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
Update of the Theory of Change (ToC)

A strategy and timetable for stakeholder engagement and consultations (including analysis and synthesis of the recommendations from the process)

- Development of options for the legal model to adopt and estimates for time requirements for establishment
- Follow-up and fleshing out the institutional options exercise.

Update done (PMT/CA)

Strategy development ongoing; must be fine-tuned for submission with inception phase (SC)

A draft of options is available. Must be circulated for SC review and sign-off (Mark) today 20th Sept

Institutional options can review and build up on the SDD paper for submission with September 20th package

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

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

Mid-October 2016 to January, 2017
March to August, 2017
• 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.
• 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