



## STAR-Ghana

# Defining the 3Cs + L Strategic Approach

## 1.0 Introduction

The STAR-Ghana Steering Committee (SC) proposed, in its Design Framework for STAR-Ghana<sup>2</sup>, a strategic approach for the programme organised around *Convening, Catalysing, Coordinating and Learning facilitation* roles. This strategic approach found expression in the DFID Business Case for the second phase of the programme and has subsequently guided the development of the key programme frameworks and strategies such as the Theory of Change (ToC), the Logframe (L/F), the Gender equality and Social Inclusion (GESI) strategy and the PEA Technical Approach Paper (TAP).

Given the centrality of the 3CL approach to the programme's work, this paper seeks to unpack the roles and suggest an approach for its operationalization. It should therefore be seen as an annexure to all key programme strategies and frameworks rather than as a stand-alone document.

In line with the programme approach of adaptive programming, as set out in the PEA Technical Approach Paper, this framework will be updated half-yearly based on learning and new knowledge from implementation and analysis of the political economy context.

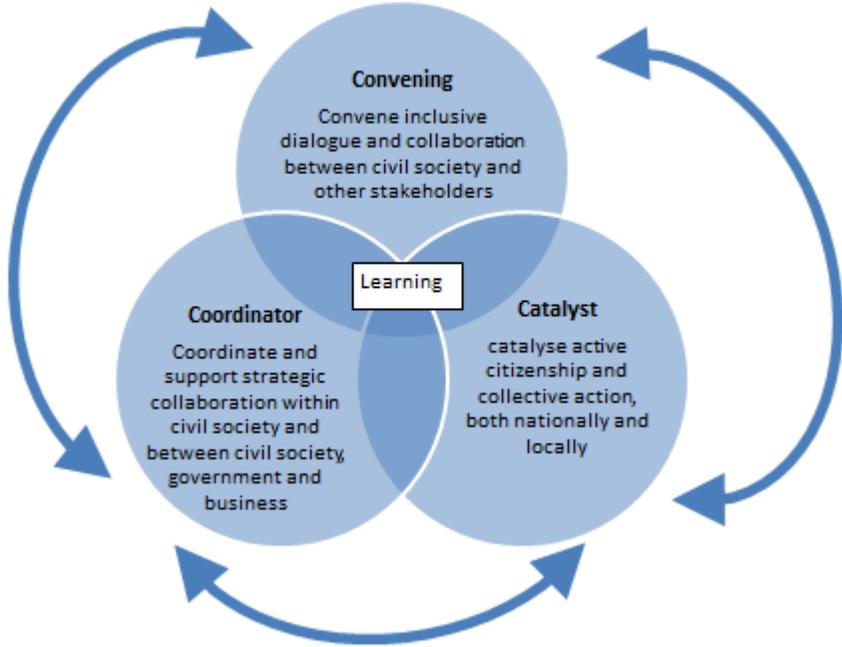
## 2.0 The 3Cs+L Strategic Approach

In the consultations leading up to the design of the second phase of STAR-Ghana, a number of constraints were identified to explain why STAR-Ghana<sup>1</sup> did not achieve transformational change. The consensus was that rather than continue to fund civil society 'projects' through conventional funding mechanisms, STAR Ghana should play a more strategic, analytical, convenor, coordinator and catalyst role (STAR 2015). It is this analysis that forms the basis of the 3C+L strategic approach for STAR Ghana II.

It focuses on the need for STAR Ghana to support the creation, utilisation and institutionalisation of spaces for collective civil society engagement as a means of increasing the accountability and responsiveness of the executive and key state institutions at both local and national levels.

The approach reflects the dual focus of STAR-Ghana<sup>2</sup> - catalysing the efforts of citizens towards systemic change on specific issues and working towards the creation of an independent national entity to sustain support for these efforts beyond the life cycle of STAR<sup>2</sup>.

The key shift from the current STAR programme will be the new strategic focus on facilitating and supporting processes and interventions which aim at systemic change in socio-economic and political institutions/structures in the interest of all Ghanaians. The core mandate and function of the programme will, therefore, be to act as Convener, Catalyst and Coordinator of civil society action towards system change.



### 3.0 Unpacking the Framework

	What	Rationale	Proposed steps	Remarks
<p><b>Convening (Focus on dialogue, conversations, Identification of entry points for action or engagements)</b></p>	<p>STAR will convene inclusive dialogue, relationships, alliances and partnerships, both within civil society and between civil society, government, business and other key development stakeholders</p> <p>Approach to overcome collective action problems within CS and between CS and other stakeholders.</p> <p>Bringing different sections of civil society (NGOs, media, private sector, professional associations, etc.) together to dialogue on how to address specific national issues</p> <p>Flag strategic national issues not being taken up in national conversations;</p> <p>Enable rapid coordinated stakeholder actions on urgent strategic issues;</p> <p>Convene dialogue and consultations to build partnerships, a shared vision for STAR and wider systemic change, and a collaborative civil society agenda.</p> <p>Build alliances between local and national level CSOs to reduce marginalisation of local CSOs and ensure that they are able to influence the national agenda.</p> <p>Identify, engage and convene strategic partners (including policy-level organisations and Parliament), supporting them to plan collaborative actions and to agree shared strategic level programme indicators.</p> <p>Create space for civil society to engage in on-going critical reflection on its role and performance as a sector.</p>	<ul style="list-style-type: none"> <li>- Necessary to realize the objective of engaging new citizen groups and actors;</li> <li>- Facilitate CS' own determination of how to institutionalize ways of working collaboratively as a sector beyond the life of the programme.</li> </ul>	<ul style="list-style-type: none"> <li>- Develop approach paper, clarifying criteria for what constitutes 'magic moments', processes for selection of issues, broad processes in convening, role of STAR-Ghana in convenings and follow-through steps;</li> <li>- Develop facility (funding window) to enable programme respond quickly to emerging situations or take advantage of an opportunity;</li> </ul>	<ul style="list-style-type: none"> <li>- Link to CS PEA and broad PEA particularly in developing approach paper.</li> <li>- Convening could be a first step towards realising the other Cs, i.e. catalysing and coordinating.</li> <li>- PEA should provide input on whose voices matter on which particular strategic issues;</li> <li>- Mindful of the GESI strategy in convening (issues and participants);</li> <li>- How to facilitate convenings by other partners, including convening at local levels on local issues.</li> </ul>

<p><b>Catalysing (Focus on joint working, new/innovative relationships)</b></p>	<p>STAR will be an engaged, pro-active actor in the Ghanaian context, catalysing active citizenship, collective action and interventions on strategic issues to:</p> <ul style="list-style-type: none"> <li>- unlock blockages;</li> <li>- foster growth of citizen groups/movements</li> <li>- take advantage of catalytic opportunities in real time (e.g. major governance failures, whose impacts citizens can easily relate to) to rally citizens to demand action.</li> </ul> <p>Play a pro-active role in identifying, facilitating and supporting interventions and approaches that could catalyse systemic change.</p> <p>Engage actively with potential partners to develop strategic interventions that are strongly aligned to overall programme objectives.</p> <p>Take leadership on priority issues that currently lack strong CSO 'drivers' and cultivate civil society's leadership role on those issues.</p> <p>Strengthen the practical application of a gender equality and social inclusion (GESI) framework/strategy (i.e. GESI as a core, cross-cutting focus for STAR).</p> <p>Support innovation and scale-up of promising models and approaches to achieve wider national impact.</p> <p>Explore ways of supporting informal civil society groups without undermining their ethos of voluntarism, independence and activism.</p> <p>Support the scale-up of promising interventions and innovations by documenting and disseminating successful models and approaches.</p> <p>Use on-going PEA to inform programme direction and identify issues that have the greatest potential to contribute to systemic change.</p> <p>Undertake civil society analysis that informs the design of targeted support to strengthen the civil</p>	<ul style="list-style-type: none"> <li>- Promote collaborative and more inclusive working amongst CSOs;</li> <li>- Supporting innovative approaches to addressing issues;</li> <li>- Kick-start action on a particular issue where there is inertia, mutual suspicions, lack of capacity or lack of incentives.</li> <li>- Enables CSOs to work on high risk issues or areas with high transformative potential;</li> <li>- Linked to above, supports CSOs to pilot bold innovative ideas without the fear of being penalised for failure.</li> </ul>	<ul style="list-style-type: none"> <li>- Should, usually, follow from a convening where the issues, actors and relevant actors have been identified;</li> <li>- Actors or stakeholders can be brought together through a managed call, specific targeting of particular organisation(s), etc.</li> <li>- The programme could also use the proposed strategic partnerships as an entry point to catalyse actions on specific issues or in specific areas.</li> </ul>	<ul style="list-style-type: none"> <li>- Use of PEA to identify issues and actors and incentives; including a PEA of CS;</li> <li>- A convening could be a useful entry point to identify the issues around which to catalyse stakeholder actions, including how to catalyse.</li> <li>- Catalysing should preferably focus on issues with the most potential for helping to address systemic constraints or contributing to transformational changes in particular areas.</li> </ul>
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	<p>society/citizen sector.</p> <p>Apply social accountability and influencing techniques to improve strategies, policies and collaboration on key issues.</p>			
<p>Coordinating (Joining the dots),</p>	<p>STAR will provide coordination and facilitation support to enable collective action among its partners and stakeholders.</p> <p>Coordinate and facilitate joint processes (stakeholder and partner engagement; continuous joint programme review, learning and adaptation; donor coordination through the STAR Funders Committee and donor representation on the SC).</p> <p>Facilitate continuous programme communication with stakeholders (on the basis of a well-defined communication strategy).</p> <p>Act as a trusted broker of collaboration, partnerships, analysis and knowledge.</p> <p>Monitor and evaluate progress against shared programme goals and indicators and capture/share learning.</p>		<ul style="list-style-type: none"> <li>• Coordination of joint processes, including facilitating shared, continuous review, learning and harnessing of best practices, as well as identifying failures, particularly in the implementation of innovations</li> <li>• Facilitate continuous communication with stakeholders on the programme, according to a well-defined communication strategy</li> <li>• Monitor progress against the shared/core programme indicators and capture learning from what is expected to be more complex and radical agendas</li> </ul>	<ul style="list-style-type: none"> <li>- Build in the coordination role into how Calls are developed and implemented;</li> <li>- Link to the CS PEA and Communities of Practice approach papers;</li> </ul>
<p>Learning (Facilitating and proactively taking the lead in documenting and disseminating learning)</p>	<p>STAR-Ghana will be a partnership of knowledge, practice and learning</p> <p>Facilitate continuous joint learning with stakeholders and partners.</p> <p>Harvest and share lessons, good practices and innovations.</p> <p>Foster innovation and a culture of learning from both success and failure ('fail fast' and adjust/adapt).</p> <p>Generate critical information, knowledge and evidence (research, policy analysis, social and political economy analysis, etc.) that equip civil society to act on the basis of an informed, evidence-based position.</p>	<p>Information and Evidence generation: The programme will support research and studies on specific issues to provide the critical information which is sometimes necessary as a basis for mobilizing CS to act based on an informed position. This will be a mix of policy analyses, political economy analyses (PEA), technical briefs, etc.</p>	<p>Scale up: Promoting documentation and purposive dissemination of models and approaches demonstrated as effective in STAR-Ghana and earlier programmes. The objective will be to promote replication to take them to scale for wider national impact</p>	<ul style="list-style-type: none"> <li>- Detail how this will be done in the Technical Approach Paper accompanying the PEA;</li> <li>- Adopt the 2-stage approach to putting out Calls: starting with concept notes and then working with shortlisted applicants to develop flexible project frameworks which allow for adaptive programming;</li> <li>- Link to key recommendations in the programme's Learning and Communities of Practice Approach Paper.</li> <li>- Consider the setting up of a Technical Reference Group at programme level to enable the drawing in of lessons from other stakeholders, feedback on programme implementation, etc</li> </ul>

