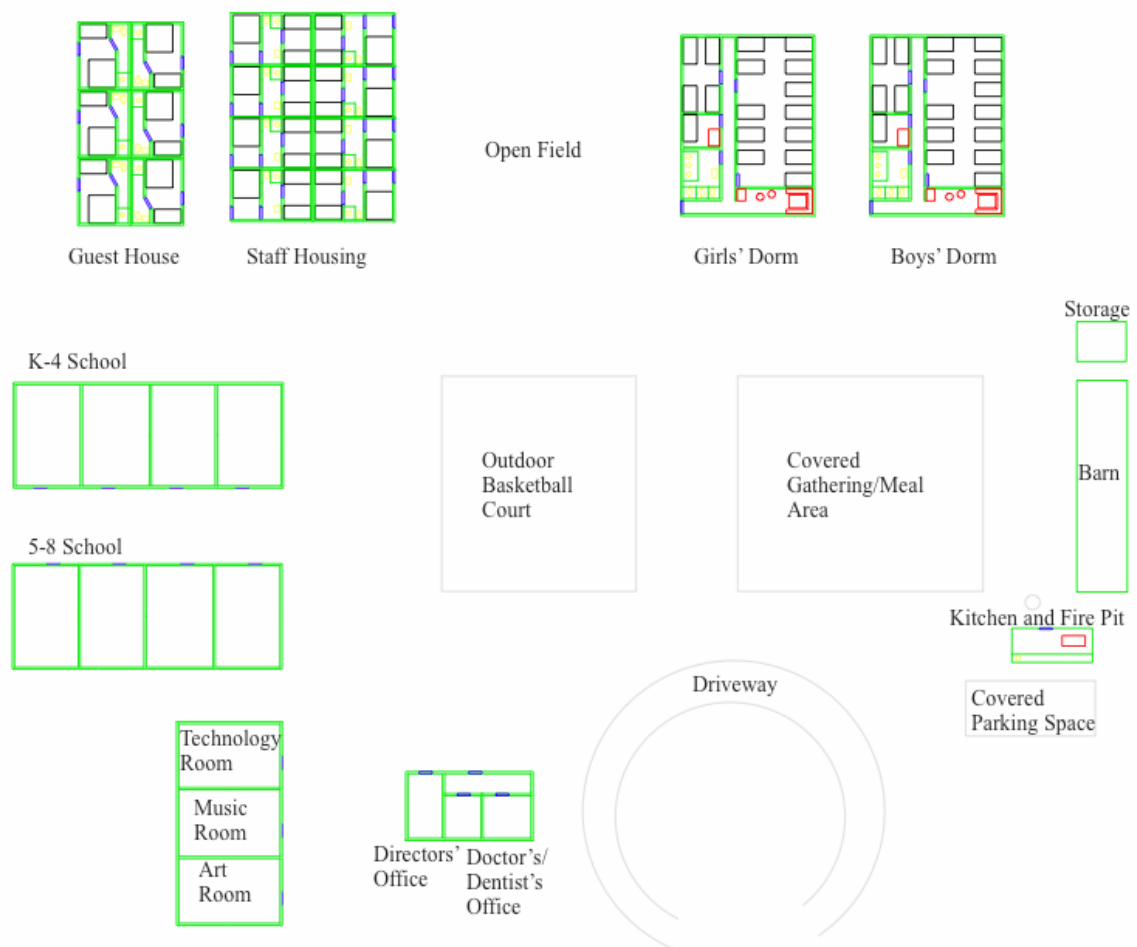
¹¹ *Kumasi, Ghana- See Appendix Section 6- <http://challengingheights.org/wp-content/uploads/2014/11/Ghana-Unit-Plan-Batdorff-and-Knopf.pdf>*

fairly close to the TAL location in order to potentially share resources and work towards the same goal together of empowering children to grow up and become the voices of slavery.

Refer to Appendix Section 6: Maps for images of the location.

Facilities

Figure C: Campus Layout



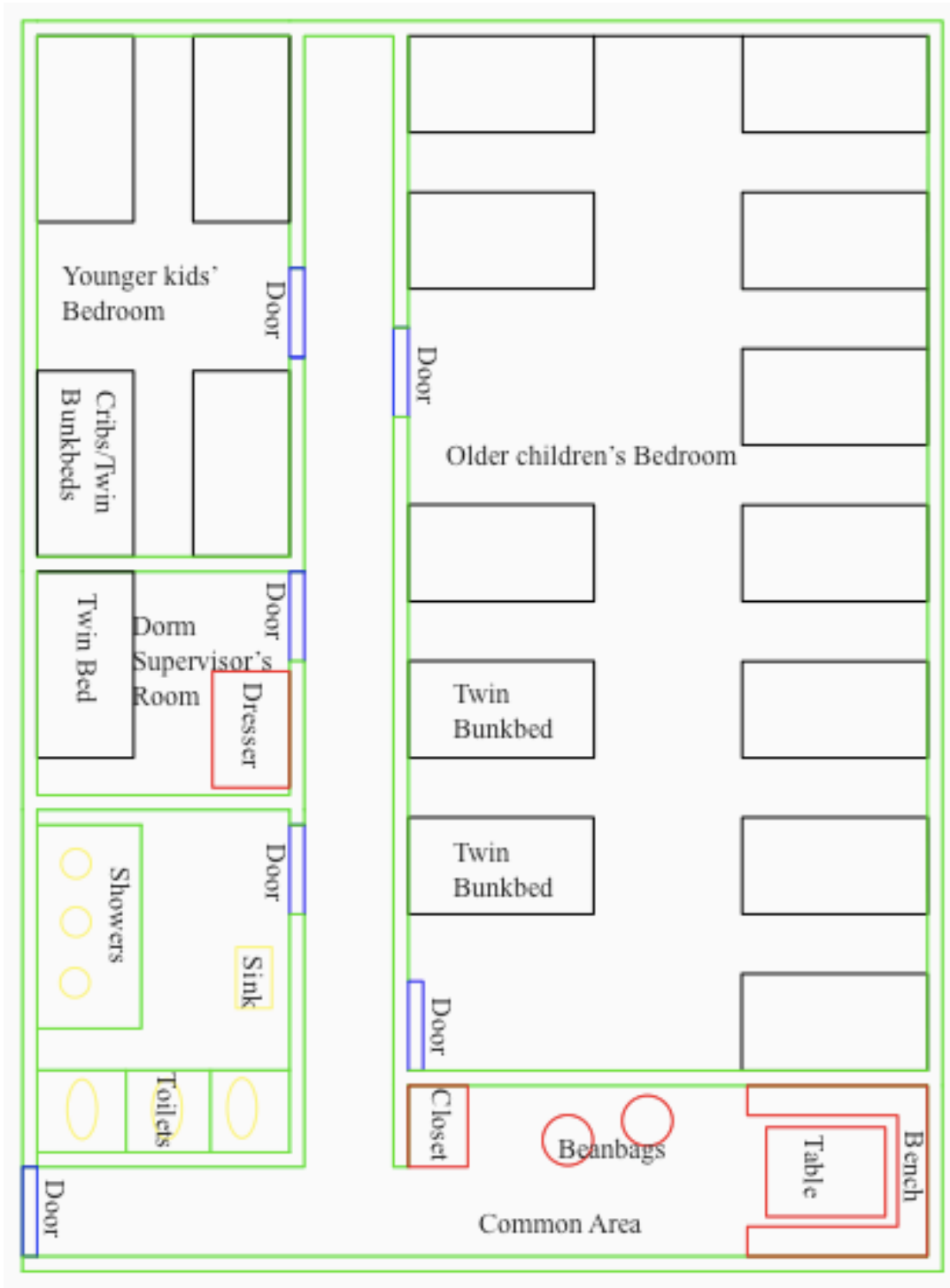
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¹² *Care Center Campus Layout Stages- See Appendix Section 4*

Dorms

Both of the dorms will be identical to each other. The dorms will house all ages of children as well as one staff member who will live in the dorms as a safety precaution.

Figure D: Dorm Layout



- The toilets will be provided by Clean Team, a nonprofit in Ghana. This nonprofit provides toilets that are electricity free and water free. They have a small tank under them that is picked up and replaced weekly by the Clean Team.¹³
- The showers and sinks will be connected to a piping system. The room will be right next to the young children's sleeping corridor.
- The youngest children will sleep in cribs or smaller twin beds in the children's room. This room will be right next to the staff member so that their staff member can take care of the young kids during the night, like a mother would.

The dorms are minimalistic, providing mainly a bed to sleep in and bathrooms to maintain hygiene. The common area is small, but provides a place for the kids to do homework or play some cards. The common rooms purpose is to be a space where the girls or boys can come together and hangout. The drawers under the bed will be all the children have to store their clothing, if needed later, there will be trunks added to the ends of the beds. The goal of the dorms is to give the children a modest, safe living and sleeping space. There will not be air conditioning, or any heating units in the dorms. The reason for keeping the dorms as simplistic as possible is to not change the culture of Ghana. Many Ghanaians do not even have a bathroom in their home. The goal of this organization is to give the children a safe place to live, where they can attend a school and be given opportunities in life that they did not have before. Accommodations should be consistent with what would be considered normal to the Ghanaian culture. The dorms are simple, which shows how Ghanaians value spending time together. We want the kids

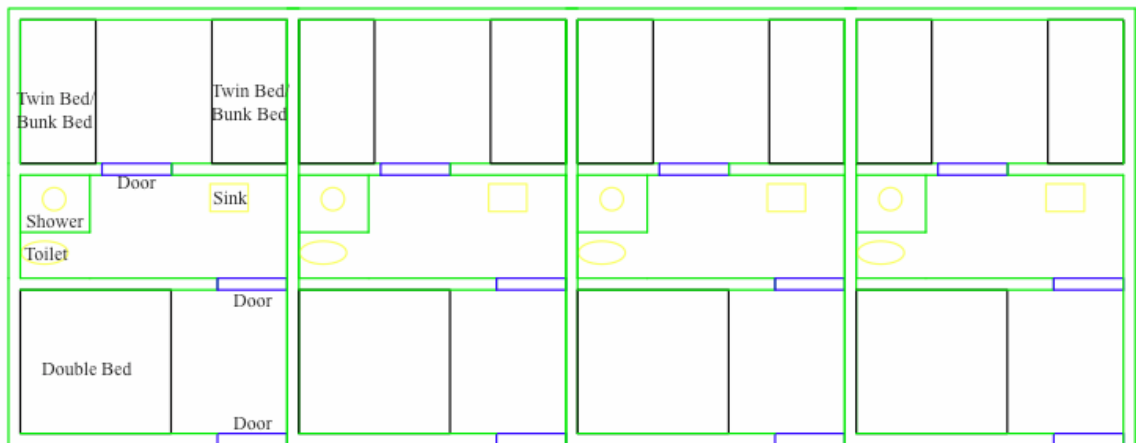
¹³ Clean Team- <https://www.cleanteamtoilets.com/>

to be spending time in the gathering area and running around the campus rather than separated from everyone in their rooms. It is our dream to build up a family at our site, and that means giving the children the opportunity to bond and be together.

Staff Housing Unit:

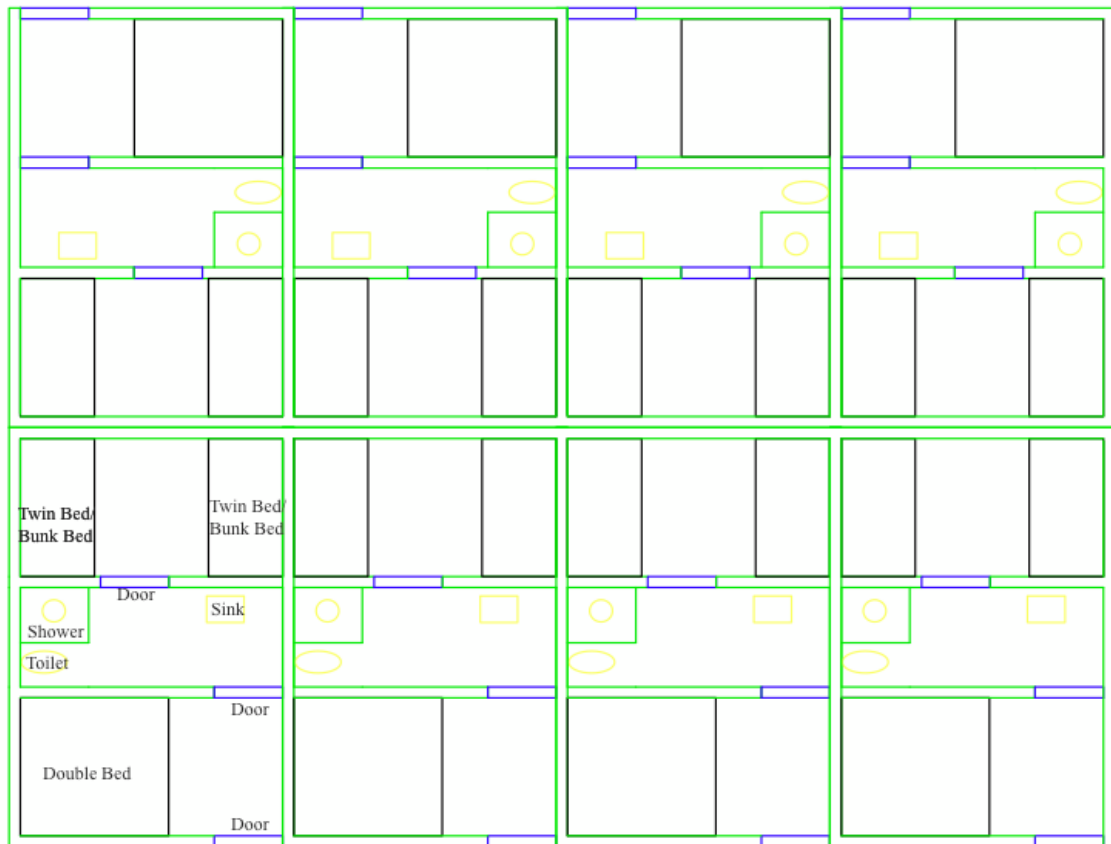
Housing for staff will be built in two stages. The first stage will consist of four family living quarters. Each unit will be able to hold up to six family members. The units are conjoined in a motel format. The layout on the inside will be a jack-and-jill set up. The second room will either hold two twin beds, or two twin bunk beds, depending on the size of the family.

Figure E: Staff Housing Stage 1 Layout



In the beginning stages the houses may be shared by staff members who are young and may not have families yet. In the second stage another four units will be added to the back of the original four.

Figure F: Staff Housing Stage 2 Layout

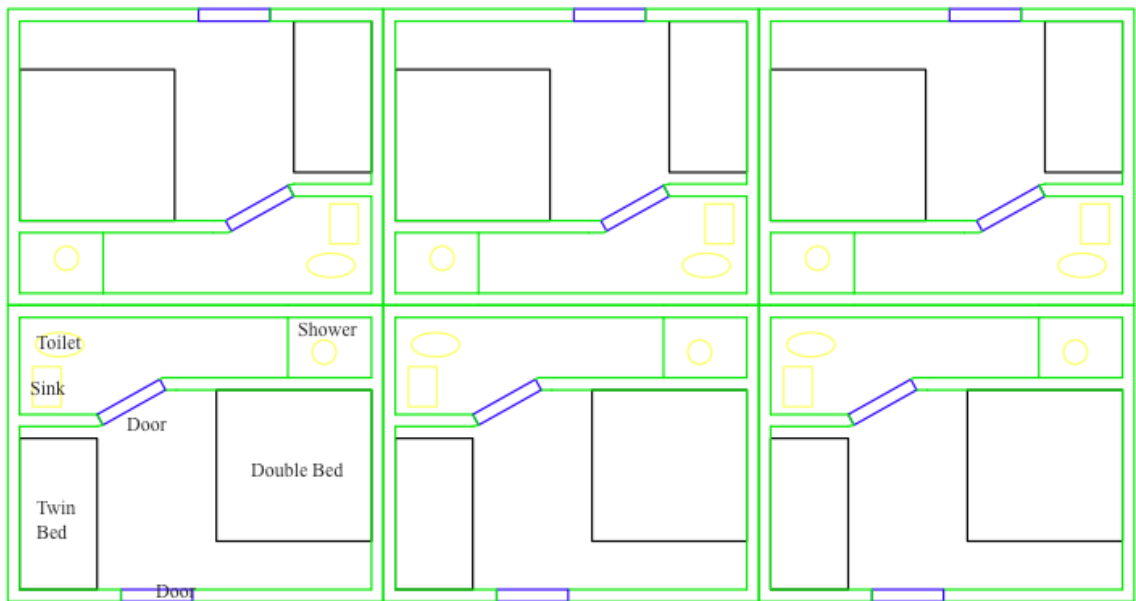


The staff housing does not have a kitchen inside of it because the families and the care center children will all be served meals from the kitchen together. The staff buildings will also use the same Clean Team toilets as the dorms. There is a need for staff housing because there will be members who work on the campus all day and need a safe place to stay. There will also be some American teachers who will need a place to live for parts of the year. These small homes are also a gift to our staff members to thank them for the work they do everyday. They should be provided for just as our children will be.

Guest House:

The guest house will be used for volunteer groups, interns, American staff members and families of any staff members abroad when they come to visit. The guest house will consist of six rooms all conjoined in a motel format.

Figure G: Guest House Layout



- The toilets in the guest houses will use a plumbing system rather than the toilets from the Clean Team
- The guest house can hold a total of thirty-six people
- The guest house will also not have any kitchen area because the guests will be invited to eat with the Remember Center family.

In order for a group to stay in this house, they will have to go through background checks and be approved for travel to our care center. They will also have to be apart of some sort of project, or have a week of leadership events planned for the kids. We will

not house people who are just “visiting” due to the important emphasis that we put on the safety of our children. We will hold an internship program each summer for students interested in teaching abroad or in nonprofit work. The amount of time a guest can stay in the room is up to two weeks. Preferably guests will stay no more than ten days. There will be a set cost per day that guests have to pay for boarding, dining, and transportation.

Gathering/Dining Area:

There will be a covered gathering and dining area as a place for the entire campus to meet. This will be a paved area with a covering built over it. There will be portable tables and chairs that can be set up for meals. The gathering area is necessary for the promotion of the family aspect. It is also important for any events that might take place. Some events may be put on by volunteer groups, and some may be put on by the care center. Either way, the gathering area is the perfect place to have everyone come together.

Outdoor Basketball Court:

Next to the covered gathering area there will be a paved outdoor basketball court. It is essential for the children to be able to play outside and participate in games and activities. Most of these kids come from backgrounds where they were not allowed to play because they were forced to work. As part of the therapy our care center provides, we want them to play outside and enjoy being kids. The basketball court is a perfect place for the kids to play various games. Next to the court there will be a small storage area to keep the donated toys and outdoor games.

School Buildings:

The Remember Center will have two school buildings on campus, an elementary school and a middle school. The Remember Center will partner with BuildOn¹⁴, a nonprofit that builds schools in impoverished countries. We will have BuildOn build both of the school buildings, and we will use Ghanaian curriculum in order for the government to allow us to have schools on our campus. However, we will train our teachers to include innovative thinking and problem solving skills in the lessons to broaden the mindsets of our children.

The school buildings are simple structures with just a few classrooms. Each classroom will have a chalkboard at the front of the room and some desks set up for the students and teacher. The schools will be identical in structure, and will sit next to each other on the campus. There will not be bathrooms because the students can walk to the dorms on bathroom breaks. For lunch the students will all go over to the gathering area. For school materials we will partner with recycling companies and use recycled paper and writing utensils.

The purpose of the school is to give the children a good education that will open doors in their lives. In Ghana the children do not go to school expecting to be entertained, they go feeling thankful that they get the chance to learn. As part of the culture, they value the opportunity to receive an education. We are not looking to change this culture, but we will be looking to incorporate some innovative thinking activities for the students to explore learning outside of the Ghanaian curriculum. For example, students will be given a “Genius Hour” once a week to work on a project each year that falls under their

¹⁴ BuildOn- <https://www.buildon.org/>

own specific interests. The project will be similar to a thesis, but for elementary and middle school aged children. At the end of each year they can present what they learned. We will also be implementing problem solving skills. The Ghanaian curriculum does not involve any problem solving, it is solely based on memorization. At The Remember Center we value teaching our students out-of-the-box thinking. We value entrepreneurial mindsets and innovative thinking. Therefore, we want our children to get to use their brains in creative ways. We want to teach the Ghanaian curriculum while also taking it a step further to help our kids get better jobs and provide for their future families. We want them to get into government positions and start changing the system for others, and passing on the opportunities that they were given to other children. Having the schools on The Remember Center campus is a major factor in us empowering our children and opening doors in their lives.

Not only will they have the opportunity to learn innovative thinking and problem solving skills, but they will also have an hour each day for different fine arts and simple technology classes. There will be a building next to the schools with a music room, art room, and technology room. Certain days will be for certain “special” classes based on the schedule for each grade. These classes will help students explore more of the left side of their brain, and give them a break from sitting in a regular class setting all day.

Technology Room:

The technology room will be connected to the music and art rooms as one building. In the technology room there will only be a couple rows of tables with the most basic computers. Any programs on the computer will be for reading and math programs.

Some classes for older students may also involve typing and programming. There will be internet access, but it will be the most basic form because we are trying to keep from changing the culture. They will only get to have technology class once a week while they have the other two “special” classes twice a week.

Music Room:

The music room will be a slightly larger than the technology room. It will have a desk and chalkboard at the front. There will be a pedestal, and facing the pedestal will be chairs curved around the pedestal to contribute to the acoustics of the room. In the back of the room there will be two studio rooms for students to practice in, and a storage room for instruments. All instruments will be donated to the care center. The goal of the music room is for students to learn to play an instrument, explore their vocals, or to learn the history of different types of music. There will be basic curriculum along with a lot of free time for practice.

As part of the music exploration, it is TRC’s goal to partner with some musicians who would be willing to come out for a week and give lessons. We want all types of musicians from all over the world to come and share some of their culture and also learn some about the Ghanaian culture. Music is one of the best forms of therapy, and it will benefit our students a lot to explore the musician inside of them.

Art Room:

The art room will be the same size as the music room. There will be a desk and chalkboard at the front, and tables all around the room. In the back there will be storage closets for all of the art materials. We will also be working to partner with various artists,

so they can come teach different techniques, or classes. We also believe that art is a healthy way of expressing emotions and can also be another great form of therapy. For both the music class and the art class, there will be a total of two hours every week for students to practice during school, but they will also be open all day for students to go in and work on their pieces.

Medical Office:

There will be a medical office next to the special classes building. This office will have the most basic doctor's equipment and dental equipment. The Remember Center plans to partner with Doctors Without Borders to have doctors come and do check ups and any necessary treatments for illnesses. We will not need them year round, but we want them to be able to come a few times a year to keep our kids healthy. For the dentist, we will partner with Dentists Without Borders and we will ask them to come twice a year. In the later stages of the The Remember Center, we would like to hire a nurse who will stay on campus for the majority of the year. We will target nursing students who would want to do research by studying abroad and working on our campus, and we would allow them to live in the staff housing and receive pay for their work. The office will consist of two rooms, one with dental equipment and one with general care equipment. Both rooms will have a table/chair in the middle of the room for the patient. They will also both have a set of cabinets to store equipment. The doctor's office will have the essential needs of any primary care office. These items include:

- AED (automated external defibrillator)
- Audiometer/Tympanometer

- Basic diagnostic (blood pressure monitor, thermometer, pulse oximeter, etc.)
- Blood Draw
- Body weight scale
- Cabinetry and storage shelving
- Computer
- Emergency equipment and supplies (airways, aspirators, oxygen, mask, resuscitation bag/mask, etc.)
- Exam table
- Eye charts
- Janitorial equipment
- Protective equipment (gloves, aprons, eyewear, facemasks)
- Refrigerator/freezer
- Stethoscopes
- Telephones
- Water Filtration System

Any other equipment that is needed for larger tests and procedures will either be provided by Doctors Without Borders. As for the dentist office side, the equipment that will be provided in the office will consist of:

- Dental Patient Chair
- Operatory Cabinetry
- Delivery Systems
- Dental Operatory Lights
- Sterilization Equipment

- Handpieces
- Utility Equipment
- Suction Units
- Instrument Trays

Any other special types of handpieces or tools will be provided by Dentists Without Borders. This office will be developed in the first stage, but will not be stocked with equipment until the second stage of the The Remember Center care center.

Directors' Offices:

Both the US Director and the Ghanaian Director will share an office. This will be the most basic of all the facilities on campus. It will be one small room with one desk and a couple chairs and a computer. This office will be for the directors to meet with each other as well as others, such as the government social workers. The office will also be used as a place where the directors can get paperwork done and work with contractors or financial advisors on projects. The office is meant to be a simple format just like the other buildings. The office is necessary, but it is also highly encouraged for the directors to be spending time with the children and running the campus as a whole.

Kitchen:

The kitchen will be next to the gathering area. The kitchen will mainly be a counter for preparing the food, a sink, and some cabinet space for dishes. The food will be made over a fire in a large pot or on a small stove. There will be one or two cooks working the kitchen area for the majority of the day as their job. Attached to the kitchen there will be a room for meetings and meals for some guests or interns. Next to the kitchen there will be a barn and a garden area to keep agriculture in order to provide food and be more self sustainable.

Barn:

The barn will house chickens, pigs, goats, rabbits, etc. The purpose of keeping most of our sources of food on our campus is to save money and keeping the care center running. It is also easier for the kitchen staff to have everything they need on campus.

Care Center Layout Overview:

As described above, the care center is going to be modest in order to maintain the Ghanaian culture. At The Remember Center we want our kids to still grow up knowing they have to work hard for what they have, and that everything they are given is a blessing. This reflects the current Ghanaian culture, and we are not trying to change that. See Figure H for the children's daily schedule, Figure I for the staff organizational chart, Figure J for the risk management plan, and Figure K for the stakeholder analysis.

Refer to Appendix Section 3: Care Center Campus for more information.

Children's Daily Schedule:

Figure H: Daily Schedule

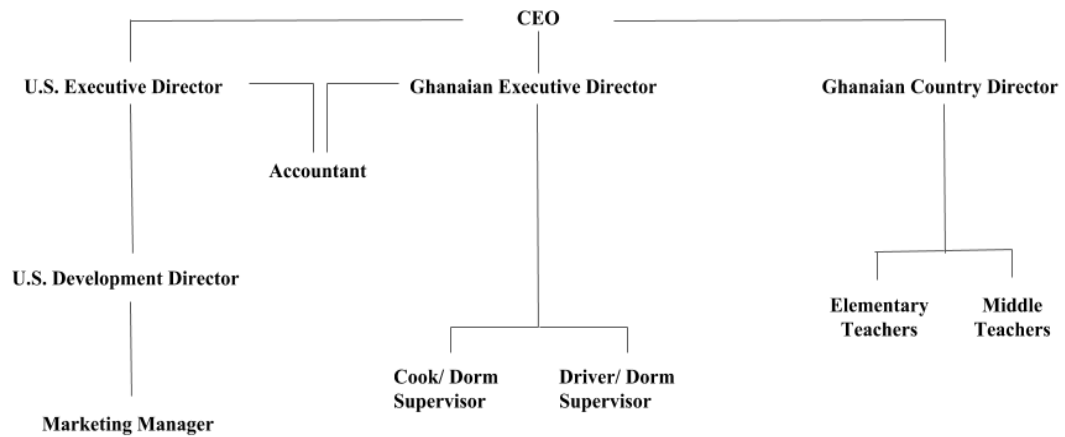
6:00 am	Chores, Bathe
7:00 am	Breakfast
8:00 am	School starts
10:00 am	Special classes
11:00 am	Lunch and recess
12:00 pm	Back to class
3:00 pm	School ends/ free time

4:00 pm	Tutoring/ Homework help or free time
6:30 pm	Dinner
7:00 pm	Homework, bathe, free time
8:30 pm	Bedtime

Management Plan:

Staff Organizational Chart: ¹⁵

Figure I: Staff Organizational Chart



Refer to Appendix Section 4: Staff Position Descriptions for more information.

Risk Assessment:

¹⁵ *Staff Position Descriptions- See Appendix Section 3*

Figure J: Risk Assessment Chart

Risk Assessment Matrix		HAZARD PROBABILITY				
		Frequent	Likely	Occasional	Seldom	Unlikely
		1	2	3	4	5
EFFECT	I Catastrophic	Extremely High		High		Medium
	II Critical		High		Medium	Low
	III Moderate	High	Medium		Low	
	IV Minor	Medium	Low			

Risk	Hazard Prob.	Effect	Risk Level	Mitigation Controls
The Ghanaian government does not give The Remember Center permission to carry out its work.	3	I	High	The Ghanaian Country Director and the Ghanaian Executive Director will work in close relation to the government, and will have the right connections and an immense knowledge of the law in order to avoid violating any rules and regulations. They will also record all government interactions and have reports or cases prepared for any anticipated problems that cite the government policies of which they are following.
Contingency Plan: The Remember Center will make adjustments in accordance to what the Ghanaian government does not like, and will restructure and present to the social workers the new business plan until there is something that both the care center and government feel coordinates with their beliefs for the functioning of the care center.				

The care center is threatened due to the location and the work that is taking place within the organization.	2	II	Extr. High	The Remember Center will work in a type of foster care system format with a social worker bringing the children to the care center. This will make it harder for locals to threaten the care center if it is seen as working with the government. The Remember Center will also be gated and have a security system and procedure in place in case of threats to the safety of the children and staff members.
Contingency Plan: The Remember Center will hire more security workers and will consider moving locations if there is a location that proves to be safer.				
The Remember Center will accidentally take away from the Ghanaian culture and enforce a sense of white imperialism.	3	II	Extr. High	The Remember Center will hire the same amount of Ghanaian staff members as U.S. and will be evenly divided on the management team in order to correctly work with both cultures and governments. The Remember Center is not going to build extremely nice buildings on the campus or provide the children with luxuries not available to the average citizen to lessen the chance of the children developing a sense of entitlement. The children will still have regular chores and will still be taught right from wrong. The Ghanaian side of the staff will be consulted before every decision involving the care center to ensure that the culture will not be negatively affected. Research and reports will be done to keep up with the culture and the actions being taken by The Remember Center in order to double check every action or policy brought up.
Contingency Plan: The Remember Center will hand over most of the management practice to the Ghanaian workers and take on smaller roles involved more with financials and logistics.				
The children wish to be reunited with their families.	2	II	Extr. High	The Remember Center is not an organization that wishes to take children away from their families. The main goal of the organization is to provide

				<p>protection and healing to children who have been through trafficking, and to raise them in a way where they can discover opportunity and become a voice of slavery to change the system for the better. Typically, it is the parents who will sell their children to a slave owner. Some of them are aware of the situation, and some are not. Because of this, it is difficult to consider allowing a child to go back to a family life that initially put them into trafficking. However, as an organization that acts like a family, we see value in relationships with family members.</p>
<p>Contingency Plan: If a child has made it through middle school and wishes to go back to their family, The Remember Center will allow for them to go back. The child will not be cut off from the organization. In fact, The Remember Center will make visits to the child accompanied by the social worker in order to see that the living situation has changed. There will be greater protection for the child, and if the child is being treated poorly, The Remember Center will ask to take them back to the care center, and the social worker will make the final decision on whether or not they stay or return. Once the child is an adult, they will be allowed to make their own decisions, but they can always return to the care center to receive help or counseling in regards to their decisions.</p>				
The Remember Center does not bring in enough money from investors and partners to sustain the care center.	4	I	High	<p>The Remember Center will work with other nonprofits that have already proven to be sustainable, and find all of the cheapest, yet most efficient ways to run the care center. The Remember Center is going to partner with larger businesses that are looking for a project to invest in that will allow them to be tax exempt. The management team will remain close with all investors and keep them informed quarterly on finances and operations taking place within the care center to maintain positive relationships with investors. The Remember Center will also partner with churches and other volunteer groups to help the organization meet its funding needs. In later staged the organization will partner with schools and universities as part of a program to help U.S. students study</p>

				abroad and learn more about the Ghanaian culture, while also helping the organization receive more attention by being associated with the schools and universities in order to make the problem more known and lead to the long-term goal of the foundation being accomplished.
Contingency Plan: The CEO will pay out of personal funds until the nonprofit is making enough. The organization will also continuously move towards self sustainability in order to not be constantly asking investors for donations.				
Due to the majority of the children brought in by the social worker being from an impoverished area, they may have a harder time learning than the average students.	2	II	High	The Remember Center is dedicated to giving children the opportunities they deserve in life through education and psychological healing and empowerment. With education being the best way to give a child opportunities, it may be difficult for some children if they have grown up in impoverished areas where education is not of value.
Contingency Plan: If the children brought into the care center do not excel in educational areas, it may be hard to rely on them to make it into opportunities where they can become the voice of slavery and make the changes that coincide with the foundation's long-term goals. To deal with this issue, The Remember Center will have after school programs to give extra attention to the students who need more help. This will involve developing basic skills as well as innovative thinking skills. Part of the reason children struggle in rural communities with learning in a classroom is that when they are working, they develop strong innovative thinking skills, and in the classroom in lower education communities, students are all required to learn the same way. There are multiple ways to learn something, and the extra time will give the student a chance to explore the learning technique that is best for them. This will help all of the students to develop a strong education that they can use, while empowering them and leading them to think that there are multiple ways to solve a problem and to learn.				
The government questions whether or not The Remember Center is following the Ghanaian curriculum.	4	II	Med.	The Remember Center will follow Ghanaian curriculum. However, the teachers at the elementary school and middle school on the campus will be trained to teach the objectives within the curriculum in a more innovative way. This will put The Remember Center

				<p>students ahead of those in many of the schools, especially schools in rural areas. There is a good chance that the government could question the high scores of The Remember Center students on tests to get into high school. However, the tests given in class throughout the year will be directly in line with the Ghanaian curriculum. The homework will also follow the books given in the Ghanaian curriculum. The only difference between The Remember Center schools and schools will be the delivery of the lectures. There will be more hands on activities and a wider variety of ways to solve problems and ways to think. The Remember Center is prepared to show all tests and homework assignments to the government if questioned on whether or not they are following curriculum.</p>
<p>Contingency Plan: If the Ghanaian government has a problem with the way we are educating the children and wants to shut us down, we will bus the students to another public school and turn the school buildings into more guest or staff housing.</p>				

Stakeholder Analysis:

Figure K: Stakeholder Analysis

Stakeholder	The Remember Center Management Team
Impact	High
Stakeholder's Values	To manage a care center that saves children from trafficking and helps give them an education and a life full of opportunity where they can grow to become the voices of slavery and move the country towards finding a solution to the issue.
How Stakeholder Contributes	By effectively managing the organization in a way where the Ghanaian culture is respected and no Ghanaian government regulations are violated. By also developing an organization that acts as a new family for the children by maintaining a loving family-focused structure and implementing education and psychological healing practices to empower them.

Potential Challenges Stakeholder Brings	The team could disagree on what they think is best for the organization. The team could have trouble communicating since half the team is in Ghana and half the team is in the U.S.
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Stakeholder	The Remember Center Board
Impact	High
Stakeholder's Values	To assist the organization in running a long-term care center for previously trafficked children, and doing so in a way that will help empower children currently under the care of the The Remember Center Foundation while also setting up a plan to bring an end to the trafficking problem altogether.
How Stakeholder Contributes	To act as an advising committee to the The Remember Center Foundation and help guide the management team to stay focused on the true goals of the organization, and to move towards those goals by staying financially sustainable. All Board members must travel to the care center at least once every two years.
Potential Challenges Stakeholder Brings	The Board could give poor advice if they have not researched the country enough. They could potentially mislead the management team on what is best if they are not aware of the organization's true goals.

Stakeholder	The Remember Center Staff
Impact	High
Stakeholder's Values	Taking care of children who have been trafficked and being part of a movement towards the end of slavery and child trafficking.
How Stakeholder Contributes	To love and care for the children at the care center, and to carry out marketing, operations, and financial plans that all coincide with the goals of the foundation.
Potential Challenges	Not being committed to all aspects of the job. Not treating all of the kids equally. Not being committed to staying very long in the

Stakeholder Brings	position. Not helping empower the children like the organization promotes.
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Stakeholder	Investors
Impact	Medium
Stakeholder's Values	To contribute to an organization that they believe can make a difference. To help children that they believe deserve to have better opportunities.
How Stakeholder Contributes	By giving money to the organization in order to help the care center run and meet all of its needs. To contribute some input in the running of the organization.
Potential Challenges Stakeholder Brings	Pulling their money in critical times. Trying to control the business because of how much power they have over the funding.

Stakeholder	Ghanaian Social Worker
Impact	High
Stakeholder's Values	That children should not be treated as slaves. That it is a parent's job to protect their child from harm, not harm them.
How Stakeholder Contributes	By finding children who are not being treated well, and bringing them to care centers. By also checking in with care centers to make sure the children brought there are also being treated well.
Potential Challenges Stakeholder Brings	Not thinking that the organization is healthy for the children. Believing that the organization poses a threat to the government. Not bringing kids to the care center who should be brought there. Not writing good reports on the care center. Not checking on kids who have chosen to go back to their families.

Stakeholder	The Remember Center Partners
Impact	Medium
Stakeholder's Values	That people deserve to receive an education, maintain their health, and have equal opportunity in the world. That impoverished areas should be reached by those who can contribute to bettering society.
How Stakeholder Contributes	By building schools, by bringing toilets to the care center, by providing mental health programs, by sending volunteer groups, etc.
Potential Challenges Stakeholder Brings	Not holding up their end of the partnership. Expecting more than what was discussed in the partnership agreement. Trying to influence the organization too much. Not listening to what the organization's goals really are.

Stakeholder	Ghanaian Government
Impact	Medium
Stakeholder's Values	To keep the money within the government. To keep the country under control.
How Stakeholder Contributes	By allowing the long-term care center to be setup and be run in the country. By allowing a middle school and elementary school to exist on campus.
Potential Challenges Stakeholder Brings	Trying to shut down the care center because they feel it is a threat to their money. Not allowing schools to be on the site because they fear the curriculum is not in line with Ghanaian curriculum. Sending a social worker who is not dedicated to the job and to helping the children.

Stakeholder	Care Center Children
Impact	High
Stakeholder's Values	To utilize all of the programs and educational opportunities provided to them, and to continue to empower others as they grow to bring an end to trafficking.

How Stakeholder Contributes	By being engaged in everything The Remember Center offers and getting into good high schools to further their education. Working hard to understand the trafficking problem and realizing their value and using their story as a way to end it.
Potential Challenges Stakeholder Brings	If they struggle in school or lack motivation. If they do not feel comfortable using their story to be a voice of slavery. If they go back to their parents after and fall into the same patterns.

Marketing Plan:

The Remember Center will have a few different forms of promotion. The primary form is going to be through our website. The website is going to contain success stories of children, and ways to sponsor a child; as well as, stories of slavery, and ways to help with the trafficking issue. The organization will partner with other nonprofits and The Remember Center will also target various churches, education organizations, physical health organizations, and mental health organizations to promote through their businesses. The website will show all of the different programs that The Remember Center has, a gallery of pictures and videos from the care center and with different volunteer group trips. There will be a fundraising section in the website for people to choose to donate, sponsor a child, plan a volunteer trip, or sponsor a project.

The Remember Center will work with churches to look for sponsors for the children in the care center. Printed pamphlets will be handed out at the end of services and a member of the organization will be there to answer questions and help in the sponsoring process.

The Remember Center will also have a Facebook page and an email list to promote what the organization is doing. The Facebook accounts will be private and will only allow connections with people are associated with the organization or wishing to be associated. It will consist of updates on the foundation and the next projects being put in place. The email list will be for anyone who wants to sign up to receive a monthly newsletter discussing The Remember Center and the children, as well as updates on projects and sponsorships.

The Remember Center will have the marketing team check the statistics and analytics to research which forms of promotion reach the most people. By doing this The Remember Center will alter its social media plan in accordance to the research done on outreach.

By the later stages of the organization, The Remember Center hopes to partner with university programs and school programs in order to reach the younger generations and get them involved in the movement towards the end of slavery.

The Remember Center plans to host volunteer trips to its campus. Volunteer groups from various schools and organizations would stay in the guest houses and work on a project during their time on campus. The project can target mental health, physical health, music, art, athletics, building new facilities, or anything else that is approved by the organization. The Remember Center will promote these trips to the churches it has established connections with. Churches are reliable when it comes to donations and helping children around the world. They also are efficient about putting together a team to go on the trip and communicating about their plans. This will be a great way to promote the organization while also allowing for other people to get a chance to experience the Ghanaian culture and this incredible life-changing experience.

Financial Plan:

By working with Pamela Cope, the founder of TAL, and their financial statements, The Remember Center was able to come up with accurate numbers to represent costs and revenues in the financial plan.

During the first year The Remember Center will focus on building the campus and hiring staff. The first stage will cost about \$450,000 to build. Each school can be built for \$50,000 by BuildOn. The land and the building of the four dorms, gathering area, basketball court, and the kitchen will cost \$350,000. The Remember Center will launch a building campaign to begin this process, and the CEO and founder will put in \$10,000 for any marketing efforts and promotional events to raise money. After the first stage is built and all the staff members are hired, the care center will start bringing in children. The Remember Center will most likely reach full capacity within the first few months.

After stage 1 is complete it will cost around \$150,000 to build the art, music, and technology building, the offices, barn, storage, and to stock the barn with animals. The Remember Center will then start asking for donations of old computers, musical instruments, art supplies, school materials, clothing, etc. After stage two is completed, The Remember Center will start its child sponsorship program. This will be a program that allows people to sponsor a child by paying \$200 a month to the foundation to give the child food, clothing, and an education.

After the first year The Remember Center will be on a yearly budget, and will be continuously working to be self sustainable by growing agriculturally and being able to feed the children off of the campus food alone and by having enough sponsors for the

children's education to not have to rely on large donations periodically.¹⁶ TRC will also apply for grants from foundations in both Ghana and the U.S. similar to how Touch A Life does. The Remember Center will also receive sponsorships from international donors as well as U.S. in order to increase the outreach.

Refer to Appendix Section 5: Financial Statements for more information on yearly costs and revenues.

¹⁶ *Yearly Budget and Financial Plan- See Appendix Section 5*

Appendix:

Section 1- History Timeline:

CE 1400-

The Akan spread their reign across Ghana to the central region and build new establishments called the Bono and Buida Kingdoms.

CE 1481-

The Portuguese build their first fortress on the coast, named Elmina (The Mine), with the purpose of trading gold and other goods between nations.

CE 1650-

The Danish arrive on the coast as the last of the Europeans.

CE 1660-

The Cape Coast Castle had switched hands of ownership from the Swedes to the Danish to the Dutch, and lands in the possession of the English.

CE 1700's-

European nations are very involved in slave trade. They trades weapons and manufactured goods for enslaved Africans, who are transported for about five weeks across the Atlantic Ocean to work on plantations in "the new world".

CE 1200-1600-

First Akan people established a kingdom called the Fanti State of Denkyira in Ghana. Denkyira would end up growing to become a powerful empire.

CE 1471-

The Portuguese enter the country on the coast of Guinea as the first Europeans to arrive.

CE 1400's -

Asante wage war against the Denkyira Kingdom due to the Denkyira Kingdom requesting higher taxes.

CE 1652-

A polish merchant, Henrik Carlof negotiates a land agreement with a small African kingdom called Efutu, who gives permission for the Swedes to construct trading facilities. The first was Carlusborg Fort.

CE 1700's-

Akwamu, Fante and Asante are among those who benefits from the trade. Through their European connections the Asante gets weapons and uses them to conquer more land and fight other kingdoms.

<p>CE 1803- The Danish ban on import of slaves becomes effective.</p> <p>CE 1807- The British ban on slave trade from the Gold Coast becomes effective. The British are dominating the region and change business into exploiting cocoa, gold, timber and palm oil.</p> <p>CE 1848- Slavery is finally abolished in all Danish territories. All Danish-owned slaves are freed.</p>	<p>CE 1792- Denmark king and politicians are under pressure from anti-slavery lobbyists and start to notice less profitability from slave trade.</p> <p>CE 1806- The Asante kingdom invades Kingdoms to the south and war breaks out with the Fante confederation which is supported by Britain.</p> <p>CE 1833- Slavery is officially abolished in all British colonies. All British-owned slaves are freed.</p>
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Section 2- Global Slavery Index Research:

The Global Slavery Index is an organization that reports a country's involvement in slavery and the actions that are being taken to solve the problem. It is their goal to report accurately where each country is at in slavery involvement over the period of a year. They also make it their priority to make the world aware of the existence of modern slavery. They have data sections on each country that report the numbers of slavery,

government prevention practices, and needs of the country to end modern slavery. The analysis of Ghana showed there is a deep need for long term care centers for the children being rescued from trafficking that are separate from orphanages and that the government involvement is poor by not providing the necessary assistance to help put an end to the modern slavery present in the country.

Access to Victim Support Services:

In 2013, according to the Global Slavery Index, “The Department of Social Welfare paid for the medical costs associated with caring for identified victims,” and according to the US State Department, “In partnership with an international organization, the government operated one short-term open shelter specifically for trafficking victims.” Another organization called Graphic Online also reported that most NGO shelters during this year were at capacity at 40 children.

In 2014, it was reported by the US State Department that the government was still only putting forth minimal efforts in providing shelters for victims, and protection from danger. In fact, government officials in this field were using personal funds to help the victims of trafficking and modern slavery.

In 2015, the Osu Shelter was mentioned as being a short-term facility used to feed and provide clothing and general care to victims. However, it shared a compound with a juvenile correctional facility, and there was no real barrier between the two. There was also a mention of The Department of Social Welfare (DSW) being responsible for a couple government-supported shelters. One was for abused children, and the other was a

multipurpose facility that was used specifically for trafficked victims. Although they were government structures, they did not receive government funding. Due to this, both shelters were in need of repair and had no security.

The story is relatively the same for the years 2016 and 2017. The government provides little funding, and NGO's do their best to pick up the slack.

This section proves that there is a deep need for long-term care centers with a purpose of healing and empowering trafficked children in Ghana. The only one that currently exists is TAL, and TAL is now at maximum capacity housing 100 children. Non-governmental organizations are trying to provide the money for repairs, maintenance, staff salary, food, shelter, etc. The only shelters for trafficking victims are not sanitary, and cannot sustain more than 30-40 children for a short-term stay. They also are not providing the healing that these children need to be able to make a difference in the future and be the voices of slavery.

Government Contribution to Operational Costs for Shelters:

In this section the question being considered is whether or not the government is contributing to the operational costs of shelters for victims and if there are gaps in resources. The answer found was that the government is clearly not doing enough for the shelters or in terms of resources.

This report stated that government officials were using personal funds because the government was not giving any money to the shelters, and the shelters were in desperate need.

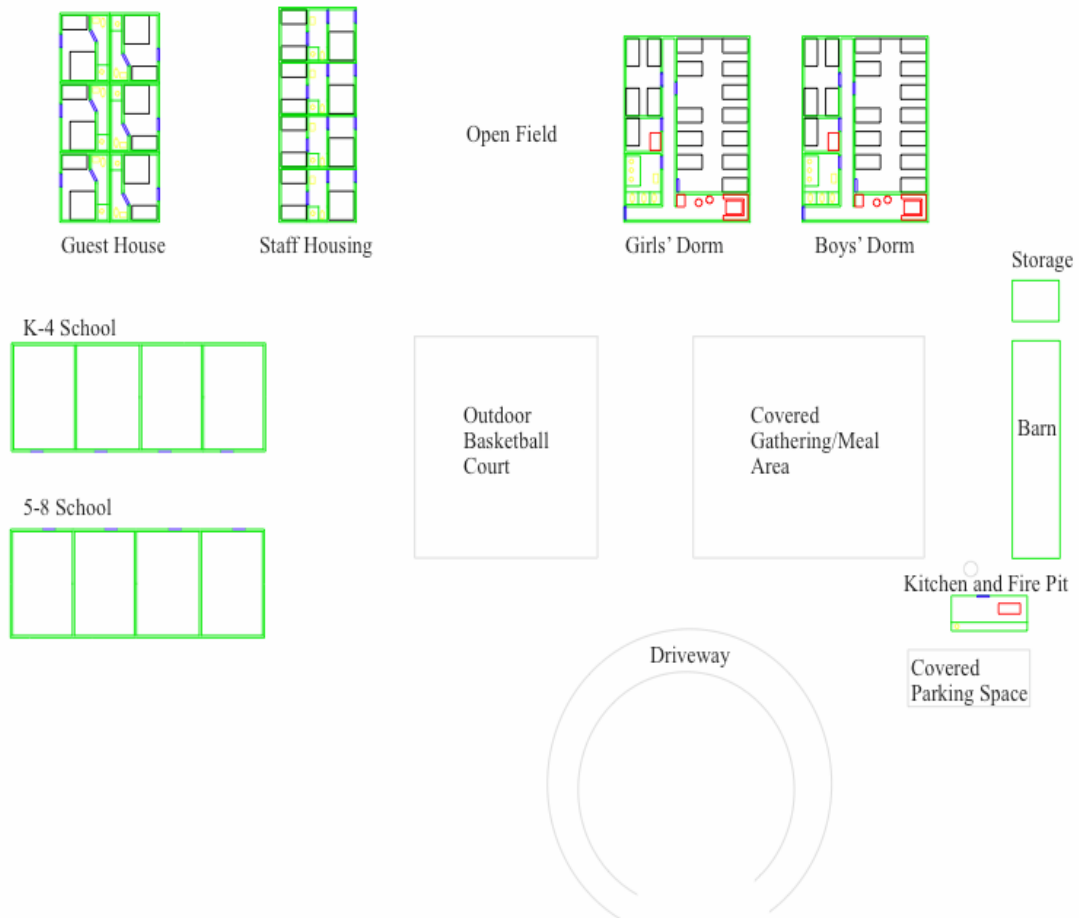
In 2015, reports showed that the shelters were relying on NGO's for funding rather than the government because they knew they would never receive money from the government.

In 2016, there was no funding at all provided by the government towards supporting victims of human trafficking. The government actually decreased assistance this year towards the efforts to identify and help victims of trafficking.

The Global Slavery Index shows that there are a few major issues with the lack of government involvement in providing aid to victims of trafficking and in attempting to solve the problem of slavery. As well as issues with the absence of long-term care centers that provide both care and healing in order to empower those who experienced trafficking so they can lead healthy lives and become the voices of slavery.

Section 3- Care Center Campus:

Stage 1:



Section 4- Staff Position Descriptions:

CEO	<ul style="list-style-type: none">● Stays compliant to maintain NGO status● Oversees entire organization practice and functionality● Signs off on all organization reports and decisions made by the Executive Directors and Country Director● Directs management team meetings and allocates necessary tasks to the Executive Directors and Country Director● Works with the Country Director on Social Worker matters and government relations on both the U.S. side and the Ghanaian side● Handles all Nonprofit Organization paperwork dealing with organization status● Hires staff members● Works with lawyer on development of bylaws, filing of meeting minutes, contracts, Articles of Incorporation, organization status, partnerships, etc.● Travels to Ghana twice a year for check-ins and meetings with the Social Worker and Country Director involving care center observations and reports
U.S. Executive Director	<ul style="list-style-type: none">● Writes reports based on the Ghanaian Director's and Country Director's reports to present to investors and the Board of Advisors● Oversees the U.S. Development Director and the MArketing Manager● Scribe during management team meetings● Works with CEO on hiring staff members● Oversees the U.S. side of operations● Signs off on and controls budget for special projects, events, volunteer trips● Signs off on financials involving investors, sponsors, special projects, etc● Meets with Ghanaian Executive Director to check over all of the Accountant's end of year financial reports
Ghanaian Executive Director	<ul style="list-style-type: none">● Stays compliant to maintain NGO status● Oversees and runs care center campus

	<ul style="list-style-type: none"> ● Works with CEO and U.S. Executive Director on hiring ● Files reports on the children, staff, and functioning of the campus ● Holds weekly meetings with campus staff members ● Meets with U.S. Executive Director to check over all of the Accountant's end of year financial reports ● Keeps campus schedule ● In charge of care center campus security ● Manages campus budget and looks over financial reports involving the expenses of the campus itself ● Works with the Ghanaian Country Director on keeping child privacy and reporting on the children to update the Social Worker
Ghanaian Country Director	<ul style="list-style-type: none"> ● Oversees any Ghanaian government relations ● Works with Social Worker on bringing kids in and on reporting status or organization ● Keeps up with government rules and regulations and ensures there are no violations ● Works with the Ghanaian Executive Director on keeping child privacy and reporting on the children to update the Social Worker ● Oversees the elementary and middle school teachers and makes sure government regulations regarding curriculum are not violated ● Updates teachers on new education-based laws being passed
Accountant	<ul style="list-style-type: none"> ● Keeps the books for the organization and writes financial reports for investors and the Board of Advisors ● Meets with both the Ghanaian and U.S. Executive Directors to share reports with them and have them overlooked ● Meets with both the Ghanaian and U.S. Executive Directors to discuss budgeting quarterly
U.S. Development Director	<ul style="list-style-type: none"> ● Oversees the marketing manager ● Handles interactions with sponsors and partners

	<ul style="list-style-type: none"> ● Plans and coordinates volunteering trips ● Proposes and executes special projects and events
Marketing Manager	<ul style="list-style-type: none"> ● Regularly updates the website and social media accounts ● Writes and posts stories for monthly newsletters ● Creates and edits media content and videos for presentations and the website ● Takes photos and videos yearly for the organization
Elementary Teacher	<ul style="list-style-type: none"> ● Teaches any level of class from kindergarten through fifth grade ● Leads recreational activities ● Meets with the Country Director to keep up with changes in Ghanaian education rules and regulations ● Prepares students for standardized test while also leading classes that encourage innovative thinking ● Holds counseling hours for the children
Middle School Teacher	<ul style="list-style-type: none"> ● Teaches any level of class from sixth grade through eighth grade ● Leads recreational activities and after school presentations and events ● Meets with the Country Director to keep up with changes in Ghanaian education rules and regulations ● Prepares students for standardized test while also leading classes that encourage innovative thinking ● Holds counseling hours for the children ● Prepares students for high school
Cook/ Dorm Supervisor	<ul style="list-style-type: none"> ● Cooks every meal for the children and staff ● Tends to the animals ● Teaches the children how to take care of the agriculture and animals ● Stays in the dorm with the girls as a supervisor ● Assigns chores to the girls in the dorm ● Helps children with living issues
Driver/ Dorm Supervisor	<ul style="list-style-type: none"> ● Drives staff members and children when need be ● Drives volunteering groups to campus from the airport and around town

- Stays in the dorm with the boy as a supervisor
- Assigns chores to the boys in the dorm

Section 5- Financial Statements:

Revenue	January	February	March	April	May	June	July	August	September	October	November	December	Total
Monthly Committed	20,500	20,500	20,500	20,500	20,500	20,500	20,500	20,500	20,500	20,500	20,500	20,500	246,000
Donations	10,000					10,000				10,000			30,000
Fundraising		15,000			20,000			20,000		30,000			85,000
Promotions	10,000	35,000	2,500	2,500	10,000	30,000		15,000		30,000	2,500	10,000	147,500
Other			14,000			24,000		24,000		14,000			76,000
Total Revenue	40,500	70,500	37,000	23,000	50,500	84,500	20,500	79,500	20,500	104,500	23,000	30,500	584,500
Expenses													
Childcare													
In-country Administration	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	48,000
Ghana Salary	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	60,000
Food	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	24,000
Toiletries	550	550	550	550	550	550	550	550	550	550	550	550	6,600
Excursions and Child Transport	100	100	100	100	100	100	100	100	100	100	100	100	12,000
Academy	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	24,000
School Costs	9,500	18,000	5,500	2,500	20,000	2,000	2,500	15,500	5,500	24,000	4,500	5,500	115,000
Supplies	450	450	450	450	450	450	450	450	450	450	450	450	5,400
Miscellaneous	2,500	2,500	2,500	2,500	2,500	2,500	2,500	6,500	2,500	2,500	4,500	2,500	36,000
Total Childcare	26,100	34,600	22,100	19,100	36,600	18,600	18,600	36,100	22,100	40,600	23,100	22,100	331,000
Transportation/Travel													
Airfare					3,600				1,800				5,400
Miscellaneous				6,800	9,800		9,800		9,800	3,500		6,800	46,500
Total Transportation/Travel				6,800	13,400		9,800		11,600	3,500		6,800	51,900
Housing													
Utilities	500	500	500	500	500	500	500	500	500	500	500	500	6,000
Repairs and Upkeep	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	24,000
Improvements	5,000	5,000	3,000	1,000	1,000	1,000	1,000	5,000	3,000	2,000	2,000	2,000	31,000
Total Housing	7,500	7,500	5,500	3,500	3,500	3,500	3,500	7,500	5,500	4,500	4,500	4,500	61,000
Total Program Support	33,600	42,100	27,600	29,400	53,500	22,100	29,900	43,600	39,200	48,600	27,600	33,400	430,600
Marketing													
Salaries/ Domestic	4,900	4,900	4,900	4,900	4,900	4,900	4,900	4,900	4,900	4,900	4,900	4,900	58,800
Postage	125	125	125	125	125	125	125	125	125	125	125	125	1,500
Internet	381	381	381	381	381	381	381	381	381	381	381	381	4,572
Printing		500				500			500			500	1,500
Promotional		100	100	350	100	100	350	100	100	350	100	100	1,850
Total Marketing	5,406	6,006	5,506	5,756	5,506	6,006	5,756	5,506	6,006	5,756	5,506	6,006	68,722
Total Marketing	5,406	6,006	5,506	5,756	5,506	6,006	5,756	5,506	6,006	5,756	5,506	6,006	68,722
General and Administrative													
Salaries- Director	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	30,000
Benefits	437	437	437	437	437	437	437	437	437	437	437	437	5,244
Legal and Professional		250		250				2,000			250		2,750
Meals and Enter	200	200	200	200	200	200	200	200	200	200	200	200	2,400
Office Rent	1,665	1,665	1,665	1,665	1,665	1,665	1,665	1,665	1,665	1,665	1,665	1,665	19,980
Office Supplies	125	125	125	125	125	125	125	125	125	125	125	125	1,500
Postage	117	117	117	117	117	117	117	117	117	117	117	117	1,404
Travel	200	200	200	200	200	200	200	200	200	200	200	200	24,000
Bank Charges	506	506	506	506	506	506	506	506	506	506	506	506	6,072
Miscellaneous					1,000								1,000
Total G&A	5,750	6,000	5,750	6,000	6,750	5,750	5,750	7,750	5,750	5,750	6,000	5,750	72,750
Total Expenses	44,756	54,106	38,856	41,156	65,756	33,856	41,406	56,856	50,956	60,106	39,106	45,156	572,072
Overage/Underage	-4256	16,394	-1,856	-18,156	-15,256	50,644	-20,906	22,644	-30,456	44,394	-16,106	-14,656	12,428

Section 6- Maps:



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