



STAR-Ghana

Road Map for Independent National Entity

September, 2016

Introduction

- An updated review of the legal options, legislative and policy context and the nature of the 'enabling environment' for CSOs and active citizenship in Ghana
- Firm decision on the legal model to adopt and then dates for legal set up

<ul style="list-style-type: none"> • Update of the Theory of Change (ToC) 	Update done (PMT/CA)	20 th September, 2016
<ul style="list-style-type: none"> • A strategy and timetable for stakeholder engagement and consultations (including analysis and synthesis of the recommendations from the process) 	Strategy development ongoing; must be fine-tuned for submission with inception phase (SC)	
<ul style="list-style-type: none"> ○ Development of options for the legal model to adopt and estimates for time requirements for establishment 	A draft of options is available. Must be circulated for SC review and sign-off (Mark) today 20 th s Sept	
<ul style="list-style-type: none"> ○ Follow-up and fleshing out the institutional options exercise. 	Institutional options can review and build up on the SDD paper for submission with September 20 th package	

	Outputs/Outcomes	Responsibility	
Establish a reference group	List of potential members proposed by PMT for SC review and approval	PMT and SC	By Sept 13 th , 2016
Synthesis of all that has been done to date – proposals and case statements	Preparation of concept note/position paper/case for consultative phase of programme	CA (Mark) with PMT (Tanko) and SC (Sheey/Esther)	20 th September to 7 th November, 2016
Organize reference group reflection on synthesis document	introduction of concepts, options and processes of developing the independent entity to key stakeholders;	PMT in consultation with SC Chair and the Working Group of the SC	
Agreement on programme of consultations with key stakeholders	A draft programme of consultation presented in two phases (broad and specific/targeted aspects) developed;	Reference Group and SC with support from PMT	
Sustained consultations and dialogue platforms with stakeholders at regional and national levels	1 st phase of consultations to introduce the broad brushstrokes and initiate dialogue on INE (Town Hall Style engagement)	PMT in consultation with SC will develop details linking as far as possible with planned events	7 th November, to 28 February, 2017

Sustained consultations and dialogue platforms

- An updated review of the legislative and policy environment for active citizenship in Ghana and CSO roles
 - PMT lead; consultant; validation with reference group ; sign-off by SC
- 2nd phase consultations involving more focused discussions on specific aspects
 - Ghanaian CSOs, CBOs and social movements
 - Professional associations
 - Trade unions
 - Parliament, ministries, local government reps and other critical state actors
 - Business and CSR players
 - International NGOs
 - Think tanks
 - Funders and foundations (national, regional, international)
 - Private philanthropists?
 - Other CS support organisations
 - Other [interest groups to be identified]

Mid-October 2016 to January, 2017

March to August, 2017

TO BE LED BY THE SC with the SUPPORT OF CHRISTIAN AID AND OTHER PARTIES AS SHALL BE DETERMINED IN THE PREPARATORY PROCESSES

- Distillation of emerging perspectives and development of business model
- (including draft organizational design, structures, legal status, funding strategy and other relevant resourcing mechanisms and documentation) contd

Categorised as follows:

- Governance
- Operational systems
- Fund-raising/programming

- Development of a STAR positioning, branding and communication strategy (to raise STAR's profile and connectivity with critical networks and allies (including fine-tuning of the communications strategy as it relates to institutional development)
- Development of a fund raising strategy – including donor engagement strategy, ethical guidelines for funding and partnerships

January, 2017 to December, 2017:

Some documents/guidelines may be produced earlier and concurrently with the sustained dialogue: SC can provide broad guidelines, detailed by CA/PMT and consultants as shall be required

- Distillation of emerging perspectives and development of business model

- Development of strategy on innovative resource mobilisation options (membership building, direct fundraising from the public, corporate funding, endowment-building and investments, technology and social media-based resource mobilisation, diaspora giving, etc.,)

January, 2017 to December, 2017:
some documents may be produced earlier and concurrently with the sustained dialogue:

SC can provide broad guidelines, detailed by CA/PMT and consultants as shall be required

- Distillation of emerging perspectives and development of business model
- Development of STAR's approach/[policy on strategic partnerships, partnership-building/brokering and 'bridging leadership.

January, 2017 to December, 2017: some documents may be produced earlier and concurrently with the sustained dialogue:

SC can provide broad guidelines, detailed by CA/PMT and consultants as shall be required

Detailed workplans to be developed by PMT for approval by SC

Distillation of emerging perspectives and development of business model

- Development of an investment policy for the new entity,
- Develop ToR and selection criteria/processes for an independent STAR Board
- Develop STAR's governance and accountability policies as well as establishment of financial management framework and systems for the new institution.
- Develop organogram for an independent STAR, as well as job descriptions, HR policies, etc. and transfer existing PMT members to the institution/recruit new members as appropriate.
- Develop a risk matrix and risk management process for the institutional development process and for an independent STAR.

January, 2017 to December, 2017: some documents may be produced earlier and concurrently with the sustained dialogue

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| • Validation of proposed design, status and protocols of the national entity with key stakeholders | • Development and testing of alternative scenarios particularly for funding and programming | January 2018 to September, 2018 |
| • Finalization of key processes for establishment of national entity | Will include basic legal processes for bringing into existence, the National Entity. | January 2018 to September, 2018 |