STAR-Ghana Operations Manual

April, 2016

Table of contents

Acronyms

CoA	Chart of Accounts
CSOs	Civil Society Organisations
DANIDA	Danish International Development Assistance
DFID	Department for International Development
DPs	Development Partners
EC	European Commission
FASC	Finance and Audit Sub Committee
FC	Funders' Committee
GESI	Gender Equality and Social Inclusion
GPs	Grant Partners
G-RAP	Ghana Research and Advocacy Programme
GSC	Grants Selection Sub-Committee
HR	Human Resources
HSE	Health, Safety, and Environment
IAs	Independent Assessors
ICH	Inter Church House (Christian Aid London)
KM	Knowledge Management
LT	Long Term
MDBS	Multi-Donor Budget Support
M&E	Monitoring and Evaluation
MP	Member of Parliament
NGOs	Non-Governmental Organizations
PD	Programme Director
PMT	Programme Management Team
QAs	Quality Assurers
RAVI	Rights and Voice Initiative
SC	Steering Committee
SPs	Service Providers
ST	Short Term
TA	Technical Advisors
TORs	Terms of Reference

Section 1: The Purpose and Structure of the Operations Manual

This Operations Manual has been developed to support the implementation of the STAR-Ghana programme and guide day-to-day activities to ensure these happen in accordance with the Department for International Development (DFID) and Christian Aid approved policies and procedures.

Ownership and responsibility for updating the Operations Manual on a yearly basis, lies with the STAR-Ghana Head of Operations.

All members of the Programme Management Team (PMT) are required to sign a document confirming they have read, understand and will abide by the Operations Manual and all policies and procedures included within it. The Manual is also included as an Appendix to all short-term consultants contracts, so that by signing the contract they confirm acceptance of its contents.

The Manual is divided into five sections:

1. **Introduction**
2. **Background**, which provides useful background information on the programme, on DFID and on Christian Aid;
3. **Management Arrangements**, which outlines how the programme management team is organised, the roles of the in-country team, Christian Aid, and DFID and the STAR-Ghana Development Partners (DPs), as well as responsibilities and reporting requirements;
4. **Operational Policies and Procedures**, which explains mandated Christian Aid policies and principles for operating a programme including Human Resources (HR), ICT, Health, Safety and Environment, Administrative Procedures and quality management; and
5. **Financial Management**, which details policies, processes, roles and responsibilities for the operation of programme finances.

Additional important material is provided in the appendices.

Background to STAR-Ghana

The Strengthening Transparency, Accountability and Responsiveness in Ghana (STAR-Ghana) initiative is a £22 million multi-donor pooled funding mechanism (funded by DFID, DANIDA, and the EU) to increase the influence of civil society and parliament in the governance of public goods and service delivery in Ghana. Its ultimate goal is to improve the accountability and responsiveness of Ghana's government, traditional authorities and the private sector.

The key shift from its predecessor programme is the new strategic focus on facilitating and supporting processes and interventions which aim at systemic changes in socio-economic and political institutions and structures in Ghana. STAR-Ghana will therefore act as Convener, Catalyst and Coordinator of civil society action towards systemic and transformational change.

STAR-Ghana builds on previous programmes including the first phase of the STAR-Ghana programme (2010-2015); 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).

STAR 2 has the following outputs:

Output 1 – STAR-Ghana providing effective convener, catalyst and coordinator (CCC) role. STAR-Ghana2 will develop and provide analysis to drive active citizenry. This will primarily be through a supportive, convening role or by catalysing interventions, but where needed also as a pro-active player through social accountability and influencing techniques, to develop the effectiveness of dialogue and improve strategies for reaching and involving women and excluded groups.

Output 2 - Effective strategic partnerships in place with policy level organisations and Parliament. Output 2 will focus on supporting and identifying strategic partnerships with a small number of national organisations with the desire and ability to influence national reform agendas and the ability to support smaller or local organisations and movements to channel and synthesize local issues to the national level.

Output 3 – STAR-Ghana grant component effectively managed, helping grant partners to link citizens and local issues to policy level. This output builds on the systems developed during STAR-Ghana Phase 1 to refine grant approaches, with focus on more prioritised, result-oriented and realistic intervention logics. Equally, there will be a strengthened focus on linking local initiatives with national debates and issues.

Output 4 - Ghanaian owned, strategic and fundable organisation established. Output 4 aims to transition STAR-Ghana to a corporate body within the first half of the programme.

The STAR-Ghana Donors

The Programme Value is £22.87 million. The funding DPs of STAR-Ghana and their initial contributions are shown below:

Donor	Currency	Amount June 2010-May 2015
DFID (lead donor)	Pounds Sterling	£15 million
DANIDA	Pounds Sterling	£4.95 million
EC	Pounds Sterling	£2.92 million

Current priorities for the DPs in Ghana are as follows:

DFID

DFID's main priorities in Ghana are health; social protection; civil society; governance; and private sector development, trade and growth. DFID has previously funded the voice and accountability programmes RAVI (Rights and Voice Initiative) and G-RAP (Ghana Research and Advocacy Programme) which have helped to strengthen the voice of ordinary Ghanaians through support to national and local NGOs, civil society organisations (CSOs) and think tanks located across the 10 regions of Ghana. DFID has also helped reform public financial management, for example assisting with the improvement to procurement and strengthening Parliament's financial oversight with the Public Accounts Committee. DFID (with other development partners) is also supporting the government's natural resources and environmental governance programmes. It is helping the Government of Ghana to develop policies and responses on climate change and environmental governance. This support will facilitate low carbon and climate resilient development in Ghana

DANIDA

The Danish International Development Assistance (DANIDA) aims to help the poor by ensuring critical investments in social sectors, by building up pro-poor infrastructure and by supporting the development of a private sector as an engine of growth. Women's participation in the development processes, environmental protection and the promotion of human rights and democracy are important objectives for the Danish assistance in Ghana. A key principle is to provide effective and efficient support by way of strategic, result-based management.

European Commission (EC)

The current EC programme in Ghana focuses on Rural Development, Transport & Infrastructure and Macro-Economic Budget Support. Within the area of Rural Development, the EC's specific objective is to enhance income and living standards among poor rural communities through microproject programmes, water and sanitation projects etc. Additionally, the EC sees the general condition of the road networks in Ghana as a major impediment to the expansion of the economy. Assistance in the construction, restructuring and resurfacing of major roads links is intended to strengthen the economy by facilitating the transport of people, goods and services. The EC also offers financial assistance (budget support) to assist the Government in its efforts towards macroeconomic reforms and operates within the Multi-Donor Budget Support (MDBS) framework. In addition, the EC is committed to supporting improvements in Public Finance Management, in particular through support to the Ghana Audit Service.

The STAR-Ghana Management Consortium

The STAR-Ghana contract is held between DFID and Christian Aid, as leader of the consortium. An introduction to Christian Aid and the consortium members is provided below.

Christian Aid

Christian Aid (http://www.christianaid.org.uk/) is the official relief and development agency of 40 `Sponsoring Churches' representing most of the non-Roman Catholic denominations in the UK and Ireland. It is a charity, which helps some of the poorest communities in the world to improve the quality of their own lives and also works to combat the root-causes of poverty. Christian Aid is related to the Churches Together in Britain and Ireland (CTBI) and the ecumenical instruments in England, Wales, Scotland and Ireland. At local and national levels it also works closely with the official development agencies of the Roman Catholic church, CAFOD (England and Wales), SCIAF (Scotland) and TROCAIRE (Ireland). Worldwide, Christian Aid works in partnership with over 1200 organisations. Christian Aid is a movement of people working together to make a difference for the poor of the world today.

Christian Aid's purpose is to expose the scandal of poverty, contribute to its eradication, and be prophetic in challenging the systems, structures and processes that work against the interests of those who have been made poor or marginalised. The organisation recognises that such change will only come about as a movement is built, of people who are committed to a better world for all, bringing their faith and talents, their energy, their influence, their gifts and their actions, to achieve what should surely be possible.

Christian Aid has significant experience of delivering commercial contracts for DFID (Platform2, ENCISS in Sierra Leone, PACS in India and CSF in DRC), in leading international consortia, and in managing global civil society and accountability programmes. Christian Aid began working in Ghana in 1983, and since 2003 has had a strong focus on governance. Christian Aid's mission in Ghana is *'to contribute to transformational change that significantly improves the lives of poor and marginalised men and women. We will, through strategic partnerships, support the delivery of programmes that enable active citizenship and social mobilisation, economic empowerment and participation in policy making and policy monitoring in Ghana.'*

MANGO - UK

Mango is the only NGO focused on strengthening the financial management and accountability of NGOs around the world. Mango has a dual role within the implementation plan for STAR-Ghana. Firstly, there is a grantee facing role which has been carried out in numerous contexts worldwide, including with Christian Aid in the ENCISS programme. This role involves support on due diligence of CSOs and follow up capacity building. This capacity building has wider benefits in strengthening the effectiveness of grantees, improving their accountability and enabling them to become more financially sustainable. Secondly, Mango will have a major contribution in supporting the development of the STAR-Ghana corporate entity itself, ensuring sound financial and governance foundations to enable it to fulfil its role within the sector. Mango will also train and advise the governance and senior management team of the new STAR-Ghana entity in developing their long-term financial strategy so that they can sustain their activities well beyond the period of the project.

Overseas Development Institute – UK

The Overseas Development Institute (ODI) has a strong track record in providing training and advisory support around political economy analysis (PEA), and pioneered the use of PEAs adapted to the nature of the sector and to the problem to be addressed. More recently, ODI has been working with country implementation teams to ensure that PEA is embedded within the programme and goes beyond one-off assessments, and develop more systematic approaches to integrating PEA and pathways of change into programme design, implementation and monitoring and evaluation. Their contribution in STAR-Ghana Phase 2 will have three components. Firstly, ODI will guide the programme team through a review and development of the PEA work undertaken during STAR-Ghana phase I to inform strategic programming. Secondly, they will then build capacity of the STAR-Ghana entity to develop a more systematic and participatory approach to PEA to facilitate ongoing learning and reflection on key contextual issues and the implicit and the explicit assumptions made about how change happens and the potential pathways for change that exist. A third element of the ODI role is in the learning framework. Throughout the five years, the programme will be building a body of evidence on what works, which analyses how change has been achieved (or otherwise). ODI experts have worked to provide more systematic approaches to integrating PEA into programme design, implementation and monitoring and evaluation, for NGOs and donors agencies, in a wide range of countries. ODI has also recently developed a stream of work on the politics of public goods and services provision. The ODI also draws on a wide range of governance research in Ghana including research conducted with the Africa, Power and Politics programme looking at justice, issues of local leadership and parliamentarians and more recently a detailed analysis of the relationship between the expansion of political voice and citizen engagement in the Ghanaian political arena and the improvement of basic services.

Social Development Direct - UK

Social Development Direct (SDDirect) is a specialist research and consultancy firm with a 15-year track record of working with DFID and other leading development agencies across the world to have a tangible, life-changing impact on the lives and well-being of vulnerable people. Accountability, social inclusion and gender equality expertise are core areas of expertise. SDDirect is a major provider of technical services to DFID and has repeatedly been commissioned to undertake work on programme design, reviews and evaluations, as well as technical support to strategic grant making, programme implementation and capacity-building. SDDirect is a trusted partner that regularly participates in consortia to deliver large-scale donor funded technical assistance and grant making programmes and brings a portfolio of experience that is highly relevant to STAR-Ghana. This includes serving as lead accountability advisors on a DFID maternal and child health programme in South Africa, lead technical advisors on a new DFID accountability programme in Somalia, lead gender and inclusion advisors on the £350m DFID Girls Education Challenge as well as providing the gender lead for the flagship women and girls programme, Voices for Change, in Nigeria. SDDirect's role in STAR-Ghana will include lead technical support to organisational strategy and positioning for the new STAR-Ghana entity in Ghana (including institutional development and foundation-building); developing a community of practice among local partners and stakeholders to generating lasting and sustainable change; and lead on technical support to the STAR-Ghana strategy on gender equality and women's empowerment, the wider gender and social inclusion framework, and gender and inclusion aspects of M&E plan. SDDirect will also provide support to review and development of the grant architecture.

NKUM Associates – Ghana

Nkum Associates is a firm of Development Planning, Project Management and Organisation Development Consultants, incorporated under the Companies Code of Ghana. They have substantial organisational development experience within Ghana working both with NGOs and authorities, partnering with under-privileged communities and rural districts, working together with their leaders and structures to access and utilise available resources for socio-economic development. Their role within the contract will focus on support to the STAR-Ghana Steering Committee and Programme Team as they prepare for and establish an autonomous organisation. They will also support activities aimed at

strengthening participation in district assembly planning, based on their substantial experience in strengthening the capacity of District Assemblies for the preparation, implementation and monitoring of Medium-Term Development Plans.

On Our Radar - UK

On Our Radar works with vulnerable and isolated communities, designing solutions for them to inform government policy, public attitudes and service provision via mobile. They combine technology, communication and development expertise, to deliver solutions that are feasible in low resource and off-grid environments. Working with partners including Leonard Cheshire Disability, Comic Relief, The Guardian, and Christian Aid, they have established and supported reporter networks to share insights from a wide range of challenging contexts in West and East Africa, India and the UK. Recent and current examples include networks on the frontlines of the Ebola outbreak in Sierra Leone (nominated for a Google-sponsored digital media award); providing insights from key states in the Niger Delta during the recent Nigerian elections; and generating real-time insights for local governments via the SMS Voices platform in Sierra Leone and Kenya. Underpinning the model is a focus on transferable skills for participants which serve to boost self-esteem and employability. Their hub technology was given the 'Tech Talent' award by the Guardian. Their role within the project will be to roll-out and localise SMS Voices in Ghana, and to provide advisory services on the use of innovative communications technology and social media within accountability work. Programme Governance

Section 2: Programme Governance

Organisational Structure

The STAR-Ghana organisational structure was reviewed during the Inception Phase, with a new structure put into place at the beginning of implementation. The new structure has been established to improve effectiveness and efficiency of the Programme Management Team (PMT) and their relations with STAR stakeholders.

The organisational structure (Figure 1) and roles of the team (Table 1) are illustrated below

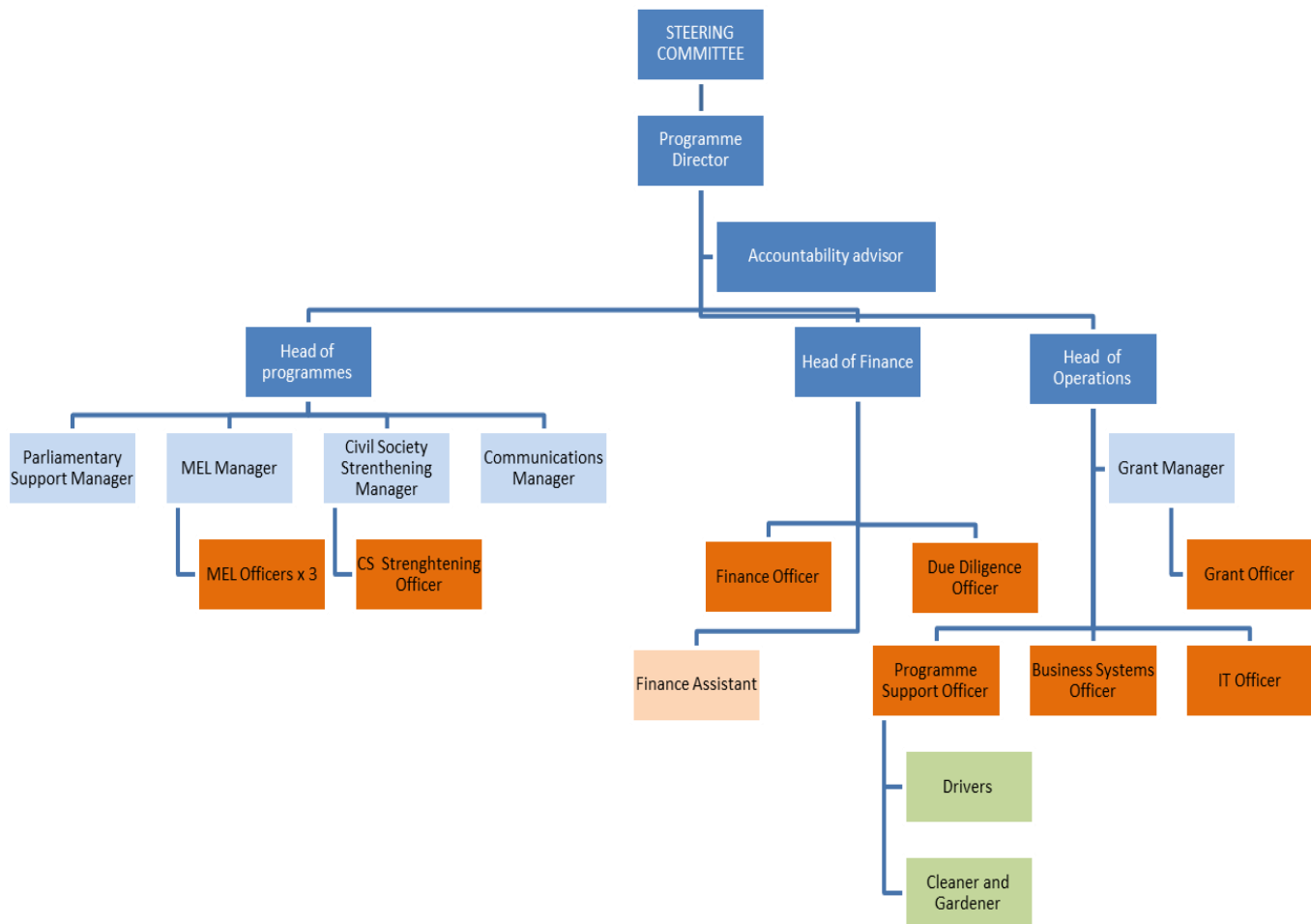**Figure 1: Organisational Structure and Governance Structure**

Table 1: Roles and Responsibilities

Programme Management Team (PMT)	
Programme Director	The Programme Management Team (PMT) is led by the Programme Director. The Programme Director provides strategic direction and overall management, reports to the Steering Committee: presenting plans, monitoring progress and use of resources, identifying and obtaining necessary support and advice, and initiating corrective action where necessary. In addition, the Programme Director is responsible for: ▪ The overall responsibility for the programme delivery, risk management, compliance and reporting across the programme. ▪ Day to day decisions and management of the programme. ▪ Ensuring the programme is delivered as per log frame, M & E plan, work plan, and budget. ▪ Risk management involving risk assessment and taking mitigation measures; ▪ Ensuring that STAR-GHANA's outputs remain on track, and that best practice and lesson learning are continually fed back into the programme. ▪ Ensure that quality standards are met for both management and programming ▪ Donor compliance management. ▪ Representing the STAR-Ghana Programme internally and externally. ▪ Identifying and hiring technical experts/ consultants, as provided in budget/ work plans. ▪ Line managing the Senior Management Team.
Head of Programmes	The Head of Programmes leads the Programmes Team and is responsible for programme management with particular focus on: ▪ Ensuring that programme activities have a firm grounding in accountability thinking and reflect a clear understanding of Programme objectives and commitments ▪ Providing technical insights while ensuring effective implementation of programme activities ▪ Ensuring effective knowledge management of the programme involving monitoring, evaluation, research, reporting, documenting and sharing and learning internally and externally. ▪ Conducting regular field monitoring to stay abreast of what the successes and challenges are in the field. ▪ Managing and coordinating STAR-Ghana's Programme activities and coordinating the implementation and monitoring of the programme's strategy and activities. ▪ Oversee on-going programme monitoring of outputs and outcomes

Head of Finance	The Head of Finance leads the Finance Team and is responsible for managing STAR-Ghana's financial operation, and leading on support to Grant Partners to ensure their compliance. Responsibilities include:
	▪ Fund utilization oversight, including oversight of the Value-for-Money aspect.
	▪ Financial management, compliance to donor's requirements and financial capacity building.
	▪ Holds financial reporting responsibility.
	▪ Organizing internal and independent auditing processes for grant partners;
	▪ Conducts capacity needs assessment of financial personnel of implementing partners and organize capacity building trainings;
	▪ Regularly provides technical support to financial staffs, grant partners on overall grant management and financial reporting.
	▪ Develop and monitor the programme budget against the approved work plan;
	▪ Tracks project activity and budget performances, take corrective measures, and provides feedback to heads of respective management units.
	▪ Internal Control & Compliance
Head of Operations	The Head of Operations leads the Operations team and is responsible for leading programme operations and their implementation in accordance with the strategy, and the work plans. Responsibilities include:
	▪ Ensure collective responsibility and stewardship of programme resources and ensures programme makes good use of assets.
	▪ Identifying and contracting technical experts/ consultants, as provided in budget/ work plans.
	▪ Managing the human resources, administrative and logistics functions within STAR-Ghana.
	▪ Ensuring compliance with the Operations Manual, policies, contracts, procedures and other project processes
	▪ Take a lead in all recruitment and selection processes of staff.
	▪ Drawing up and issuing all contracts in accordance with policies and monitoring compliance with the terms of the contracts.
	▪ Ensure that the Procurement Guidelines are followed at all times
	▪ Take responsibility for ensuring that systems are in place to safeguard programme assets, including ensuring that insurance policies are appropriate and in place. This includes negotiating fair terms for contracts on purchases and ensuring the maintenance of premises and other programme assets to required standards.

Christian Aid London

- ▪ CA holds contractual responsibility to DFID providing strategic direction, oversight; technical and contractual support to the Management Team.
- ▪ Promoting and maintaining a focus on the desired programme outcomes and ensuring these remain consistent and quality controlled.
- ▪ Provide project management support to the PMT, with particular oversight of grants management and overall programme management and as necessary in all aspects of project delivery.

- Christian Aid will provide support to the PMT,;

- Hold discussions with consortium partners re drawing up of sub-contracts;

- Liaise with UK – based consortium members;

- Liaise regularly with the donor and passing relevant information on to PMT

- Oversight on Strategies, tools & methodologies;

- Ensure effective implementation and tracking of STAR Ghana interventions.

- Making grant disbursements and management of grants and fiduciary risks;

- Compliance

    o Reporting (narrative and financial),

    o Oversight of M&E and learning.

    o Fiscal management including grants management and audits.

- Review PMT reports and submit same to DFID as necessary.

Consortium Support

Mango – the only NGO focussed on strengthening the financial management and accountability of NGOs around the world – will bring their expertise in due diligence and related capacity building of grantees, along with support to STAR as it becomes an independent entity.

The Overseas Development Institute (ODI) will bring their expertise in training and support on locally owned Political Economy Analysis (PEA), to ensure the programme is based on sound analysis, and that learning feeds in to iteration both at grantee and programme level.

Social Development Direct (SDDirect) is a highly regarded provider of technical services to DFID programmes, and will bring this expertise to lead on strategic support for the new STAR entity, the development of gender strategy, and communities of practice to embed learning and collaboration.

Nkum Associates are a Ghanaian organisational development firm working with NGOs, authorities and others in Ghana, and within STAR-Ghana will support development of the Programme Team and Steering Committee.

On Our Radar combine technology, communication and development expertise, and will roll-out and localise their SMS Voices platform in Ghana, and support on the use of social media.

Funders' Committee (FC)

The FC is responsible for programme funding and assessment. Its main tasks are:

- fund management and coordination;

- informing the SC of its funding interests and commitments; sets the funding line within which the SC lays down programme strategy (for example, "a 5 year programme within the range US$X-Y million, Z% for administration");

- programme review and evaluation;

- commissioning external evaluations and impact studies to assess results and impact;

- ensuring value for money and confirm synergies of pooled funding approach; and

- feedback on programme review and evaluations to SC and PMT.

The FC meets when appropriate; and annual joint meetings are held with the SC.

Steering Committee (SC)
The SC was set up in October 2015. The SC shall comprise 9 members with the following representation: the chair of the Public Accounts Committee and the Chair of the Government Assurance Committee of Parliament; 4 eminent Ghanaians; 2 members of civil society and

the Chair of the Funders' Committee. Initial membership of the Steering Committee will be determined by the Funders Committee. Tenure will be for the duration of the programme, unless otherwise determined by the SC. Members serve in their individual capacities. Replacements arising from resignations will be nominated by the members of the Steering Committee. The Grants Sub-Committee and the Audit Sub-Committee are sub-committees within the SC.

The SC is responsible for the overall management and strategic oversight and direction of STAR . It will support the programme aim of promoting a culture of transparency and accountability through active citizenry and effective oversight and law making functions of Parliament to enhance pro-poor policy making and the equitable management of public resources, all in line with the requirements of internal good governance. The programme will also support inclusive and coordinated working, where all grant beneficiaries are aware of the overarching strategic aim and objectives of the programme, with adequate channels for feeding back front line experiences. The SC will also oversee the transition of the programme to a well-established and self- resourcing national organization. In addition, the SC is responsible for:

Providing strategic oversight and leadership, including:

- Offering appropriate guidance to ensure an approach that result in a well-balanced and coherent STAR grant portfolio to achieve the expected outcome;

- Monitoring progress towards, and achievement of, the programme's outcome in line with the programme logical framework agreed by all stakeholders;

- Directing the effective and efficient operation of the internal governance arrangements;

- Engaging the FC as part of the process for consensus building and decision making on the strategic directions of the programme and other concerns of the FC;

- Ensuring adequate attention to programmatic risks in line with the agreed programme risk matrix;

Setting up sub-committees as necessary to enable the functioning of the SC including:

- Appointing members of Grants Sub Committee and Finance and Audit Sub Committee and other sub-committees, as necessary, and determining their terms of reference.

- Co-opting non-SC members, as necessary, to bring the needed skills for the work of the SC.

Supervising in programme delivery including:

- Approving annual work plans, budgets and procurement plans submitted by the SP

- Reviewing progress, including performance of grantees, against work plans and taking remedial action, as needed;

- With DFID, monitoring the performance of the SP and its PMT to ensure optimum delivery on the programme objectives;

- Publishing an annual operational performance report which includes progress towards outcome and outputs;

- Approving Audit report based on the recommendations of the Finance and Audit Sub Committee

<u>Overseeing the grants process including:</u>

- Setting funding priorities, including compliance with STAR'S GESI policy, and determining the selection criteria;
- The effective management of the number of grants being disbursed;
- Approving grant disbursements based on the recommendations of the Grants Sub Committee;
- Agreeing to changes which may be appropriate in procedures, selection criteria or any other aspects of programme implementation;
- Signing off on Fund Account of Audit Report.

<u>Overseeing and facilitating the creation and operationalization of the national entity:</u>

- Leading engagement with relevant civil society and other stakeholders for consensus building;
- Determining the governance and operational structure;
- Overseeing transition

<u>Determining the communications strategy of STAR and promoting the 'visibility' of the programme and the national organization through mechanisms including:</u>

- Continuous engagement with beneficiaries and communities on the overarching strategic aims and objectives of STAR;
- Knowledge sharing and dissemination of lessons learned;
- Representing the programme at events.

The SC meets at least once every quarter to coincide with the preparation of work plans and budgets and the annual review of progress. Additional meetings will be convened by the Chair as necessary.

The current membership is as follows:

- Prof. Akilagpa Sawyerr   Chair
- Hon Kwaku Agyeman-Manu   Member (Chair of Audit sub-committee)
- Mr Akoto Ampaw   Member (Chair of Grants sub-committee)
- Mrs Adelaide Addo- Fening   Member
- Prof Agnes Apusiga   Member
- Sonia Warner   Member (Chair of Funders' Committee)
- Hon Emmanuel Bedzrah   Member
- Esther Oduraa Ofei-Aboagye   Member

Grants Selection Sub-Committee (GSC) of the SC

The Grants Sub Committee shall consist of 3 members: 2 members nominated by the Steering Committee, from among its own membership, and one member nominated by the Funders' Committee. The Chair of the GSC shall be appointed by the SC. In addition, the GsC may co-opt other SC members as necessary and experts as non-voting participants to assist with the technical review of the grant applications.

The function of the GsC is to recommend to the SC the selection of grant partners based on the evaluations completed by the PMT. Its main tasks are:

- Assessing grant applications under calls for proposals, according to the selection criteria established by the SC;

- Recommending grant applications for SC approval;

- Monitoring and advising the SC on the continued applicability of the selection criteria;

- Sharing and documenting lessons learnt from the grant making process.

Finance and Audit Sub Committee

The Finance and Audit Sub Committee (FAsC) shall consist of 3 members: 2 members nominated by the Steering Committee, from among its own membership, and one member nominated by the Funders' Committee. The Chair of the FAsC shall be appointed by the SC. In addition, the FAsC may co-opt other SC members, as necessary, and include experts as non-voting participants to assist with the technical review of the Audit Reports.

The function of the FAsC is to recommend to the SC the financial management of the programme.

The main tasks of the FAsC include:

- Appointment of auditors in collaboration with DFID and review of audit report for approval of the SC.

- Monitoring and advising the SC on the effective financial management of the programme

Conflict of Interest, Bribery and Corruption

Conflict of Interest

The STAR-Ghana Conflict of Interest statement addresses the circumstances in which a conflict of interest may occur in the roles of members of the Funding Committee, Steering Committee, Grants-Subcommittee and Programme Management Team of STAR-Ghana. Members should not take part in decisions which bring their outside and personal interests and their responsibility to the integrity of STAR-Ghana into conflict.

The Conflict of Interest Statement is included in Appendix 1. This document must be signed by all members of the above teams before commencing work on STAR-Ghana.

The Christian Aid Conflict of Interest Policy is highlighted in Appendix 2. Staff members must also sign the Christian Aid Code of Conduct included as Appendix 3.

Bribery and Corruption

Christian Aid is a value-based company with a core value of acting with integrity and aspiring to the highest ethical standards. Christian Aid takes a zero tolerance approach to bribery and corruption and is committed to acting professionally, fairly and with integrity in all its business dealings and relationships wherever it operates and implementing and enforcing systems to counter bribery.

The Company is also committed to creating a working environment that is active in respect of dealing with issues of malpractice in the workplace. The Whistleblowing Policy sets out definitions of malpractice and a framework for public interest whistleblowing which provides every individual in the workplace full protection from victimisation where they raise genuine concerns about malpractice. The Christian Aid Whistleblowing Policy is set out in Appendix 4.

Section 3: Health, Safety and Environment (HSE)

Introduction

Christian Aid is committed to protecting the health, safety and security of our people, our contractors and the environment, in all the places in which we work around the globe, by putting Health, Safety & Security first, above all else, and by establishing and fostering an environmentally aware culture.

For further information on Health and Safety refer to the Christian Aid Health and Safety Policy in Appendix-5. This document must be signed by all PMT members to acknowledge that they have read and understand the Health and Safety policies and procedures. The Christian Aid Environment Policy is included as Appendix 9.

Section 4: Human Resource Management

Code of Conduct

All staff members and short-term consultants are required to adhere to STAR-Ghana Code of Conduct further detailed in Appendix 1.

Recruitment, Selection and Appointment

The project will require long term (LT) and short term (ST) consultancy inputs. The Project Management Team (PMT) are responsible for sourcing these using the best-practice recruitment methodologies detailed in the in the Human Resources Policy included as Appendix 6. The Staff Recruitment Strategy detailed in the in the Human Resources Policy (Appendix 6) aims to guarantee that all staff are recruited in accordance with Christian Aid's standard quality process and as part of Christian Aid's commitment to transparency.

Performance Management

Christian Aid is committed to the effective on-going management of staff to ensure the goals and objectives of a development activity are met and exceeded. See Human Resources Policy (Appendix 6) for full details.

Contract End

Policies governing contract termination are detailed in the Human Resources Policy.

Section 5: Administrative Procedures

Communication

Internal Communication

All meetings held in STAR-Ghana will be recorded in the Meetings book and reports of meetings will be compiled and filed by the Programme Support Officer. The meeting notes will capture the updates, resolutions and action points of the following meetings, but not limited to:

- the weekly PMT meetings;

- the monthly and quarterly team meetings that will be led by each Team Leader;

- the monthly management meetings between the Programme Director and the Team Leaders;

- the monthly meetings between the Programme Director, the Head of Programmes, the Head of Finance, and the Head of Operations;

- the monthly meetings between DFID and the PMT;

- the six-monthly programme team members retreat; and

- the yearly PMT retreat.

External Communication

All external communications including incoming and outgoing post, faxes, telephones and emails, must be dealt with in a timely and professional manner.

Key communications between team members and the client must be copied to the Programme Director and Head of Programmes including meeting minutes and action points following each meeting with DFID.

The Programme Director, with support from the Head of Programmes, is responsible for handling all external communication regarding STAR-Ghana.

The communications strategy is provided in Appendix 7.

ICT Policy

STAR-Ghana's ICT policy is outlined in Appendix 8.

Document Production

All project reports should be formatted and produced in accordance with the template provided in Appendix 10. Delegating tasks to the Head of Programmes as appropriate; the Programme Director is responsible for ensuring this. The Programme Director is responsible for reviewing all reports.

The following reports are controlled documents:

- Inception Report;

- Quarterly Progress Reports;

- Six-monthly Reports;

- Annual Reports;

- Final Report;

- Any document explicitly mentioned in TOR;

- Workshop and training materials;

- Proposals (financial and/or technical e.g. as part of requests for contract variations); and

- Any other document (except email) that is to be submitted to DFID or other relevant stakeholders.

Filing

The project office will operate a filing system that accommodates both electronic and hard copy materials. The electronic component must be operated in accordance with our Back up Policy as set out in the ICT Policy in Appendix 8. Delegating tasks as appropriate, the Head of Operations is responsible to ensure that these instructions are followed carefully and completely. The filing system is provided in Appendix 18.

Section 6: Quality Management

Our Quality Policy

Our quality policies are:

- to seek the views of our Clients about the services they receive and to use these as a basis for continual improvement in our services;

- to ensure that we comply with all regulatory and legal requirements which are defined in the company's Code of Conduct;

- to ensure that all consultants working on our projects are aware of our commitment to quality and comply with our quality assurance practices;

- to ensure that we deliver the outputs of our projects with the form and substance and at the time expected by our Clients, including allocation of adequate technical, managerial and financial resources;

- and to provide services that are in line with the best commercial practices in our industry.

Quality Assurance

Quality assurance and management of risk is built into Christian Aid's core programme and grant management processes. Quality assurance and risk management are managed in an integrated way, assuring excellence in implementation and operations, ensuring processes identify any potential issues that may undermine impact or outputs, and providing the means to correct or respond to these issues.

The first stage of quality assurance is the careful planning, which begun with the bid development and continues through inception. This includes the elaboration of a risk assessment as outlined below, but also strong context analysis and programme planning. The importance of strong Political Economy Analysis as the foundation for planning effective accountability work has been established through DFID contracts led by Christian Aid and others. The STAR-Ghana programme has made available several analyses of good quality which will be referred to, and our consortium includes ODI – sector leaders and brought in for quality assurance on the elaboration and use of PEA.

The planning is then followed up by close monitoring to identify and respond to emerging issues. Again, the maintenance of the risk registers is a vital part of this, as below. It is also necessary to test and assess the assumptions on which programmatic interventions are made. The relevant and locally owned PEAs, ensuring they are updated and applied, are vital, and hence the approach of ODI in building the capability of the programme staff rather than in developing PEAs themselves.

Quality assurance processes are applied at programmatic level and grantee level. At a programmatic level, the Programme Director will report to the Chief Operating Officer. The Chief Operating Officer is in turn accountable to the Christian Aid Large Programmes Oversight Committee, a cross-organisational senior management body which ensures adequate risk management and monitors progress and performance through regular programme reports. So as to ensure the Steering Committee is able to fulfil its own role before and after transition and works in unison on quality assurance with Christian Aid, we have proposed to include the COO within the Steering Committee for the duration of the contract.

At the level of sub-grantees, project proposals will need to include clear and realistic risk assessment and planning. A more involved approach by the STAR-Ghana programme team will allow refinement of proposals prior to award to assure the quality of the analysis and planning. Provisional awards will be followed by due diligence of all grantees, overseen using MANGO's tried and tested systems. Rather than limiting to a simplistic yes/no assessment, these systems help identify potential weaknesses, any

capacity building needs, and monitoring plans to ensure these are addressed. Regular monitoring and reporting of grantees through named contacts within the STAR-Ghana programme team will then be undertaken on all grants.

Risk Management

Christian Aid uses a series of risk registers for recording and managing risks. These registers ensure that risks are properly identified, evaluated and monitored, and that appropriate action is taken to manage them. They record risks at a corporate, strategic and operational level. Risk management at corporate and strategic level ensures Christian Aid is a strong and stable organisation. Christian Aid and consortium partners will support the Steering Committee in developing comparable registers and assessments during inception, and maintaining these as the STAR-Ghana entity transitions into an independent organisation.

Christian Aid has undertaken an initial operational risk assessment, though in covering the ambitions of the programme it does consider the types of risk that would appear within the STAR-Ghana body's corporate and strategic assessments. The Operational Risk Register assesses risks under the headings Financial; Fraud & Corruption; Governance; Operational, Legal; Reputational; Political, and; Security. The assessment rates the potential impact and probability, and provides mitigation measures.

Key Quality Control and Assurance Areas

To ensure we deliver to specification, there are documented procedures for what we do and we are externally audited to review our compliance with these procedures. We have to record cases of non-compliance. It is contractual requirement for all staff and consultants to follow our procedures in delivering their services on the project.

Delivering to specification means:

- Fulfilling the Terms of reference (ToR),
- Carrying through work plans on time and within budget,
- Reporting in accordance with guidelines agreed with the Client, and
- Presenting reports in accordance with STAR Ghana work instructions

Fulfilling the ToR

ToR for Christian Aid is drawn up by the Client in the context of a Logical Framework (Logframe). Logframes are a common methodology used by international donors. Logframes include:

- a goal: a high level objective,
- a purpose: a more immediate objective of the present assignment that if achieved will contribute to the high level objective,
- outputs: the tangible, measurable, time-bound results from the activities of the assignment, and
- the activities, described in general in the ToR and broken down into detailed work plans and work allocation.

Christian Aid's overall ToR for the project are included in the contract between the Client and the organization (the Main Contract). These ToR may also be included in the ToRs of individual staff. However, as part of our quality controlled staff and consultant contracting and management processes, specific ToRs are also drawn up for individual staff, consultants and sub-contractors to support the fulfilment of the overall ToR and Logframe

Carrying Through Work Plans on Time and Within Budget

Work plans derived for the ToR drive the activities to fulfil the ToR and serve as a basis for tracking progress.

Every staff must have a detailed work plan, be it an individual work plan or a shared team work plan. Detailed work planning should only be done within a sensible planning horizon (i.e. what can be done to a level of detail that is manageable and foreseeable). A detailed plan showing what each team member will be doing for the next 12 months will likely become inaccurate in a few weeks or months. A more effective approach may be to prepare a detailed team plan for the short-term and an outline plan for the long-term.

The planning horizon issue can be dealt with by:

- dividing the project into a number of management stages;

- having a high-level project plan and a detailed stage plan for the current stage; and

- planning, delegating, monitoring and controlling the project on a stage-by-stage basis (i.e.at the boundaries between stages, progress is reviewed, verified and signed off; key decisions are made; and plans for the next stage are reviewed and approved).

Work plans are normally comprised in part of activities, presented in bar chart form over time, but will also tend to be accompanied by more detailed explanation of the plans.

Individual staff must report to their manager against their work plans and if for some reason activities and/or outputs are not being or likely to be delivered on time, do not deliver on time, he/she must explain why.

Overall budgetary control is a matter for the organization. Staff are required to work within the number of allocated days and specific budgets allocated to them following procedures for requesting and accounting for expenditure.

Reporting in Accordance with Guidelines

Reporting is generally against the Logframe. Reports to be submitted to the Client for this project include:

- An Inception Report – providing a plan for the execution of the whole project;

- Quarterly Progress Reports – providing structured quarterly updates on the progress of the plan, and every other quarter including a full Financial Report;

- Annual Reporting – outlining progress against the inception baseline;

- Final Reporting – a summary of all activities, outputs, lessons and next steps at the end of the project; and

- Specific reports / documents required by activities – for example working group findings and action plans, political economy analyses, manuals, press releases and so on.

Structure and basic contents of reports should be agreed in advance with the Client.

Controlled Documents

A controlled document has to undergo certain procedures and there has to be an audit trail of the versions of a controlled document. We have to know which is the latest version. Controlled document require us to:

- prepare or review the contents list;

- allocate drafting;

- draft the report or other document;

- carry out a first review of draft report or other document;

- carry out a second review of draft report or other document;

- produce the report or document;

- submit the report or document to the client and verify receipt[1];

- complete sign-offs and filing; and

- follow-up with the Client for review and approval (repeating these processes if the document is a draft document or is for any reason not acceptable to the Client).

Detailed procedures and a process map for activities and responsibilities relating to quality control and assurance of document drafting and production are provided below.

Overview of Reporting Procedures for STAR-Ghana

- Submit an Inception Report at the conclusion of the Inception Phase, including an updated logframe.

- Produce Quarterly and Six-monthly Progress Reports, in a format agreed with the Steering Committee, outlining:

  - overall project progress against planned outputs, and any issues arising, using a traffic light system to highlight which outputs are on track and which are lagging behind;

  - progress of grant partner projects, using the same traffic light coding to highlight high, medium and low-performing partners; and

  - mobilisation schedules for consultants for approval of all proposed short term inputs.

  The Quarterly Report will thus identify when milestones have been met, enabling payment for the period.

  Every other quarter, we will also include budgets and statements of expenditure, including expenditure and grant disbursements against budget, expected future grant disbursements, and summary of overall expenditure to date against budget. This will enable reimbursement of grant funds from the Crown Agents Bank account.

- Prepare annual reports outlining progress against the inception baseline. The Annual Reports will summarise progress for the period, following the same structure as the Quarterly Report. The Annual Report will additionally include an annual work plan, budget and procurement plan.

- Provide independently audited annual financial statements.

- Submit a Final Report at the end of the contract.

- Throughout the programme, document and disseminate useful results and lessons learned.

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[1] This step is a trigger for a process relating to knowledge management and communication.

Section 7: Programme Completion / Exit Strategy

The SC will oversee the transition of the programme to a well-established and self- resourcing national organization. A Ghanaian institution would then provide an entity through which Development Partners could choose to fund local policy advocacy organisations or the establishment of a legacy fund which awards endowments to local organisations.

Consultations and Institutional Learning:

- Ensure all parties are aware of the exit strategy, its phasing and the approach being adopted to implement it.
- Organise strategic STAR-Ghana review/lesson learning workshop(s) in the year or so before the end of the project.
- Ensure that experiences and lessons are documented and disseminated to key stakeholders.

Systems and Processes:

- Strengthen capacity in project administration, finance and management (through training courses, mentoring/coaching, and on the job supervision) to promote sustainability and manage the project exit.
- Provide access to all operations manuals designed for this programme.
- Gradually hand over systems providing coaching and mentoring support and ensuring lessons are fed back.
- Ensuring that all contractual obligations (grants, suppliers and services are handed over), and end of project audit, asset transfer and other activities take place on time.
- Organise and manage a handing-over workshop with STAR-Ghana Funders Committee/STAR-Ghana PMT, the Steering Committee, other DPs, Government of Ghana (GoG) representatives and key members of civil society.

ACKNOWLEDGMENT FORM FOR THE 2016 OPERATIONS MANUAL

I have received a copy of the Operations Manual of STAR-Ghana as adopted by the Steering Committee.

I hereby confirm that I have read and understood the contents of the Operations Manual of STAR-Ghana, and commit to abide by all the policies and procedures.

Name: _____

Signature: _____

Date: _____