



**STAR GHANA
FOUNDATION**

Strategic Plan 2020 - 2024

12 March 2020



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Executive Summary

1. STAR Ghana Foundation is an independent Ghanaian non-profit organisation, established in November 2018 as a national centre that advances active citizenship and philanthropy for sustainable, inclusive development. The pathway to the Foundation as an independent national institution, builds on Star-Ghana's results and learning from its first phase (2011-2015) as well as predecessor programmes, including: the **Ghana Research and Advocacy Programme** (G-RAP) (2005-2011); **Kasa** (2008-2010); the **Rights and Voice Initiative** (RAVI) (2004-2010); and the **Civil Society Governance Fund** (CSGF) (2004-2010).
2. **The vision of STAR Ghana Foundation** is a well-informed civil society able to contribute to transformational change around key challenges of poverty, inequality and inclusion for all citizens. **The mission of STAR Ghana Foundation** is to increase the effectiveness of citizen influence for change that advances democracy, accountability and social inclusion
3. The hypothesis or intervention logic of STAR Ghana Foundation is that citizens will be more effective in influencing change when inclusive spaces are developed and strengthened that enable dialogue among citizens and between citizens and other actors leading to coordinated and informed actions. The foundation's role will be to convene or facilitate the convening of these dialogues, help catalyse actions arising from these dialogues through grants support, technical assistance and brokering of relations. STAR Ghana Foundation will work towards its vision by deploying the 3C&L approach and grant making to promote active citizenship, strengthen civil society and also mainstream and embed GESI in all policies and programmes in the country.
4. Ghanaian civil society played key roles in the processes leading to the establishment of the foundation to ensure that its effectiveness and sustainability are at the heart (and is the core) of the foundation's work. As such civil society constitutes the fundamental constituency and ultimate beneficiary of the Foundation.
5. To deliver on its mission, the STAR Ghana Foundation deploys a flexible range of tools and approaches, including facilitating multi-stakeholder policy dialogues, to providing competitive grant calls, leveraging and catalysing strategic partnerships, up to date political economy analysis, media engagement and communications, citizen feedback, and convening communities of practice and learning.
6. The Foundation's strategic priorities in the first five years of its existence, 2020-2024, are:
 - a. To ensure the financial and institutional sustainability of the Foundation
 - b. To Promote active citizenship and strengthening of civil society
 - c. To establish itself as a credible and sustainable Fund Manager or Fiscal Agent
 - d. To promote the mainstreaming and embedding of Gender Equality and Social Inclusion (GESI) in all structures and programmes in the country



- e. To improve Learning and Knowledge Management and deploy it for enhanced visibility, improved programming and fundraising.
7. The Foundation seeks to keep an updated risk register to enable it track emerging trends it has to address in maintaining its relevance and effectiveness.



1. Background

- 1.1.** STAR Ghana Foundation is an independent Ghanaian non-profit organisation, established in November 2018 as a national centre that advances active citizenship and philanthropy for sustainable, inclusive development. The objects of the Foundation, as stipulated in its founding Regulations, are:
- (a) to convene inclusive dialogue and collaboration within civil society and with other stakeholders (including parliament, government and the private sector);
 - (b) to catalyze active citizenship and collective action, both nationally and locally toward systemic democratic change;
 - (c) to coordinate and support strategic collaboration within civil society and between civil society, government, the private sector and other stakeholders;
 - (d) to promote an evidence and learning-based approach to achieving sustainable development;
 - (e) to facilitate and provide grant to grant partners/civil society;
 - (f) to promote gender equality and social inclusion in all its programmes;
 - (g) to receive donations, including financial support, in aid of these objects; and
 - (h) to take such other lawful actions as may be necessary to attain these objects.
- 1.2.** The pathway to the Foundation as an independent national institution, builds on Star-Ghana's results and learning from its first phase (2011-2015) as well as predecessor programmes, including: the **Ghana Research and Advocacy Programme** (G-RAP) (2005-2011); **Kasa** (2008-2010); the **Rights and Voice Initiative** (RAVI) (2004-2010); and the **Civil Society Governance Fund** (CSGF) (2004-2010). Accumulated lessons and insights from the implementation of these donor-funded governance programmes that supported civil society work gave rise to the establishment of the Foundation as a Ghanaian response to the challenges of fragmentation and sustainability of the sector in view of current and emerging local and international contexts. These are notably, the dwindling funding from traditional donors and partners, the branding of Ghana as a middle-income economy, and the pursuit of the national agenda of "Ghana Beyond Aid." The Foundation was also established in response to a consensus by civil society for coordinated voices on key issues and mobilisation for active citizenship.



- 1.3.** Ghanaian civil society played key roles in the processes leading to the establishment of the foundation to ensure that its effectiveness and sustainability are at the heart (and is the core) of the foundation's work. As such civil society constitutes the fundamental constituency and ultimate beneficiary of the Foundation. The pursuit of civil society aspirations, strivings, challenges and achievements constitutes the Foundation's *raison d'être*.
- 1.4.** Based on its legacy from STAR-Ghana Programme and all its predecessor programmes since 2004, the Foundation is anchored on a set of strategic selling points that stand out in the Ghanaian context:
- A solid track record of support to CSOs and Parliament
 - A proven commitment to put gender equality and social inclusion at the heart of its work and partnerships
 - Considerable and credible convening power to create spaces for citizen voice
 - Trust and relationship capital as an honest broker, coordinator and catalyst for change
 - A strong partnership-based approach to development
 - Dynamic national leadership and talented, experienced programme staff
 - Robust, reliable financial management and reporting systems
 - Proven grant-making and fund management capacity
 - Significant profile, visibility, legitimacy and credibility among diverse stakeholders
 - National brand recognition across sectors, reinforced by active engagement with civil society, government, Parliament and the media
 - Ability to capture and share compelling human stories of social change
 - A vigorous framework and tested capacity for monitoring and evaluation of both programme results and impact
 - An 'embedded' political economy analysis approach that provides an up-to-date picture of emerging trends, issues and opportunities in the development landscape
- 1.5.** To deliver on its mission, the STAR Ghana Foundation deploys a flexible range of tools and approaches, including facilitating multi-stakeholder policy dialogues, to providing competitive grant calls, leveraging and catalysing strategic partnerships, up to date political economy analysis, media engagement and communications, citizen feedback, and convening communities of practice and learning.



2. Analysis: Context, Challenges and Opportunities

Civil Society Space

- 2.1. Ghana has an extensive civil society sector engaged in community empowerment, policy advocacy and service provision across a wide range of issues. Civil society organisations (CSOs) have made significant gains in promoting transparency, accountability and responsive services to citizens. The civil society landscape is changing rapidly. A wider conception of 'civil society' is taking root that includes emerging citizen-led campaigns and social movements (driven by voluntarism, digital technology and social media), trade unions, professional associations, faith-based groups, the media and business organizations. In line with the **Sustainable Development Goals** (SDGs) and the post-2015 'leave no-one behind' development agenda, increasing numbers of CSOs are integrating a practical gender equality and social inclusion perspective into their work.
- 2.2. To date, however, Ghanaian CSOs have had limited success in mobilising (and especially sustaining) wider citizen voice, participation and collective action on critical social challenges – and the sustainability of civil society activism is at risk. These weaknesses perhaps manifest most at the community level where collective voluntary actions for community development, once part of the way of life in villages, appear to have receded. The civil society sector is handicapped by weaknesses in CSO representativeness, credibility, collaboration and effectiveness. Civil society networks are relatively weak, and CSO relationships with government and business are underdeveloped. There is a high level of competition and fragmentation among CSOs, with a disproportionate dominance of the sector by larger, urban-based NGOs. Equally, there is a lack of effective engagement and collaboration between CSOs, research and policy think tanks, media groups and groups representing the private sector. Development, advocacy and rights-based CSOs are heavily dependent on international donors. The enabling legal, policy and tax environment for civil society in Ghana is rudimentary and needs major reform. All these factors undermine the sustainability and effectiveness of civil society voice to influence national policy and ensure more accountable governance.
- 2.3. To respond effectively to challenges and opportunities of civil society, fresh leadership is required. STAR-Ghana Foundation is well-positioned and resolved to facilitate the development and strengthening of the much-needed leadership through its **convenor, catalyst, coordinator and learning** functions. The vision and mission of the Foundation have been shaped by continuous political economy analysis of the Ghanaian context as well as extensive consultations with its partners and civil society stakeholders. In addition, STAR Ghana Foundation brings a distinctive 'added value' innovation to active citizenship work in Ghana through its grant-making fund management functions. By strengthening the capacity of civil society actors to access and manage funds that support them to advance their work in active citizenship, the Foundation sets itself uniquely apart from other civil society actors as an 'enabler'.



- 2.4. Capitalising on its distinctive reputation, track record and relationship capital, STAR Ghana Foundation is uniquely positioned to act as a ‘driver of change,’ an honest broker of dialogue, collective action, partnerships and learning, among CSOs and across sectoral divides. The Foundation is also best positioned to ensure that the environment for a vibrant civil society is protected and expanded. In so doing, the Foundation can help to address a critical gap in leadership for sustainability, nurturing a more resilient civil society sector and mobilising long-term resources for civil society activism.

Political Governance

- 2.5. Politically, Ghana has made strides in consolidating multi-party democracy. Yet many Ghanaians take no part in political life and decision-making between elections. At an institutional level, high levels of partisanship and a culture of patronage undermine the ability of Parliament, the Judiciary and other constitutionally-mandated bodies to hold the executive to account. Poor service delivery is eroding public confidence in public institutions and undermining popular support for the democratic governance system. Citizen voice and influence in local governance is weak while intense party-political polarisation has become a major barrier to informed, inclusive dialogue on national issues.
- 2.6. Weaknesses and lapses in security services have systematically contributed to the erosion of confidence within civil society and among citizens. These have obvious implications for fighting crime, and ensuring peace and security. Citizen involvement in advancing peace and security require capacity and trust between civilians and security agencies. Based on its track record of creating spaces that foster improved relationship and cooperation between civil society and security agencies, the Foundation is capable of advancing civil society work in peace and security.
- 2.7. Other risks to inclusive political and accountable governance are: the increasingly intolerant and uncivil political discourses, especially in social media; tendencies towards the use of physical and verbal violence to resolve differences; leaderless protests especially in urban areas; growing perceptions of widespread impunity, including corruption and nepotism; and perceptions of a politicised public service. STAR Ghana Foundation’s track record with Parliament, media and other stakeholders in the political governance space stands it in good stead as an ‘honest broker’ and a critical partner to all stakeholders.
- 2.8. The spaces for women and youth participation in decision making structures and accountable governance at the local level is shrinking, resulting in further alienation and apathy among large segments of society. This is creating more distance between government and citizens at grassroots and has the potential to deepen human insecurity and mistrust between citizens and the political elite. Through its work with community



based organisations, women and youth groups and local governance structures on inclusion and social justice, STAR Ghana Foundation has developed the capacity for movement building and the credibility to enable civil society engage actively in structures and processes for accountable governance and decision making at the local and national levels

Economic Governance

- 2.9. Since 2011, the World Bank has classified Ghana as a *lower middle-income country*. While this is welcome news, economic growth co-exists with increased inequality. Income inequality between the poorest and the richest sections of Ghana's population has widened considerably over recent years. Ghana faces great challenges in the form of rapid urbanisation, jobless growth, and inadequate basic service delivery. While significant oil and gas resources provide a boost to the economy, they will not resolve social and structural deficits – and they may have adverse effects by increasing elite competition for private gain from public resources.
- 2.10. Ghana's 'middle income country' status brings with it the prospect of declining official development assistance in the years ahead, more restrictive aid accountability conditions which makes it harder for CSOs to build their capacities and a shift in structure towards catalysing private investments. For CSOs, these shifts highlight the need to mobilise new domestic and international resources to sustain citizen-based social change initiatives. Ghana's economic and democratic gains, including an increase in the middle class and local millionaires, offer new potential and opportunities for private philanthropy and local resource mobilisation. For civil society, the challenge is to move away from over-dependence on waning aid resources through diversification of funding and development of a domestic support base in Ghana and the region. This shift requires a stronger enabling environment for civil society, a more disciplined, accountable, transparent and effective civil society, change in mind sets about partnerships and new skillsets for resource mobilisation, and multi-sector collaboration to strengthen active citizenship and philanthropy.
- 2.11. Despite achieving the Millennium Development Goal of halving poverty by 2015, Ghana is characterised by growing geographical and social disparities. Poverty is increasingly concentrated in urban slums, more remote or rural areas and the northern parts of the country. Public service delivery is in crisis. Recent opinion surveys¹ tell a consistent story of widespread dissatisfaction with the quality and accessibility of public services.

¹ AfroBarometer, 2015, 2016



- 2.12. Discourses on economic governance issues have receded to the background due to weak voices outside the mainstream political positioning. Civil society organisations seem to have allowed themselves to be boxed into the “accountable governance” framework and have accepted neoliberal economic policy framework without much questioning. The fact that civil society organisations that are engaged in trade, opposing privatisation of public services, multinational tax evasion, etc. are fewer and less visible in civil society space testifies to the receding of the economic governance agenda which is now dominated by corruption concerns. Through its convening, coordination and catalysing functions, STAR Ghana Foundation can elevate attention on growing economic disparities, support critical examination of economic policies and their impacts on equity and local ownership, among other initiatives.

Social Governance

- 2.13. A weak culture and practice of accountability persists across the political system, reinforced by weak accountability systems and non-enforcement of legal safeguards. Concerns about non-service delivery and corruption have sparked an upsurge in citizen protests led by the trade unions, professional associations and new middle-class movements like Occupy Ghana. Moreover, there is reason to worry about the deeper and deeper penetration of partisan politics into the running of the public service including the security services. This has fouled up the space for merit-based, professionally-managed, and non-discretionary public service and its bureaucracy, leading to decline in service delivery and accountability. The Foundation’s track record of fostering engagements between and with citizen groups, civil society organisations and state or duty bearers provide a firm platform of experience and capacity to facilitate leadership on these issues.
- 2.14. The worst consequences of poor service delivery and corruption are felt by the most vulnerable sections of Ghanaian society – the poor, women, people with disabilities, other marginalised groups and the youth. These groups struggle daily with discriminatory social norms and behaviours, deepening inequality and a general lack of voice, political representation and influence. While Ghana has been rising economically, many citizens are being left behind. Ghana’s crisis of service delivery and accountability is also a crisis of social exclusion. The Foundation’s work in mainstreaming gender equality and social inclusion is well-known among civil society actors, providing a firm basis for advancing gains in this aspect of civil society work.

Environment and Climate Change

- 2.15. Weak natural resource governance mechanisms at national and local levels have failed to address declines in the quality of Ghana’s natural and lived environment. Accelerated degradation of natural ecosystems owing to uncontrolled human activity and the erosion of traditional mechanisms for environmental and natural resource management threaten



livelihoods and access to natural resources, especially of the most vulnerable rural poor. Desertification, pollution of rivers and natural waterways, clogged drains and urban filth, floods and droughts are on the ascendance. Coupled with climate change, the weak natural resource governance systems and a weak civil society activism on the environment are very likely recipes for environmental crisis in the medium to long term.

- 2.16. The pathways to addressing these challenges have been blocked by corrupt public servants, politicians and traditional leaders. The way forward requires sustained citizen action from the local to the national level. This is where STAR Ghana Foundation would be to most useful in catalysing voices on climate change and environmental degradation in ways that influence policy and programming of all key actors towards a sustainable natural resource governance

Civil liberties

- 2.17. A comparison of Ghana’s rating in the 2011 and 2019 Democracy Index of the Economist Intelligence Unit shows a decline in civil liberties (Table 1). Other indices, especially the micro-indices) of democratic and accountable governance (such as the Mo Ibrahim Index; the Varieties of Democracy Institute’s Diagonal accountability Index, the Wold Justice Project, Rule of Law Index, the Corruption Perception Index, and Afrobarometer) provide similar narratives about Ghana’s poor performance on civil liberties and inadequate participation of significant segments of citizens in decision-making and governance. There is a common perception that there has been political capture of the media, which partly accounts for why journalists are unable to hold government and other power centres to account effectively. Similar political capture is evident in the youth movements and trade associations.

- 2.18. Citizen voices are silenced by the over-politicisation and excessive partisan politics even at the grassroots. There is a need to widen the space for all segments of society to participate in national and local discourses that have implications for their development. STAR Ghana Foundation’s capacity to convene, coordinate and catalyse multi-stakeholder discourses and also support civil society actors to influence policy would be useful in expanding civil liberties.

Table 1: Ghana’s Rating 2011 and 2019: Democracy Index of EIU

Year	Rank	Overall score	Electoral process and pluralism	Functioning of government	Political participation	Political culture	Civil liberties
2011	78	6.02	8.33	5.00	5.00	5.00	6.76
2019	55=	6.63	8.33	5.71	6.67	6.25	6.18



Media

2.19. The emergence of independent electronic media has given Ghanaians unprecedented access to news, opinion and commentary from a range of sources. Radio is by far the most popular, with 89% of respondents in the 2012 Afrobarometer survey² indicating that they got news from the radio either daily, a few times a week or a few times a month. This includes 85% of respondents in rural areas. Regular media reporting and debates on the policies, activities and conduct of government and public officeholders have enhanced transparency and accountability in the management of public affairs³. The influence of the media has also highlighted the deficiencies. Thus, notwithstanding deficits in capacity, professionalism, knowledge, social commitment and ethics, the media remain a powerful force for amplifying the citizen voice and promoting good governance. The Foundation considers expanding its strategic partnership with traditional and social media to leverage visibility and promote active citizenship.

Stakeholder Analysis

2.20. As depicted in Table 2, the key stakeholders in the operational field of the Foundation are civil society organisations and the general public as the organisation's constituencies, and funders, donors and philanthropist as the investors in the Foundation's business

Table 2: Stakeholder Analysis

	Stakeholder	Current and Emerging Significance in Civil Society Space	Potential to Tap/ Needs to Address	Implications for Foundation's Strategy
1.	Wider CSOs	Active voices in various thematic spaces, serving as vibrant constituencies of the Foundation	Gaps in their work and capacity provide the rationale for the Foundation's unique selling point	Foundation adds value through 3C's&L, grant making and Fund Management to the work in civil society space
2.	General Public	Responsive to issues raised by CS. Engage in discussions and feedback through multiple media. Able to mobilise for collective action at urban and rural grassroots levels.	Lack of non-partisan forums for social action excluding independent-minded persons from expressing active citizenship	Foundation add value through collective expressions of active citizenship, creation of space at local level for independent discourse, movement building and social mobilisation around locally salient issues

² The Afrobarometer is a comparative series of public attitude surveys conducted in 35 African countries in Round 5 (2011-2013). Based on representative national samples, the surveys assess citizen attitudes to democracy and governance, markets, and civil society, among other topics.

³ Report on Political Economy of Ghana and Thematic Strategy Development for STAR-Ghana - May 2011



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	Stakeholder	Current and Emerging Significance in Civil Society Space	Potential to Tap/ Needs to Address	Implications for Foundation's Strategy
3.	Media	Vibrant media landscape, but experiencing 'political capture' and intimidation Local and grassroots media is weak in mobilising non-partisan citizen discourse	Capacity building and partnerships with Foundation could unleash great potential for citizen education and empowerment	Foundation needs to support local media and utilise social media for wider outreach Engage all media in co-creation of change and transformation Engage media as change agents themselves and not as passive reporters
4.	Trade unions	Fragmentation of the trade union front and growing masses of unorganised workers due to informalisation of labour, affecting workers' rights. Weak links between the labour movement and the NGOs leading to a weakening of the civil society front.	Organising unorganised workers; broadening the trade union agenda beyond members' narrow interests; strengthening legitimacy and influence when trade union and other CSO agendas converge.	Strengthens relationship with labour unions to broaden the legitimacy, reach and effectiveness of active citizenship agenda. Support the positioning of labour unions on economic justice and social policy issues
5.	Current Donors (DFID, EU and DANIDA)	Basket funding prospect increasingly remote as donors shift to individual agendas	Deepen partnership with DFID and at the same pursue new potential partnerships.	DFID to open doors to pitch Foundation's strategy with new and old donors in consortium
6.	New bilateral and multilateral aid donors	New opportunities may be based on centralised call for EOIs such as that of the Netherlands. Moreover the rapid disappearance of core funding increasingly undermining sustainability of CSOs	Broaden environmental scan for funding opportunities that align with the Foundation's strategy.	Undertake regular scanning of bilateral and multilateral organisations Explore possibility of a regular forum to discuss changing nature of aid in the context of Ghana Beyond Aid agenda Build internal structures to reflect new fundraising focus
7.	Grant partners	Frontline actors at community and local levels, with direct contact to citizens and their lived experiences	Deepen and widen partnerships with grant partners for action. Also build their technical and organisational capacity to act and also coordinate with other	Strengthen the capacity of grant partners to mobilise civil society, collect and analyse evidence for informed action towards policy change Improve GPs capacity to



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	Stakeholder	Current and Emerging Significance in Civil Society Space	Potential to Tap/ Needs to Address	Implications for Foundation's Strategy
			grant partners and larger CSOs for joint actions	communicate successes and achievements
8.	Business and CSR funders	No track record of enthusiastic support for active citizenship agenda. At the same time, engagement could improve the quality of CSR expenditures	Engage business community to explore roundtable on CSR and scope for local philanthropy	Explore possibility of instituting an annual Business-Active Citizenship Forum Develop a partnership and relationship development strategy to engage with businesses, beyond fundraising that complements their core business functions
9.	Private foundations and strategic grant-makers	Currently not an active source of financing for the Foundation but an important source for some CSOs	A potential source for both core and project funding	Take active steps to promote the Foundation to those grant-makers already active in Ghana as well those who are not. Position the Foundation as the grant maker of choice for social justice philanthropy in Ghana
10.	Indigenous philanthropy (public fundraising and high-net-worth individuals including diaspora Ghanaians)	Private giving in Ghana already widespread but harnessed and channelled to support governance and active citizenship	Make the active citizenship agenda attractive to local philanthropy	Develop a strategy for marketing active citizenship as a fundable product for local philanthropy and the diaspora
11.	Government	Formulating CSO Bill with potential to limit civil society space Polarisation of political space could fuel CSO activism	Could become an enabler of civil society if properly engaged as partner.	Foundation should remain non-partisan and function as 'critical partner' and change agent. The Foundation should explore pros and cons of receiving funding from government



	Stakeholder	Current and Emerging Significance in Civil Society Space	Potential to Tap/ Needs to Address	Implications for Foundation's Strategy
12.	Parliament	Large parliamentary majorities by ruling governments weaken effectiveness of oversight function	Channel civil society pressure and voice to ensure parliamentary responsiveness	Use 3Cs&L to foster greater interaction between citizens and parliament to hold parliament to account.

Analysis of Strengths, Weaknesses, Opportunities and Threats

2.21. SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • High level of credibility • National reach • Skilled staff/PMT • Supportive consortium partners • Availability of technical advice • Strong learning framework and approach • Good fund management systems • A robust GESI approach ('at the heart of STAR Ghana') • Capacity building skills and expertise • Monitoring and evaluation capacity, skills and systems • Respected leadership • National brand recognition • Confirmed funding to 2020 • Convening power • Expertise of SC/GC for strategic planning • Capacity of CA globally which STAR can draw on 	<ul style="list-style-type: none"> • Smaller budget and fewer personnel as a start up organisation • Still weaning itself off Christian Aid operating systems, and not fully equipped with own support services • Compelling 'stories of change' not yet well documented • Slow implementation of strategies for fundraising and management of stakeholder relationships • Organisational structures and policy frameworks still being fine-tuned • Low capacity and experience in fundraising • Under pressure to maintain high performance and public image inherited from of STAR-Ghana Programme
Opportunities	Threats



<ul style="list-style-type: none"> • Better use of technology for resource mobilisation • Increased number of high net worth individuals in Ghana (possible supporters, champions, or donors) • Shifting understanding of 'giving' (and culture of giving) in Ghana • A fertile environment to strengthen philanthropy and fundraising for active citizenship and social justice in Ghana • A clear opportunity to build the 'enabling environment for active citizenship and philanthropy' (NGO Bill work, collaboration with WACSI, etc.) • Conducive political climate and rhetoric ('Ghana Beyond Aid') • Media sensitivity to STAR Ghana work • Opportunities to increase the interest, appetite and involvement of international philanthropy • Good institutional contacts and connections plus networking opportunities which the CA Philanthropy & Trusts team can present • Possibilities for private sector support 	<ul style="list-style-type: none"> • Significant unanticipated turnover in STAR Ghana leadership, Steering Committee and PMT during the transition period • The Foundation does not pass the DFID due diligence assessment • Shifting donor agendas • Culture of giving does not develop in Ghana so the Foundation is unable to generate localised fundraised income • Ghana's 'lower middle-income country' status • Withdrawals and decreases of some institutional donor funding in Ghana • Government uses the new NGO legislation to restrict civil society space or how funds are used • Competition and rivalry with other CSOs (especially large CSOs like Ghana's 'think tanks') over access to donor funds and leadership of the civil society sector • Diversification of funding may bring challenges in managing divergent donor interests and agendas – possible conflict with the STAR Ghana mission • Danger of complacency as previously seen as high performing
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3. Vision, Mission and Strategic Objectives

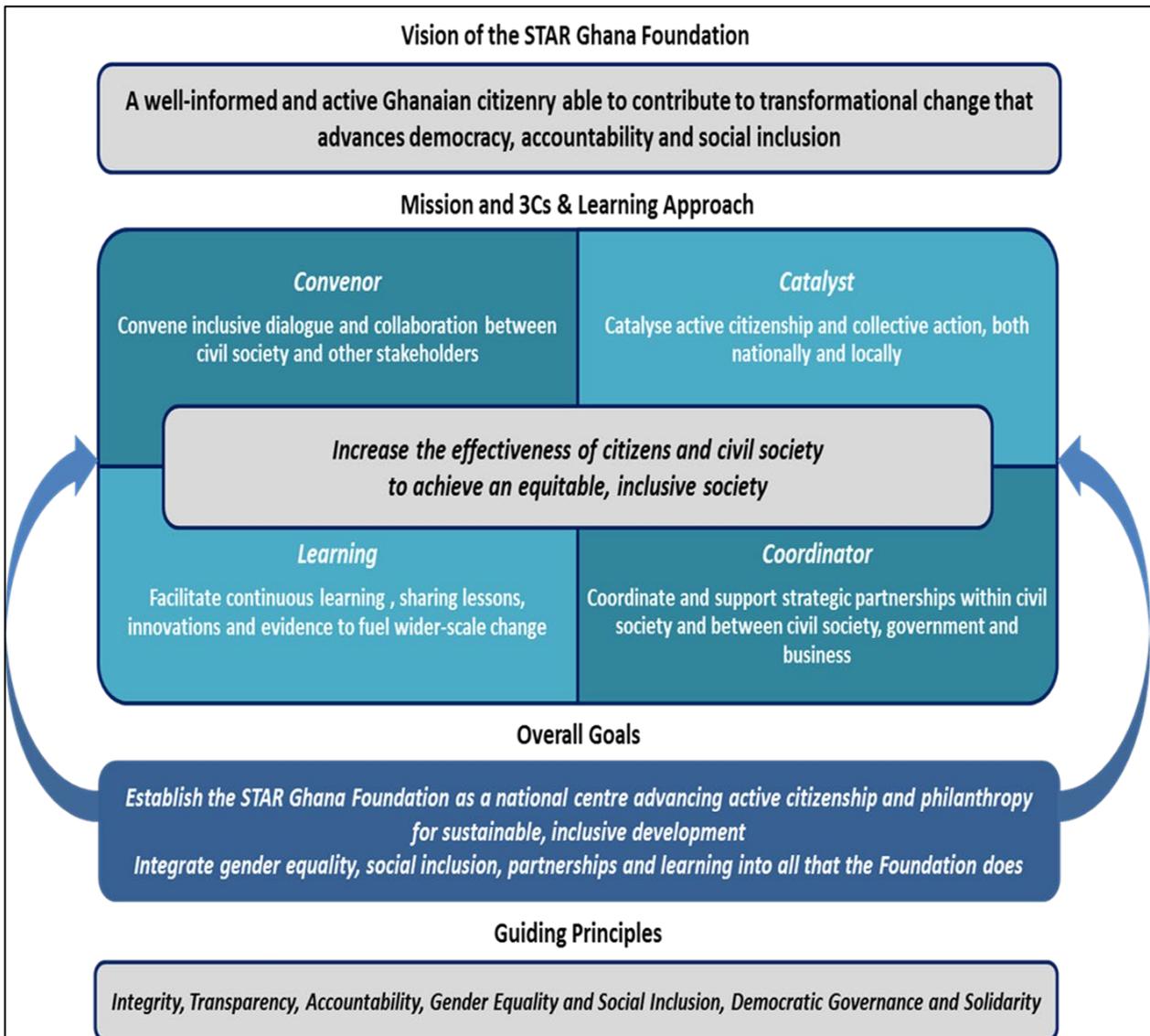
- 3.1. **The vision of STAR Ghana Foundation** is a well-informed and active Ghanaian citizenry able to contribute to transformational change that advances democracy, accountability and social inclusion
- 3.2. **The mission of STAR Ghana Foundation** is to increase the effectiveness of citizens and civil society to achieve an equitable inclusive society

Theory of Change

- 3.3. The hypothesis or intervention logic of STAR Ghana Foundation is that citizens will be more effective in influencing change when inclusive spaces are developed and strengthened that enable dialogue among citizens and between citizens and other actors leading to coordinated and informed actions. The Foundation's role will be to convene or facilitate the convening of these dialogues, help catalyse actions arising



from these dialogues through grants support, technical assistance and brokering of relations. STAR Ghana Foundation will work towards its vision by deploying the 3C&L approach and grant making to promote active citizenship, strengthen civil society and also mainstream and embed GESI in all policies and programmes in the country. The schematic below adequately describes how the foundation will work to achieve its mission and vision.





3.4. Strategic Objectives

Financial and Institutional Sustainability of the Foundation

- 3.4.1. The first strategic objective of Star Ghana Foundation is to ensure that the organisation is financially and institutionally sustainable. Besides the traditional donors for civil society work, the Foundation seeks to explore fundraising from international Foundations that support civil society work in governance and active citizenship. The Foundation will deploy targeted proposal writing, strategic partnerships, and joint actions to leverage funds and resources from the private sector (businesses, industry, Telco's, etc.), including professional bodies and Trade Associations, and Ghanaians and Africans in the diaspora
- 3.4.2. The Foundation's fundraising strategy will include a special focus on the promotion of local philanthropy as a means to sustaining active citizenship at all levels of governance. So that beyond local philanthropy being a means of fundraising for the Foundation, it would also be promoted as a way of sustaining civil society and strengthening active citizenship and social justice philanthropy in Ghana. This strategy may include crowd sourcing programmes that enable citizens to own the Foundation and its agenda /programmes.
- 3.4.3. STAR Ghana Foundation will explore leveraging resources (financial and non-financial) from the State – not the government. Some pathways the Foundation will explore here would be through undertaking joint efforts with the State under the SDGs and the NGO Bill, and also partnering with the State in national and international platforms and initiatives where civil society presence and perspectives are crucial and supportive of the objectives of the Foundation.
- 3.4.4. It is obvious that the Foundation would build on its credibility by maintaining a robust fundraising and financial management and accounting system of international standards that demonstrate competence, transparency, accountability and professionalism to all its current and potential donors and stakeholders. Additionally, the Foundation will ensure that its governance architecture, leadership and management systems are professionally impeccable, accountable and responsive to the needs, aspirations, challenges and priorities of civil society and other key stakeholders.

Promoting Active Citizenship and Strengthening Civil Society

- 3.4.5. The second strategic objective of the Foundation is to convene, catalyse and coordinate active citizenship, movement-making and collective action, both nationally and locally towards systemic democratic and inclusive change. This will include influencing the political



context favourable to active citizenship. In addition, it will entail strengthening civil society, and ensuring its sustainability as organised structures that are technically and professionally competent to drive evidence-based dialogues and change actions “beyond the spark, fire and street actions” of citizen groups. The Foundation will deploy the 3Cs and L - Convener, Coordinator, Catalyst and Learning - approach, coupled with grant-making to initiate action and/or respond to the challenges and opportunities of the Ghanaian civil society as a driver of change in a fast-changing environment. In this programmatic area, the Foundation will among other things:

- a. Capture “magic moments” and work with citizen groups on emerging and critical issues in the civil society space, linking citizen groups and civil society organisations into movements and mechanisms that can drive concerted, evidence based campaigns and actions for policy change
- b. Collaborate, convene, coordinate and catalyse/capacitate civil society initiatives in citizen education and sensitization and movement-making to drive change on locally salient issues
- c. Convene inclusive dialogues and collaboration within civil society and with other stakeholders (including parliament, government and the private sector)
- d. Coordinate and support strategic collaboration within and between civil society, government and the private sector and other stakeholders
- e. Promote an evidence and learning-based approach to achieving sustainable and equitable development⁴
- f. Facilitate grants to grant partners and/or civil society
- g. Promote gender equality and social inclusion in all its programmes

3.4.6. The Foundation’s programmes in active citizenship will include initiatives to address the growing disillusionment, apathy and mistrust between the governing elite (including traditional leaders) and ordinary citizens, especially the youths. The Foundation will promote inter-generational dialogues, the participation of youths and women in decision-making structures and processes.

3.4.7. A major area of action would be to reduce the threat to peace and security arising from undue political polarisation of discourse and actions on national and local issues, and the quick resort to violence for redress. There will be a focus on reducing citizen disaffection arising from poverty, exclusion and vulnerability due to poor and non-inclusive natural resource governance, environmental management and the effects of climate change. The Foundation will work with all key stakeholders to redress the growing tendency among

⁴ The Learning component is further elaborated in Section 3.4.11 below



disaffected citizens to frame the prevailing, persistent and increasing inequalities as deliberate neglect, calling for violent actions. Multi-stakeholder and inter-generational dialogues, and other initiatives, will be implemented to address the widening poverty gap, especially between the North and South, preventing it from becoming a security threat, and a recipe for radicalisation and potential violence.

Fund Manager or Fiscal Agent

3.4.8. The third strategic objective of the Foundation is to become a reliable and sustainable fund manager or fiscal agent supporting civil society engagements in Ghana. This will entail building the necessary infrastructure, technology and human capital to enable STAR Ghana Foundation operate as a Fund Manager and grant-maker in the civil society space. The Foundation's grant-making initiatives would be geared towards and have the purpose of strengthening civil society and promoting active citizenship. In this regard, the Foundation will expand its cluster and mentoring approach to capacitate CSOs and CBOs to access and manage funds for their institutional capacity development and active citizenship programmes.

3.4.9. In connection with this objective, the Foundation will take deliberate measures to pitch its fundraising endeavours above the traditional sources where other Ghanaian civil society organisations fundraise in order to avoid competing with its stakeholders. The Foundation will leverage funds to support the work of civil society organisations in areas where the Foundation is best placed for coordinating, convening and catalysing and filling gaps in civil society initiatives, including standard setting and innovativeness in cutting edge strategies.

Gender Equality and Social Inclusion (GESI)

3.4.10. The fourth strategic objective of the Foundation is to ensure that gender equality and social inclusion (GESI) is mainstreamed and embedded in all policies and programmes in Ghana. In this drive the Foundation will continue to ensure that in all its programmes and focal areas of work, and in all its partnership initiatives, GESI is embedded and adequately emphasised as a measurable objective. The Foundation will design and implement specific initiatives and mechanisms, including action research, on an on-going basis to address critical and emerging aspects of GESI, based on evidence and learning on GESI from programming, PEA, research and 'communities of practice and learning' to inform and advance the 'Leave No One Behind'/SDG agenda in Ghana. The Foundation will build on its track record of working with vulnerable, marginalised and excluded population groups and respective duty bearers to enhance social inclusion

3.4.11. Under this focal area of work, the Foundation will build capacity and mechanisms for ensuring safeguarding in the workplace and in communities. Traditional mechanisms and



cultural practices that disadvantage women, girls and boys, making them vulnerable, marginalised and excluded will be addressed through the Foundation's work with citizen groups, traditional and religious leaders, civil society and duty bearers.

Learning and Knowledge Management

3.4.12. Star Ghana Foundation intends to strengthen its learning and knowledge management approaches and structures or platforms, supported by impact assessment and learning / tracer studies to determine the impact of its programmes and various initiatives on civil society and active citizenship. Efforts will also be made to package and deploy knowledge products from the Foundation's work to influence policy, inform strategy and programming and also for fundraising.

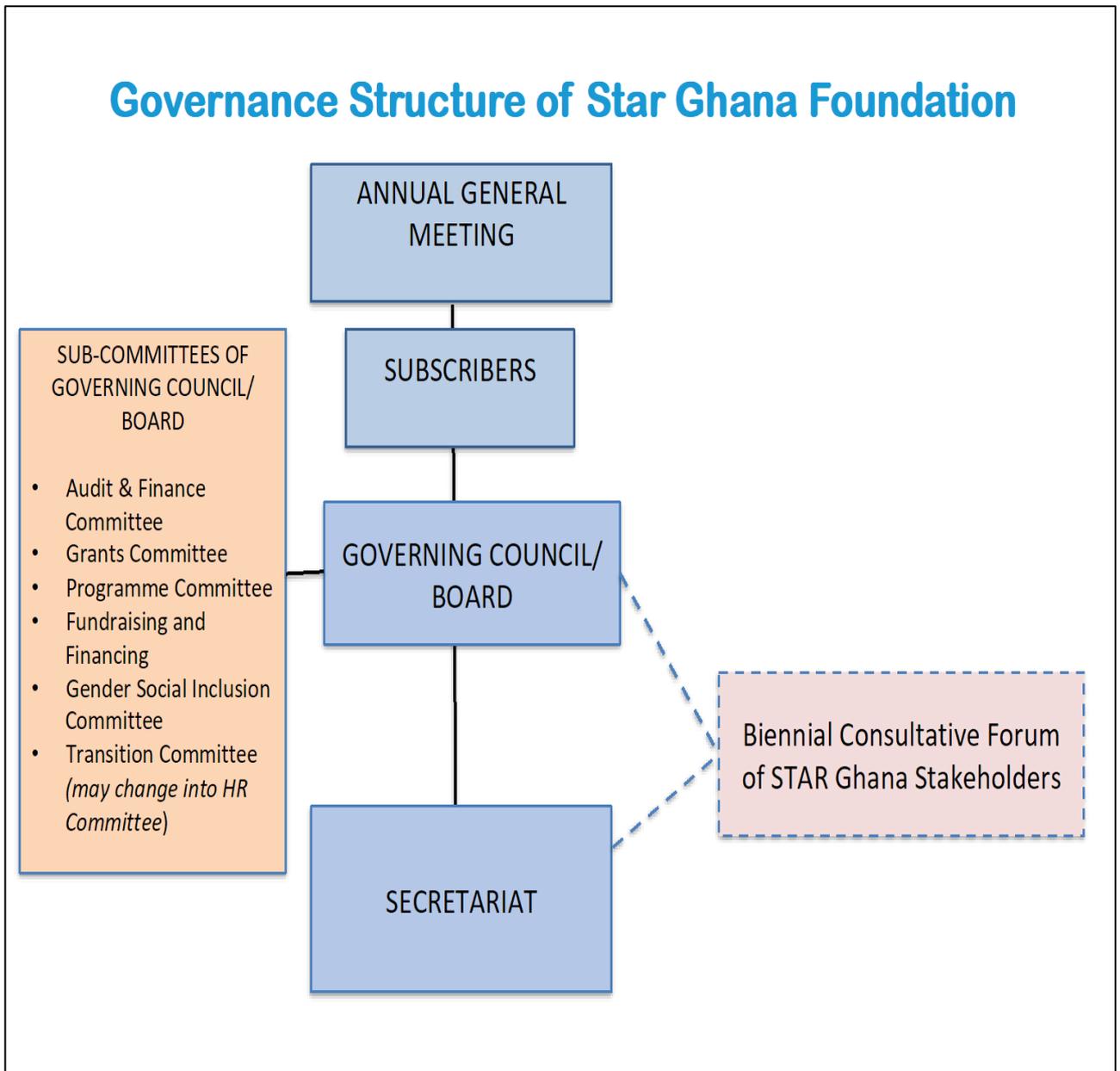
4. Governance

- 4.1. **The organisational structure** of the Foundation seeks to enshrine the principle of accountability to the Ghanaian civil society as its primary constituency and beneficiary, and also all other stakeholders. The governance system ensures the engagement and involvement of highly competent professionals with long-standing experience and reputation in civil society work. The process for identifying and selecting these women and men of renown who constitute the leadership of the Foundation entails elaborate consultations with civil society and citizen groups. Besides, the governance system enables civil society to collaborate with the Subscribers and Governing Council every two years through a General Consultative Meeting to review and co-create the Foundation's programmatic priorities. The governance architecture consists of:
- 4.2. The **25-member Subscribers**, who serve as owners and custodians of the Foundation, with the final decision-making power on all matters relating to the organisation. The Subscribers were selected in their own rights (not as representatives of any organised body) through an elaborate consultation process with various segments of civil society. These are people known for their integrity, non-partisan stance, and achievements as champions of civil society. The Subscribers meet at least once a year as the Annual General Meeting of the Foundation to review progress and provide strategic and policy directions to the Governing Council. In addition, the Subscribers participate in the General Consultative Meeting/Forum convened by the Governing Council to engage with civil society and other stakeholders of the Foundation to review progress and trends in the civil society space and also advise on priorities and programme focus for the Foundation



- 4.3. The **Governing Council** is responsible for the overall management and strategic oversight and direction. The role of the Governing Council is to connect the Foundation to the latest high-level thinking and social/political analysis, provide a sounding board to test the Foundation's Theory of Change and assumptions, and help to position the organisation in the most strategic way to enhance its effectiveness and impact. Membership of the Governing Council is drawn from the cross-section of civil society, the Subscribers, and other stakeholder groups. Council members work as volunteers and offer their expertise in ensuring professional oversight of the Foundation's work. The Council meets at least every quarter.
- 4.4. **The Sub Committees of the Council** undertake deeper oversight work in various functional areas of the Foundation, such as Audit and Finance, Fundraising and Financing, Programme Quality, Gender and Social Inclusion. The Committees are made up of Council members and prominent civil society actors who are invited by the Foundation to support its work
- 4.5. The **Secretariat** is headed by an Executive Director, who leads a highly professional team based in STAR Ghana's Accra offices. The Executive Director, supported by his/her team, is responsible for the day-to-day running of the Foundation. The Executive Director is engaged on a fixed term renewable contract by the Governing Council to implement the agenda of the Foundation for and on behalf of the Governing Council. The structure of the Secretariat is in line with the strategic priorities of the Foundation, and consists of a core team and ad-hoc project teams. The core team comprises:
- Executive Director;
 - Programmes: 1 Programmes Manager, and 1 Programmes Officer
 - Finance & Administration: 1 Finance & Administration Manager, 1 Finance and Administration Officer, 1 Administration Assistant; 1 Driver and 1 Office Assistant
 - Grants: 1 Grants Manager, and 1 Grants Officer
 - M&E/L: 1 M&E and Learning Manager, 1 M&E / Learning Officer
 - Fundraising & Communications: 1 Fundraising and Communications Manager
- 4.6. In addition to the core team, the Foundation will, as and when necessary, recruit ad-hoc project teams to implement specific projects. These teams will be paid fully from the respective project funds. The tenure of project staff will be dependent on continuous funding for the specific projects they are engaged to implement.
- 4.7. The **General Consultative meeting** is a special meeting designed to bring together every two years representatives of civil society and other stakeholders in the NGO sector to exchange ideas and to review the work of the Foundation. Operationally speaking the Foundation will organise an annual Civil Society and Active Citizenship Week to engage

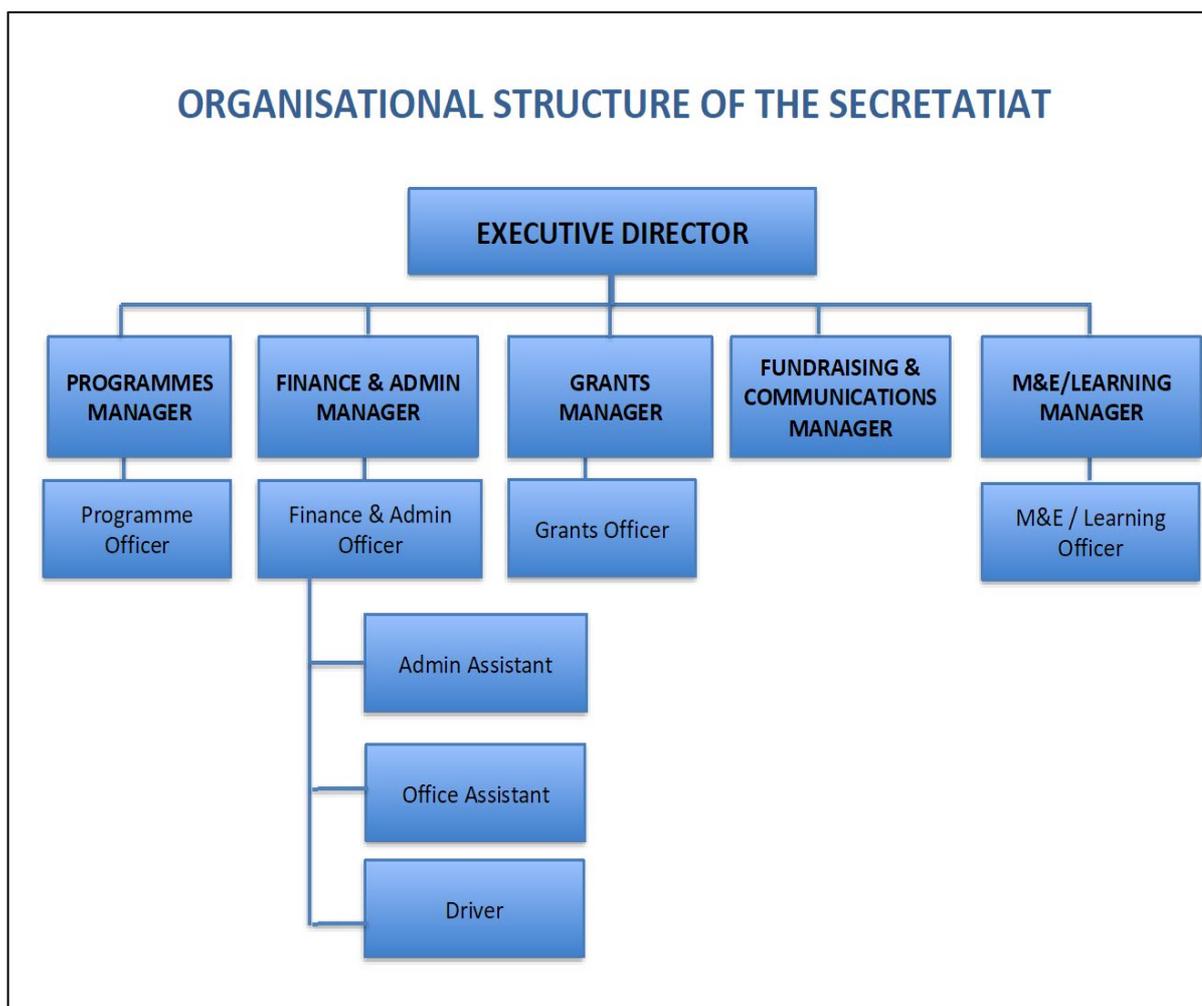
with its civil society constituency on the Foundation’s work and to review progress and developments in the civil society space.





STAR GHANA FOUNDATION

ORGANISATIONAL STRUCTURE OF THE SECRETARIAT



5. The Foundation's Distinctive Approach and Methodology

- 5.1. STAR Ghana Foundation aspires to achieve systemic change in the way citizens are supported to tackle underlying constraints to democratic governance and advance inclusive, sustainable national development. The Foundation's approach to change is framed around the '**3Cs & Learning**' mission (**Convener, Catalyst and Coordinator** of civil society action, and facilitator of **Learning**, to advance transformational change). Underpinning this mission is a commitment to put **gender and social inclusion at the heart of** all its programmes and structures in the country.



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5.2. The 3Cs and L and grant-making will serve as the Foundation's integrated response to the challenges and opportunities of Ghanaian civil society in a fast-changing environment. That response is based on STAR-Ghana's impressive track record of achievement and its unique strategic assets as a driver of change in the promotion of active citizenship and transformational change in Ghana. The value-added **3C&L approach** includes, but goes beyond, strategic grant-making. The Foundation is committed to:

- **Convening** inclusive dialogue with a broad range of actors, promoting multi-stakeholder collaboration and identifying critical entry points and opportunities for collective action;
- **Catalysing** active citizenship, strategic partnerships and collective action for change, both locally and nationally;
- **Coordinating** and supporting strategic collaboration and joint influencing among a diverse range of actors, both within civil society and between civil society, government and business;
- **Learning** continuously from our work with partners, sharing lessons, innovations and evidence, adapting programmes accordingly to fuel wider-scale change.

5.3. In line with the 3C&L mission, the Foundation will mobilise a flexible range of tools and approaches:

- Inclusive policy dialogue and multi-stakeholder convening
- Targeted grant calls and strategic partnerships
- Outreach to smaller, harder to reach civil society organisations
- Capacity-building and accompaniment for partners
- Up-to-date, on-going political and social analysis
- Bespoke gender and inclusion tools
- Peer learning and 'communities of practice and learning'
- Effective knowledge management, putting lessons evidence to work through 'adaptive programming'
- Innovative media engagement and communications (including citizen feedback)

5.4. There is a broad consensus about the 3CL + grant-maker functions of the Foundation. Stakeholders see these functions as filling critical gaps in the CSO functional space. By performing these roles (and being proactive to address other emerging issues in the CSO space), the Foundation would be adding value to the work of most CSOs, without competing with them in terms of the sourcing for funds and the thematic/technical areas of operation.



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- 5.5. In addition, the Foundation would function as an independent critical partner of development partners (DPs) and international development organisations (IDOs), facilitating a review of the frameworks and modalities by which DPs/IDOs engage with government and CSOs to ensure that issues of good governance, balanced development, social inclusion, accountability and transparency are addressed in policy and programming initiatives from the perspective of the Ghanaian civil society.
- 5.6. Placing STAR-Ghana partners in civil society, communities, District Assembly, Parliament and the media at the forefront of the voice and accountability initiatives, the Foundation will support through convening, coordination, catalysing and where necessary capacity strengthening, of an 'empowerment' process between actors, which aims at a deeper systemic change. This encourages the formation of partnerships within and between categories of 'demand-side' (civil society) and 'supply-side' (duty bearers, service providers) actors to be better able to perform their respective roles and responsibilities effectively and to achieve mutually beneficial objectives. The creation of spaces, resulting from the 3C's, is a key part of the change process, enabling space to do development differently, aiming to lead to a deeper level systemic change. The learning element is also paramount, to fuel wider scale change, through the sharing of lessons, innovations and evidence. Additionally, it forms a central component of the adaptive programming approach that will run through all elements of the Foundation's programmatic work.



6. Results framework

Vision:

A well-informed and active Ghanaian citizenry able to contribute to transformational change that advances democracy, accountability and social inclusion.

Mission:

Increase the effectiveness of citizens and civil society to achieve an equitable inclusive society

Overall Goals:

- Sustain STAR-Ghana Foundation as a national centre advancing active citizenship and philanthropy for sustainable, inclusive development
- Integrate gender equality, social inclusion, partnerships and learning into all that the Foundation does



STRATEGIC OBJECTIVES	OUTCOME INDICATORS	OUTPUTS	OUTPUT INDICATORS	MAIN ACTIVITIES
<p>Objective 1:</p> <p>STAR Ghana Foundation is financially and institutionally sustainable as a national centre for active citizenship, civil society and philanthropy.</p>	<p>1a. STAR Ghana Foundation's governance system and management capability / approach maintain and enhance the confidence of civil society and other stakeholders in the Foundation</p>	<p>1.1. Subscribers and Governing Council effectively performing their professional roles of providing policy direction and overseeing the performance of the Executive Director and the Foundation</p>	<ul style="list-style-type: none"> Governing Council meets regularly as stipulated in Governance manual and conducts strategic oversight of the Foundation Annual General Meetings and Biennial civil society forums held to review performance and direction of the Foundation with civil society and key stakeholders of the Foundation GC and subscribers demonstrate a culture of participation and inclusion in the development and oversight of Foundation programmes 	<p>1.1.1. Hold Governing Council, AGM and stakeholder conferences regularly as stipulated in the Foundation's Regulations</p> <p>1.1.2. Review effectiveness and capacity needs of Governing Council annually against strategic plan, and provide appropriate training</p> <p>1.1.3. Evaluate performance and effectiveness of Executive Director and SMT annually and implement necessary changes</p>
	<p>1b. The right size and skills / competence mix of human resources required for effective functioning of the Foundation are in place at all times</p> <p>1c. Policies (including safeguarding), operating systems and procedures of</p>	<p>1.2. Management decision making, coordination, and supervision systems in place to ensure effective implementation and</p>	<ul style="list-style-type: none"> Governance manual, HR Manual, and Operations manual, including standard operating procedures (SOPs) / guidelines for the delivery of 	<p>1.2.1. Communicate /distribute the Foundation's SoPs and modus operandi to civil society and all relevant stakeholders</p> <p>1.2.2. Review and streamline transition</p>



<p>the Foundation including SOPs for the delivery of key services and products are fully established, (reflecting critical political economy considerations), communicated to all relevant stakeholders, and are reviewed regularly</p> <p>1.d. Office space, infrastructure, equipment and technology required for effective functioning of the Foundation are in place and operational at all times</p> <p>1e. Financing & fundraising strategy enable Foundation to increasingly raise funds from diversified traditional and non-traditional</p>	<p>regular review of strategic plan with key stakeholders</p>	<p>key services and programmes developed to meet international standards, and are communicated to all relevant stakeholders and reviewed regularly</p>	<p>action plan, budget and assets management requirements with CA and DFID before October 2020</p> <p>1.2.3. Develop annual organisational budgets from strategic plan</p> <p>1.2.4. Review strategic plan at mid point</p>
	<p>1.3. Human Resource Management System for effective functioning of the Foundation is operationalised and reviewed regularly in consideration of GESI and safeguarding</p>	<ul style="list-style-type: none"> Staffing is right sized for the Foundation at all times. HRM system, conditions of services, and policies duly reflect values of the Foundation, such as GESI mainstreaming, Safeguarding, etc. 	<p>1.3.1. Review organisational structure, staffing needs of the Secretariat, other human resource needs, and conditions of service of the Foundation annually</p> <p>1.3.2. Engage interns, sabbatical professors, volunteers and Friends of the Foundation to augment staff needs</p>
	<p>1.4. Key infrastructure, equipment, and technology are operational and regularly updated</p>	<ul style="list-style-type: none"> Office space, infrastructure, equipment, and technology are in place enabling the Foundation to function effectively Cost-effective, appropriate and well-equipped office 	<p>1.4.1. Review annually the need for office space, equipment and technology against strategic plan and development forecast/prospects of the organisation</p> <p>1.4.2. Update / upgrade infrastructure, equipment, technology, etc. regularly</p>



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	<p>sources, including diaspora, local philanthropy, crowd sourcing, etc.</p>	<p>1.5. Funds successfully raised from traditional and non-traditional donors and Foundations, including local philanthropy and crowd sourcing</p>	<ul style="list-style-type: none"> • Fundraising policy, strategy and action plan with budget reviewed annually • Policy on reserves, investment and ethical funding • Strategic communication materials, programmes and products for fundraising from various sources • Actual volume of funds raised annually: core and earmarked • Percentage increase in core funds annually • Steady increase in volumes and growth trends of funds raised from local philanthropy, crowd sourcing, Diaspora and private sector 	<p>1.5.1. Develop and implement STAR-Ghana's offering, with compelling products, to leverage programme support and core funding from local and international foundations, institutional donors, private sector, diaspora, and philanthropy actors, (including GESI and social accountability networks) with clearly defined, achievable targets</p> <p>1.5.2. Develop and use fundraising products and programmes to leverage funds through crowd sourcing</p> <p>1.5.3. Implement action research on local giving and social justice philanthropy</p> <p>1.5.4. Partner with State to use national and international platforms to leverage visibility and reputational mileage for the Foundation</p> <p>1.5.5. Explore State funding via partnerships in SDGs and NGO Bill implementation</p>
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	1f. Endowment Fund is established and sustained	1.6. Annual growth in the size of the endowment fund	<ul style="list-style-type: none"> • Strategic partners, private sector and key stakeholders deposit funds into Endowment Fund of the Foundation • Management system for Endowment Fund generates buy-in and more participation in building the Endowment Fund 	<p>1.6.1. Develop and implement packages and initiatives to establish, manage and utilise Endowment Fund of the Foundation</p> <p>1.6.2. Review and upgrade Endowment Fund management system annually</p>
	1g. Financial management policy and system ensure financial sustainability of STAR-Ghana Foundation	1.7. Budgeting, accounting, reserve management policy and other financial management systems are of international standards and creates confidence in donors and partners	<ul style="list-style-type: none"> • A fully-fledged, effective and independent financial management system, (including strong policies on reserves, investments, and ethical funding) is operationalised and reviewed annually to include programme management system. • Clean audits and compliance reports • Positive external evaluations and due diligence reports • Financial management policy 	<p>1.7.1. Update/upgrade budgeting, accounting and financial management system to international standards annually</p> <p>1.7.2. Develop, operationalise and review regularly high financial reporting standards that assure donors of good work done</p> <p>1.7.3. Develop, implement and regularly update systems to ensure adequate liquidity and cash flow management</p> <p>1.7.4. Develop, implement and regularly update mechanisms to ensure</p>



			<p>and strategy ensure fiduciary transparency, enabling the STAR-Ghana Foundation to remain a trustworthy partner to all of its stakeholders</p> <ul style="list-style-type: none"> • Existence of a healthy reserve fund – at least 6 months of operating funds held in reserve 	<p>systematic asset-building for the Foundation</p> <p>1.7.5. Use annual audit reports to improve the operation of the system, and review financing policies, investment and ethical funding reflect emerging realities</p>
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STRATEGIC OBJECTIVES	OUTCOME INDICATORS	OUTPUTS	OUTPUT INDICATORS	MAIN ACTIVITIES
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<p>Objective 2:</p> <p>STAR-Ghana Foundation effectively convening, coordinating and catalysing citizen engagement around locally salient issues, while harnessing learning for improved programming</p>	<p>2a. Applying its 3C&L approach, STAR-Ghana Foundation contributes to collective citizen/civil society action that initiates, supports and achieves measurable improvements/changes in priority thematic areas, including:</p> <ul style="list-style-type: none"> • Inclusive governance and elections • Gender equality and social inclusion • Accountable service delivery and anti-corruption • Environmental governance and climate change • Media and the right to information • Strengthening the enabling 	<p>2.1. A 3C&L Strategy is in place and being implemented</p>	<ul style="list-style-type: none"> • The Foundation's official 3C&L strategy (with the necessary guidelines and manuals), based on lessons from the STAR-Ghana programme and incorporating the cross-cutting issues of GESI, partnerships, strategic communication and learning 	<p>2.1.1. Consolidate and deploy 3C&L strategy for various interventions and target audience/stakeholders, and review annually</p> <p>2.1.2. Monitor and track the implementation of action points and follow ups from 3Cs and analyse for adaptive programming</p> <p>2.1.3. Build in political economy analysis and an embedded GESI approach at all levels of programming and review programming strategy annually</p> <p>2.1.4. Develop, implement and monitor a partnership strategy that supports various kinds of CSAs and support requirements as part of or as complementary to the Grants and /or non-grants and capacity development strategy</p> <p>2.1.5. Develop models, standards and SoPs from action learning on the 3Cs and L approach and share widely with the development space</p>
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	<p>environment for active citizenship, civil society sustainability and philanthropy</p> <p>2b. STAR-Ghana Foundation is acknowledged as a leading civil society champion and resource on GESI and PEA in Ghana</p> <p>2c. Cohesion and collaboration enhanced among civil society actors, big and small,</p>	<p>2.2. Dialogues are convened at all levels of governance and around salient issues (including Parliament and other State entities)</p>	<ul style="list-style-type: none"> Regular inclusive dialogues at district, regional, zonal and national levels on salient and emerging issues in CS space convened 	<p>2.2.1. Convene regular dialogues in collaboration with partners at district, regional, zonal and national levels on salient and emerging issues in CS space</p> <p>2.2.2. Develop and implement a holistic and logical follow up and analysis on convenings, using them as pilots to support expanded advocacy on locally salient issues in the long term</p> <p>2.2.3. Harvest learning/insights from dialogues to inform the review of policy and programming</p>
		<p>2.3. Active citizen engagements and collective actions / movement-building are implemented with participation of relevant stakeholders</p>	<ul style="list-style-type: none"> Number of timely and effective collective actions that secure more accountable, inclusive governance, and effective service delivery The diversity of spaces and range of actors within civil society, and other Non-State Actors mobilised to tackle salient issues of governance, accountability, social justice and inclusion 	<p>2.3.1. Identify critical/priority issues requiring citizen-led social action and develop programme of action, based on a robust PEA</p> <p>2.3.2. Develop and utilise effective, inclusive spaces and platforms conducive to effective citizen engagement, movement-building, and collective action with relevant stakeholders</p> <p>2.3.3. Deploy various instruments of social mobilisation and social action, including strategic partnerships to effect</p>



	<p>urban-based and rural-based CSOs, supporting joint action and more effective civil society voice that influence national policy and ensure greater accountability of government to citizens</p>			<p>2.3.4. Regularly review the effectiveness of approaches, instruments and spaces, and make the necessary adjustments/improvements</p>
	<p>2d. The STAR-Ghana Foundation is an effective 'learning organisation' - an inclusive partnership of knowledge, practice and learning that facilitates continuous learning to harvest and share lessons, innovations and evidence that informs the CS sector and can fuel wider-scale change.</p>	<p>2.4. Insights from GESI work deployed to inform the Foundation's strategies and programming and the civil society sector</p>	<ul style="list-style-type: none"> • Number or increase in aspects of GESI addressed and effectiveness of GESI initiatives • Number and quality of insights from GESI initiatives that are informing programme design, M&E and learning • Increasing numbers of partners and civil society actors are taking on integrated GESI approach to their work 	<p>2.4.1. Implement specific initiatives and mechanisms on an on-going basis to address critical and emerging aspects of GESI</p> <p>2.4.2. Harvest evidence and learning on GESI from programming, PEA, research and 'communities of practice and learning' to inform and advance the 'Leave No One Behind'/SDG agenda in Ghana and the region.</p> <p>2.4.3. Test innovative models and approaches to change exclusionary policies, norms and behaviours, reaching out to the most marginalised groups.</p> <p>2.4.4. Convene, catalyse and coordinate vibrant platforms to promote GESI at national and regional levels</p> <p>2.4.5. Distil insights and lessons from programme implementation,</p>



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				<p>evidence, learning and field work around GESI</p> <p>2.4.6. Develop protocols and standards that ensure GESI is embedded in the design, implementation, M&E and learning process of every programme</p> <p>2.4.7. Develop and share models for GESI sensitive budgeting, safeguarding and DO NO Harm methodologies based on action research and action learning projects and programmes</p>
		<p>2.5. Strategic partnerships supporting / advancing the work of the Foundation</p>	<ul style="list-style-type: none"> • Number and value addition of partnerships to the Foundation 	<p>2.5.1. Develop a partnership policy</p> <p>2.5.2. Develop STAR-Ghana's partnership brokering and bridging leadership capacity as well as its methodology and approach to inclusive partnership-building</p> <p>2.5.3. Enable and facilitate the pooling of civil society resources, efforts, capacities, and structures as well as harmonisation of approaches and synergies to address salient issues</p> <p>2.5.4. Test grant and non-grant partnerships with the private</p>



				sector and other for-profit stakeholders to advance the work of the foundation
		<p>2.6. Strategic Communication and collaboration with traditional and new Media advances the visibility, credibility of the Foundation work with citizen groups and movement-making</p>	<ul style="list-style-type: none"> • Popularity and credibility of the Foundation among citizens and citizen groups increases steadily • The frequency and quality of reportage/communication about the Foundation and its programmes in traditional and social media increases steadily 	<p>2.6.1. Partner with, train and enable traditional and social media stakeholders to inform citizens regularly about STAR Ghana Foundation and its programmes</p> <p>2.6.2. Engage media (traditional and social media) in movement-building and advocacy, and follow up actions for change</p>



STRATEGIC OBJECTIVES	OUTCOME INDICATORS	OUTPUTS	OUTPUT INDICATORS	MAIN ACTIVITIES
Objective 3: STAR-Ghana Foundation functions as an effective and sustainable Fund Manager / Fiscal Agent	3a. STAR-Ghana Foundation has built and is operating a sustainable and reputable fund management system and identity	3.1. Enhanced visibility of STAR-Ghana Foundation as a fund manager/fiscal agent	<ul style="list-style-type: none"> Reference from key stakeholders to the Foundation's role as a professional and trusted fiscal agent Number of fund management agreements signed with donors 	3.1.1. Build the infrastructure, technology and human capital to enable STAR-Ghana Foundation operate as a credible Fund Manager 3.1.2. Build a fund management system and identity that is sustainable 3.1.3. Use own funds or funds from strategic partners to pilot, learn and fine-tune mechanisms 3.1.4. Develop and roll out marketing packages and strategic communication to key stakeholders about STAR-Ghana Foundation functioning as a Fund Manager 3.1.5. Include aspect on enhancing star-Ghana visibility as a fiscal agent in communication strategy
	3b. STAR-Ghana Foundation attracts and manages steadily increasing amounts of funds to support Ghanaian civil society 3c. STAR-Ghana Foundation has attracted sufficient sums to be sustainable in the	3.2. Effective risk prevention, detection, management and mitigation systems are in	<ul style="list-style-type: none"> Effective due diligence procedures are in place and operationalised 	3.2.1. Develop due diligence, early fraud prevention, detection and mitigation/redress mechanisms,



	<p>short to medium-term, and has a diversified funding base</p> <p>3d. Number of GESI related funds in programmes that are accessed.</p>	<p>place and reviewed regularly</p>	<ul style="list-style-type: none"> • The Foundation fulfils/meets the DFID Due Diligence Assessment criteria/threshold and other potential donors • Partner financial risk levels minimised. 	<p>and document them into a comprehensive manual</p> <p>3.2.2. Build the capacity of the Foundation to meet/fulfil all the four pillars of the DFID Due Diligence Assessment requirements</p> <p>3.2.3. Build capacity of Governing Council and Secretariat in due diligence for other potential donors/partners</p> <p>3.2.4. Implement and review effectiveness of fraud prevention and mitigation mechanisms and review regularly</p> <p>3.2.5. Support capacity strengthening of partners based on DD recommendations in identified areas of institutional sustainability</p>
		<p>3.3. Leveraging and managing funds, and grant making based on Foundation's knowledge of the Ghanaian civil society sector</p>	<ul style="list-style-type: none"> • Grant-making policy, mechanisms and programmes of the Foundation • Volume/amount of funds raised and managed by the Foundation as fiscal agent • Number and size of donations attracted and 	<p>3.3.1. Finalise grant-making policy and operational guidelines, linking grant-making to research, CSO/CBO capacity building and collaboration</p> <p>3.3.2. Implement fund raising and fund management programmes</p> <p>3.3.3. Review criteria and procedures for grant-making to enable small</p>



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			<p>number /diversity of donors</p> <ul style="list-style-type: none"> • The Foundation undertakes strategic grant-making to support the 3C&L approach • Number, diversity and geographical spread of the Foundation's grants and grant partners • Success rate of CSOs/CBOs capacity building programmes that are linked to the Foundation's grant-making functions 	<p>CSO/CBOs to be mentored/nurtured and developed through partnerships with more experienced /bigger CSOs and Think Tanks</p> <p>3.3.4. Support /capacitate CSOs and CBOs to access and manage funds</p> <p>3.3.5. Undertake on-going learning processes and annual research to determine effectiveness of policies and guidelines and revise accordingly</p> <p>3.3.6. Undertake regular surveys to determine success of mentoring and nurturing/capacity-building</p> <p>3.3.7. Organise engagement platforms on local knowledge and experiences in fund management</p>
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STRATEGIC OBJECTIVES	OUTCOME INDICATORS	OUTPUTS	OUTPUT INDICATORS	MAIN ACTIVITIES
<p>Objective 4:</p> <p>Effective Monitoring, Evaluation, Learning and Knowledge Management system established to share information and inform practice</p>	<p>4a. Insights from learning and knowledge products are deployed in decision making, programming, and advocacy</p> <p>4b. Evidence of target audiences' uptake of communication products</p> <p>4c. Internal and external communications informed by communications plan</p> <p>4d. Evidence of application of learning emerging from programme and partner reviews, and consequent adaptation</p>	<p>4.1. Communities of Practice and Learning (COPL) established, functioning effectively and learning for change</p>	<ul style="list-style-type: none"> • Number of communities of practice and learning have coalesced around themes at national and regional/zonal levels • Increased information flow and knowledge sharing between STAR-Ghana Foundation and stakeholders 	<p>4.1.1. Develop concept / programmes and budget, establish and manage effective communities of practice and learning around specific themes</p> <p>4.1.2. Collaborate with partners/stakeholders to establish and manage vibrant communities of practice and learning at national and regional/zonal levels around themes</p> <p>4.1.3. Develop and deploy learning framework and CoPLs to harvest lessons and apply them to programme design and implementation</p> <p>4.1.4. Review annually the effectiveness of the communities of practice and learning, and undertake necessary changes</p>



	in subsequent programme implementation			
		<p>4.2. Strategic communication action plan developed, resourced, implemented and reviewed</p>	<ul style="list-style-type: none"> • STAR-Ghana Foundation has increased visibility among stakeholders • Number and types of communication and knowledge management products disseminated to target audiences 	<p>4.2.1. Develop and implement a robust strategic communications plan in line with strategic plan and fundraising policy</p> <p>4.2.2. Provide adequate infrastructure, human resources and technology for preparing, implementing and reviewing strategic communication plans and deployment of information, education and communications (IEC) materials for different publics/audiences of the Foundation</p> <p>4.2.3. Develop and use targeted communication and knowledge management products</p> <p>4.2.4. Utilise research results, including insights from PEA and GESI work to revise communication action plan</p> <p>4.2.5. Review annually the effectiveness of strategic communication approaches with various target audiences and make the</p>



				<p>necessary improvements</p> <p>4.2.6. Evaluate visibility and its market value and use insights to develop and implement new strategies /programmes</p> <p>4.2.7. Develop and implement an online digital strategy that supports online giving, crowdsourcing and other relevant interactive tools</p>
		<p>4.3. Effective monitoring, evaluation and learning system, enriching programming, decision-making, management, financial management and fundraising</p>	<ul style="list-style-type: none"> • Decision-making, programming and advocacy informed by continuous learning, research and evidence, including embedded PEA • 	<p>4.3.1. Finalise MEL framework in line with strategic plan</p> <p>4.3.2. Monitor and evaluate programmes, analyse outcomes and approaches, and distil insights as knowledge products and “how-to guides”</p> <p>4.3.3. Undertake on-going reflection, adaptive learning and research in identified thematic areas (including PEA, programme and partner reviews and documentation of programme results in user-friendly formats)</p> <p>4.3.4. Deploy insights from learning, evidence, impact assessments and research to inform decision making, programming and advocacy approaches</p>



				4.3.5. Deploy results/findings from on-going learning, evidence and research through STAR-Ghana “thought leadership” activities and undertakings
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7. Risk Management Policy and Register

1. Purpose

The purpose of this policy is to set out STAR Ghana Foundation's approach to risk, to define the framework in which staff are expected to operate and to provide guidance on the procedures for:

- identifying risks
- assessing risks
- evaluating action to be taken on risks
- periodic monitoring and assessment of risks.

It also sets out the Risk Register, which will be updated half-yearly by the Executive Director and approved by the Governing Council (GC).

2. Policy

- a- STAR Ghana Foundation will adopt best practice in the identification, evaluation and control of risk to ensure that risks are avoided, mitigated or accepted.
- b- STAR Ghana Foundation will embed a full and effective consideration of risk in planning and managing both new and existing activities throughout the organisation.
- c- SGF is not prepared to take risks which cannot be controlled or mitigated that may result in serious harm to staff, projects, its financial position or reputation.

3. Definitions

Risk

Risk is the uncertainty surrounding events and their outcomes that may have a significant effect, either enhancing or inhibiting:

- operational performance
- achievement of aims and objectives
- organisational reputation
- meeting the expectations of stakeholders.

Likelihood

Likelihood is the risk of harm occurring.

In the matrix below, Likelihood is rated on a scale of 1 to 5 as follows

1- Highly Unlikely 2- Unlikely 3- Likely 4- Highly Likely

Impact

Impact is the effect on SGF if harm occurs.

In the matrix below, the impact is coded as follows

Red: Catastrophic **Yellow:** Moderate **Green:** Minor **Blue:** Insignificant

Risk owners



Risk owners are the individuals identified as having responsibility for the management, control, monitoring and review of risks in the risk register.

4. Objectives

The risk management objectives of STAR Ghana Foundation are to:

- improve decision-making by integrating an awareness of effective risk management in the culture of the Foundation
- embed risk management within strategic and operational management planning processes
- make the most of opportunities and develop them with the confidence that risks will be managed
- be aware of, anticipate and respond to the changing economic, political, social and legislative climate
- raise awareness of the need for active risk management.

These objectives are achieved by:

- developing and maintaining a risk register which details all significant risks which pose a threat to the Foundation
- assessing both the likelihood of those risks occurring and the likely impact
- taking positive action to manage risks
- monitoring and reviewing the risk register on a regular basis
- actively considering risk when planning new activities.

5. Risk strategies

As part of SGF's approach to risk management, the strategies to be adopted to manage an identified risk are to tolerate, transfer, treat or terminate it:

- **tolerating** means that the risk is known to and accepted by SGF as one that cannot be avoided if the activity is to continue
- **transferring** means that the risk is passed to a third party, for example an outsourcer who will manage it (this does not eliminate the risk but can mitigate it)
- **treating** means that SGF aims to reduce the likelihood of the risk materialising or to reduce the impact of the risk by the introduction of relevant controls
- **terminating** means avoiding the activity giving rise to the risk.

6. Roles and responsibilities

Responsibilities for risk management are as follows:

Governing Council

- defining and approving the maximum level of acceptable risk (the risk appetite)
- ensuring that controls and procedures are in place and maintained to manage risk

Finance and Audit Committee

- monitoring the assessment of risks to which SGF is exposed
- ensuring that management is implementing controls to mitigate these risks
- ensuring that the management of risks is kept up to date

Executive Director



- overall responsibility for day to day operational risk management

Senior Management Team (SMT)

- implementing the risk management policy and assigning risk owners
- identifying, managing and reviewing risks on a regular basis, at least every six months
- developing and maintaining the risk register
- encouraging good risk management within their areas of operation
- ensuring that action plans are in place and implemented and that controls are operating effectively to mitigate the risks identified in the risk management process
- reporting to the Governing Council at least every six months on progress against planned actions to address the risks

Risk owners

- ensuring that suitable controls are in place, recorded in the risk register and operating effectively to mitigate identified risks
- monitoring risks on an ongoing basis

All staff

- understanding the nature of risk
- identifying new risks
- actively managing the risks in their areas of operation.

7. Identifying risks

Risks most relevant to SGF should be identified through consultations between key managers and staff who have a detailed knowledge of the way in which SGF operates. Workshops can be used to gather information and generate ideas.

The following should be considered as part of this process:

- SGF’s objectives, mission and strategy
- the nature and scale of activities
- the outcomes to be achieved
- external factors such as legislation and regulation
- SGF’s reputation with major funders and supporters
- comparison with other NGOs working in the same sector and of a similar size.

8. Assessing risks

Risks identified should be analysed and categorised in terms of both their impact and the likelihood of their occurrence. This helps to prioritise them and establish what, if any, further action is required.

The risk appetite adopted by the Governing Council is shown in the risk matrix (or “heat map”) below. It uses scores to categorise different levels of risk according to impact and likelihood of occurrence and should form the basis for assessing risk.

Risk matrix	Likelihood	Remote	Unlikely	Possible	Likely	Highly likely
Impact	Score	1	2	3	4	5



Catastrophic	5	10	15	20	25	30
Major	4	8	12	16	20	24
Moderate	3	6	9	12	15	18
Minor	2	4	6	8	10	12
Insignificant	1	2	3	4	5	6

- Activities highlighted in yellow, green or blue on the risk grid are considered acceptable.
- Activities considered marginal (highlighted in amber on the grid) can be undertaken only after detailed scrutiny and with the approval of the SMT.
- SGF will not undertake any activities which would have a major impact and are highly likely to occur after mitigation measures have been taken.
- SGF will not undertake any activities which would have a catastrophic impact on the organisation unless the likelihood of occurrence is considered to be remote after mitigation measures have been taken.

9. Evaluating action to be taken

Where major risks are identified, the SMT will need to ensure that appropriate action is taken to manage them. There should also be an assessment of how effective existing controls are. A plan must then be drawn up to include steps to be taken to address or mitigate significant risks so that the gross level of risk is reduced to a net risk that is considered to be acceptable. The results of this process must be recorded in a risk register.

10. Risk register

The risk register should include the following:

- key risks
- risk category
- the current risk rating (gross risk) based on impact and likelihood
- controls being implemented to bring the level of risk from the current level to the desired level (net risk)
- risk owner
- completion date for mitigation action.

11. Periodic monitoring and assessment

The risk management process must ensure that:

- new risks are reported and evaluated
- risk aspects of significant new projects are considered as part of project appraisals
- any significant failures of control systems are reported and actioned
- learning is captured and documented to ensure that successes and failures inform future risk management
- there is an adequate level of understanding of individual responsibilities for both implementation and monitoring of control systems



- any further actions required are identified
- the SMT reviews the risk register at least every six months to ensure that risks identified are being managed effectively
- the Governing Council is provided with progress reports at least every six months.

12. Training and awareness

Training on this policy should form part of the induction process for all new employees. All existing employees will receive regular, relevant training on how to implement and adhere to the policy.

The objectives of the training are to:

- provide staff with an understanding of SGF's approach to risk and of their responsibilities
- develop skills for identifying, assessing and managing risk.

13. Policy review

This policy will be reviewed every two years.



Risk	Rating		Mitigation Strategies	Responsibility
	Likelihood	Impact		
Organisational				
1. CSOs in Ghana may see the Foundation as a competitor for funding	3		<ul style="list-style-type: none"> The Governing Council (GC) and Executive Director build on and continue the dialogues with civil society initiated as part of the development of the Foundation; The Foundation's 3Cs & L strategic approach will be used to facilitate consensus building and joint actions within civil society; The Foundation's fundraising strategy will as much as possible position it as a mobiliser or aggregator of resources to support civil society actions and not as mobilising funding for direct implementation of projects; Promoting local philanthropy to support civil society actions and Where a donor requires the Foundation to directly implementation; The Foundation's Civil society support strategy supports capacity strengthening of CSOs for fundraising and organisational sustainability. 	Chair, GC Executive Director
2. Government may see the Foundation as partisan or supporting critical voices	2		<ul style="list-style-type: none"> The Governing Council will continuously seek opportunities to engage with, and brief government and Parliament on the Foundation's work; The 3Cs&L approach will be used as an entry point for constructive and coordinated civil society engagement with government on salient issues; The Foundation will continue to use the embedded PEA approach to identify entry points and actors/allies for its work and for continuous monitoring and review of strategies; 	Chair, GC Exec. Director
3. Ghana Beyond Aid policy may negatively	3		<ul style="list-style-type: none"> 	Executive



affect external fundraising				Director
4. Civil society space may be eroded by new laws and regulations	2		<ul style="list-style-type: none"> Support coordinated civil society advocacy for an enabling regulatory framework. Facilitate development and implementation of civil society peer review mechanisms. 	Exec Director
5. Local philanthropy/giving may not materialise or will focus on service provision projects	4		<ul style="list-style-type: none"> Support communities and CSOs develop and implement strategies for local fundraising for projects, alongside the Foundation's local fundraising for active citizenship; Develop a local fundraising strategy to create awareness and incentivise local philanthropy Facilitate the development and strengthening of a national network for local philanthropy. 	Exec Director
6. Foundation may not be able to comply with relevant legal provisions and regulations	1		<ul style="list-style-type: none"> retain the services of a legal advisor to key Foundation documents and decisions for legal compliance; Undertake annual compliance audits 	GC Chair Exec Dir.
7. The Foundation may not pass the DFID Due Diligence assessment	2		<ul style="list-style-type: none"> Ensure all deliverables in the Foundation's Transition plan are achieved before the assessment; Undertake a test-run of the assessment at least two months before the assessment. 	Exec Director
Governance and Management				
1. Governing Council members may be too busy to give enough time to the Foundation	2		<ul style="list-style-type: none"> Set up GC committees to focus on specific areas of Foundation governance to reduce need for frequent GC meetings; Include virtual meetings among menu of options for GC's oversight of the Foundation's secretariat; Develop a decision-making framework clarify roles between GC and Secretariat 	



2. Staff playing dual roles in programme and Foundation may not be able to devote enough time to the Foundation	3		<ul style="list-style-type: none"> Evaluate responsibilities of affected (relevant) staff and develop a revised role profile specifying key tasks under the programme and the Foundation; Identify tasks which could be performed or supported by the Consortium partners during the transition period to free up time of affected staff. 	GC Chair CA
3. Conditions of Service may not enable the Foundation to attract qualified staff	2			
Programmatic				
1. Stakeholders in Ghana, particularly CSOs, may continue to see the Foundation as a grants making mechanism	4		<ul style="list-style-type: none"> Use the 3Cs & L framework as the basis for the development of the Foundation's engagements and support to stakeholders; The Communications strategy should prioritise continuous dissemination of information particularly of the Foundation's non-grants activities; 	Exec. Director
2. funding from diverse sources may result in fragmented programming	3		<ul style="list-style-type: none"> Develop programme framework outlining key issues the Foundation will prioritise and use this as reference point for fundraising; Seek to incorporate active citizenship and civil society strengthening in all project/programme proposals. 	Exec. Director
3. The Foundation may not have the capacity to develop and implement programmes after the secondment of programme staff ends	3		<ul style="list-style-type: none"> Explore resource-partnerships with academia, private sector organisations and CSOs as needed. Projects/programmes taken on by the Foundation should have key support roles fully covered by the funding. 	Exec. Director
4. The end of Christian Aid support may weaken fiduciary risk management, particularly with grants management.	2		<ul style="list-style-type: none"> Use former staff, where available, on short-term consultancy basis for monitoring and review of reports; In the medium to long-term, develop and implement robust grant management system to minimise fiduciary risks; 	Exec Director Chair, Grants Committee



			<ul style="list-style-type: none">• Grants committee of GC meets quarterly to review partners' risk profiles.	
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8. List of annexes

- I. Branding and positioning strategy
- II. Financing strategy
- III. Fundraising strategy