DRAFT INSTITUTIONAL POSITIONING PAPER: 'STAR-GHANA BEYOND THE AID SYSTEM'

Barry Smith, Social Development Direct
(with research support from Emma Bell and Victoria Schauerhammer)
June 2016

Contents

Executive Summary 3

1. Background and purpose of the paper 11
2. Developing the case statement for STAR-Ghana 12

2.1 Why does STAR need a case statement? 12
2.2 STAR's CCCL mandate 12
2.3 STAR-Ghana as an endowed, Ghanaian-owned independent entity 15
2.4 Vision, mission and objectives 15
2.5 STAR-Ghana's strategic assets 18
2.6 Capturing and mobilising a case statement 18

3. Connecting STAR beyond the official aid system 19

3.1 The changing landscape of development assistance 19
3.2 International foundations 20
3.3 The growth of African philanthropy 23
3.4 African foundations and strategic grant-makers 24
3.5 Corporate foundations and CSR donors 28
3.6 High net worth philanthropists 29
3.7 Diaspora giving 30
3.8 Technology-based platforms and individual giving 31
3.9 Philanthropy platforms, networks and support organisations 32
3.10 International NGOs and civil society support organisations 35

4. Next steps 36

Annex 1: Draft graphic summary of STAR's vision, mission and objectives 38
Annex 2: Top funders of human rights/MDG work in Africa and Ghana 39

Executive Summary

The purpose of this briefing paper is to inform thinking and planning by STAR-Ghana's Steering Committee (SC) and Programme Management Team (PMT) on STAR's strategic positioning in Phase 2 of the programme as it moves forward along a pathway of institutional transformation and autonomy. The paper tries to pull together some of the core elements STAR-Ghana's 'unique value proposition' and case statement, including a draft consolidation of STAR's vision, mission and objectives. It also explores some of the new actors, prospects and 'spheres of influence' with which STAR-Ghana will need to engage in Phase 2. It outlines in brief some new possibilities for engagement, collaboration and partnerships in relation to a wider range of development actors and processes, including:

- Private foundations and the world of philanthropy
- Corporate and business social investors
- Individual and high net worth givers
- Diaspora giving,
- Technology-based giving platforms
- African and international philanthropy platforms, networks and support organisations
- International NGOs and civil society support organisations

As STAR moves into the implementation phase, the development of a clear, concise and convincing case statement for STAR should be a priority for the SC, PMT and Consortium team. Such a case statement would help to define STAR's 'unique value proposition.' It should provide a compelling articulation of STAR's distinctive role and contribution (or 'offer,' in marketing/fundraising terms); the benefits from that offer; how it addresses development gaps and needs in Ghana; and what distinguishes STAR from other organisations or development programmes.

In Phase 2, it is assumed that STAR will diversify its sources of funding, attract new forms of support and build new strategic partnerships to ensure sustainable resources for active citizenship and civil society engagement into the future. A draft case statement would help to frame further SC/PMT consultations with key Ghanaian stakeholders. It would also provide a basis for dialogue with potential strategic partners and new funders. The design framework documents for STAR-Ghana 2 outline a number of features and parameters that will characterise STAR's programme and its institutional entity.

The paper reviews the key building blocks of STAR-Ghana's 'unique value proposition and case statement, and it attempts to synthesise as much as possible the various articulations of STAR's vision, mission and objectives (for a succinct daft graphic version of vision, mission and objective, see Annex 1 below). A centrepiece of the design framework is the 'Convenor, Catalyst, Coordinator and Learning' role. Drawing on the design framework document and other points of reference for STAR 2, the paper provides a summary of STAR's CCCL mission with following headlines:

- ***Convenor:*** STAR will convene inclusive dialogue, relationships, alliances and partnerships, both <u>within</u> civil society and <u>between</u> civil society, government, business and other key development stakeholders.
- ***Catalyst:*** STAR will be an engaged, pro-active actor in the Ghanaian context, catalysing active citizenship, collective action and interventions on strategic issues.

- ***Coordinator:*** STAR will provide coordination and facilitation support to enable collective action among its partners and stakeholders.
- ***Learning:*** STAR-Ghana will be a partnership of knowledge, practice and learning.

When read in conjunction with the proposed actions to realise this CCCL role (see Section 2.2), the combined elements of this aspirational CCCL mandate represent, if they are achievable, a strong articulation of the potential unique added value of STAR-Ghana. Evidence available at this stage suggests that there is no other programme or organisation in the Ghanaian development context that could fulfil the CCCL mandate proposed for STAR. The design process, including the DFID Business Case for STAR 2, has made a strong argument about the need for STAR as well as the gaps it is intended to address in Ghana's civil society and development landscape. Work undertaken by STAR 2 in its inception phase is now starting to answer some of the practical 'how' questions about putting the CCCL mandate into operation (such as the GESI strategy, the communications strategy, etc.).

The CCCL mandate presents several challenges for STAR 2 in the early stages of its implementation phase:

- The summary in Section 2.2 brings together all of the different messages about the CCCL role contained in the STAR 2 design documents. For the purposes of a concise case statement, the proposed CCCL role is expressed more concisely as part of STAR's mission in Section 2.4 below and in the graphic presented in Annex 1. More work is needed to condense the long list of actions under each dimension of the CCCL mission and provide a few brief bullet points to explain each of the four dimensions.
- The CCCL mandate is very ambitious and its components are currently framed in a quite general way. Building on the inception phase scoping and planning work, STAR needs to ground its presentation of the CCCL role with a few practical examples of what implementation may look like in practice.
- As STAR's own resources and capacity are limited, the ambitious CCCL mandate can only be achieved through a range of strategic alliances and partnerships with other Ghanaian organisations and institutions. For each of the components of the CCCL role, further mapping and scoping work is needed to identify potential implementation partners.
- Realising STAR's CCCL mandate also requires STAR to refresh and renew its political economy analysis as well as its civil society analysis. As well as desk-based review, this contextual analysis can be linked to a wider process of consultation with relevant CSOs, Parliament, media, private sector and policy-level organisations about STAR's proposed CCCL role in relation to current gaps, issues and opportunities for collaboration.

The design framework for STAR 2 proposes to establish STAR as an independent, Ghanaian-owned and endowed organisation capable of mobilising a sustainable funding stream for its programme as well as programme partners. Although the exact institutional model for this entity has yet to be determined by the SC, this institution-building and sustainability dimension of STAR 2 is a critical feature of STAR's value proposition and case statement. The aspiration to build an endowment and/or a sustainable funding for active

citizenship work in Ghana is a distinctive 'added value' innovation that sets STAR apart from other civil society programmes and actors.

As STAR 2 moves into the implementation phase it is essential to engage again with key stakeholders to test their appetite for an independent STAR entity (i.e. a foundation, national endowment fund, or new national NGO). Further consultations would help to define what gap such an entity would fill in the current Ghanaian context and could gather input on practical options for STAR's institutional development. A draft STAR case statement would help to frame the question of an independent entity in the light of overall vision, mission and objectives.

A strong case statement for STAR needs to include a coherent, accessible outline of STAR's vision, mission and objectives. Various versions of these important elements of the STAR design have been put forward in key programme documents. This paper proposes a draft synthesis and reframing of the mission, vision and objectives (see Section 2.4 and graphic summary in Annex 1).

In formulating its unique value proposition, STAR needs to marshal its key assets and 'selling points' that make a convincing case for new partnerships and support. This paper (in Section 2.5) summarises some of these key assets as follows:

- STAR has developed ***a strong profile*** and a ***solid track record*** of support to CSOs and Parliament in the field of transparency, accountability and responsiveness.
- STAR's track record includes some ***compelling human stories of social change*** can bolster STAR's appeal and support base.
- STAR has had an active engagement with government and the media sector, and this has built ***brand recognition*** across sectors.
- It has developed its ***convening power*** to create spaces for citizen voice and to facilitate dialogue between diverse people and organisations that may otherwise see each other as rivals.
- STAR has invested in ***local leadership*** through the creation of a largely Ghanaian Steering Committee led by highly respected leaders from civil society, academia, Parliament and the human rights community. Currently, STAR is reassembling an experienced Programme Management Team (PMT) led by an award-winning Programme Director who brings continuity from STAR-1.
- STAR-Ghana has acquired ***significant visibility, legitimacy and credibility*** among key stakeholders in Ghana, and to some degree internationally.
- It has built considerable ***trust and relationship capital***, including some unconventional partnerships across sectoral divides.
- The ***continued support of DFID, DANIDA and the European Commission*** is an additional asset to be leveraged and highlighted in STAR's case statement. Similarly, the current STAR 2 consortium partnership with Christian Aid, one of the UK's most respected international development and social justice organisations, is a valuable resource that lends considerable resources and credibility to STAR's programme and its institutional prospects.

Based on the elements reviewed above, STAR-Ghana is in a good position to craft a convincing case statement that can be mobilised in its consultations with key constituencies

and potential strategic partners. Refinement of STAR's value proposition may help to clarify what kind of institutional framework would best serve STAR's development vision. While there are some pressures to settle quickly the remaining questions about STAR's trajectory towards an independent national entity, the first step is for STAR to take ownership of its vision, mission and case statement. After that, priority should be given to a thorough process of engagement with core constituencies and prospective partners around STAR's value proposition.

In whatever way STAR chooses to pursue its outcome-level objectives, it needs to test the achievability of its current ambitions, build co-ownership of those objectives with partners and engage in a process of co-creation of its institutional entity and arrangements. These are not tasks that can be taken forward entirely or solely by the SC. With the SC's active engagement and strategic leadership, the combined resources of the SC, PMT and the STAR consortium are needed.

The logic of STAR's design framework suggests that delivery on the CCCL mission does require the creation of a robustly independent entity or institution. The CCCL mission aims to locate STAR-Ghana as an influential 'bridging organisation,' capitalising on its unique positioning and relationship capital to broker new partnerships and collective action among diverse and sometimes competing groups and interests. To play a role as an honest broker, a trusted convenor and a 'driver of change,' STAR will need an institutional platform as well high quality leadership and capacity. It will also require a degree of independence and legitimacy in the Ghanaian context that may be difficult for STAR to achieve if it continues to operate as a quasi-independent donor-funded programme facility.

By framing the question of STAR's institutional development strategy in the context of a compelling case statement, the SC and PMT will be in a better position to ensure that the form of STAR is aligned with the substance of its vision, mission and unique value proposition.

The paper comments briefly on the changing landscape of development assistance and reviews a range of actors, relationships and opportunities that present themselves as STAR seeks to build sustainability beyond its traditional development partners – including:

- International foundations
- The growth of African philanthropy
- African foundations and strategic grant-makers
- Corporate foundations and CSR donors
- High net worth philanthropists
- Diaspora giving
- Philanthropy platforms, networks and support organisations
- International NGOs and civil society support organisations

For STAR-Ghana, international foundations should be a priority target for relationship-building, funding diversification and possible partnerships. Further scoping of the foundation sector and its possible connections to STAR's vision and mission is required. While there is no quick fix in building new relationships with foundations, there is significant international foundation interest in partnerships with independent Southern-based development

institutions. Equally, international foundations are likely to welcome STAR's intention to nurture sustainable resources and infrastructure for active citizenship and accountability work in Ghana. As well as undertaking further scoping of possible foundation support, STAR should identify and create opportunities in the near future to present the case statement for STAR-Ghana to international foundations and seek their input, advice and engagement.

African philanthropy is a growing field, driven by high rates of economic growth in some countries and increased efforts to develop sustainable resources for development beyond government and aid support. Any effort to build new and more sustainable resources for STAR's mission and vision will need to engage with and nurture organised philanthropy. Philanthropy and a robust 'philanthropic sector' are crucial ingredients of an enabling environment for active citizenship and sustainable resourcing of civil society. Implicit is the STAR-Ghana design framework is the need to strengthen a home-grown culture of giving, solidarity and social change philanthropy in Ghana.

A critical aspect of STAR-Ghana's positioning is the need to develop a narrative that locates STAR in the context of the development of private development foundations in Africa and the region. STAR should raise its profile as a peer organisation in this community. Some of the organisations cited above are on parallel journeys to STAR and share similar goals in relation to active citizenship, accountability, multi-stakeholder policy dialogue, collective action for systemic change, and sustainable resourcing for civil society. There is certainly scope for networking, joint learning and strategic collaboration with other African foundations and grant-makers. Actions steps for STAR could include:

- Share STAR's case statement and solicit advice and feedback.
- Participate in networks and platforms that bring these groups together.
- Raise STAR's visibility with emerging African foundations and social change grant-makers.
- Engage in exploratory dialogue with selected organisations and potential partners.

Ghana' corporate foundation and corporate social responsibility (CSR) sector is dominated by larger scale multinational companies, especially in the extractive industries, banking & finance, telecoms and manufacturing. The logic of STAR-Ghana's vision and mission requires greater interaction with the private sector and CSR donors. As well as corporate foundations and CSR donors, business and professional associations constitute an important segment of civil society. In general, these groups have much more voice and policy influence than development CSOs. As a convenor and catalyst, STAR-Ghana will need to develop dialogue and relationships with major business umbrella organisations. To nurture sustainable funding streams for itself and broader civil society in a growing economy, STAR should raise its profile with business interests and explore ways of influencing flows of business philanthropy and CSR support. As it moves forward with targeted consultations around it is role and case statement, STAR should give priority to engagement with key corporate foundations, CSR leaders and business associations.

There are signs of growth in giving in by high net worth individuals (HNWIs) in West Africa. To date, this growth is more pronounced in Nigeria that in other West African countries. Current evidence indicates that African high net worth philanthropists are not yet significant supporters of initiatives that are explicitly focused on social justice, rights and accountability work. However, some research suggests that many philanthropists are motivated by values

that align strongly with a social justice perspective – such as rights, fairness, citizen voice and civic participation. In Southern Africa, a group of concerned philanthropists and foundations have come together in the ***Social Justice Initiative*** to mobilise funds and support programmes that advance social justice and promote an active and engaged citizenry.

Unlike Nigeria, Ghana has few high profile, high net worth philanthropists. Further consultations with stakeholders around STAR-Ghana's vision, mission and case statement provide an opportunity to convene dialogue with potential partners and champions among HNWIs. Such consultations would help to clarify STAR's positioning and prospects in relation to the development of high net worth giving and could explore the following possibilities:

- Buy-in and support (financial, moral or material) from HNWIs for STAR's vision and mission.
- In the case of HNWIs active in telecoms and technology sectors, potential for collaboration around the use of technology to amplify citizen voice, participation and monitoring of service delivery.
- Recruitment of one or more HNWI champions for STAR-Ghana and its programme.
- Convening dialogue platforms to link civil society to HNWIs and discuss prospects for greater investment in 'social change philanthropy' and active citizenship.

Africans living in the global diaspora are playing an increasingly significant role in resourcing development efforts at home. In 2014, it was estimated that diaspora Africans sent home $67 billion in remittances. Ghana has a large diaspora community living abroad, including many highly skilled and successful people who continue to take an interest in the development of their home country. STAR-Ghana should pay attention to the contribution that diaspora Ghanaians might make.

Globally, there has been an upsurge in the use of technology and online platforms to connect individual supporters to a range of development and charitable causes. Online sites like ***GlobalGiving*** (https://www.globalgiving.org) have mobilised millions of new individual donors around the world in support of development and humanitarian causes around the world. There is also great potential to harness mobile technology and social media platforms for collective citizen action, people-to-people solidarity and direct giving.

The STAR design documents raise the possibility of STAR developing its own individual membership base, consisting of supporters willing to pay subscriptions or donate regularly to STAR. Technology-based and social media platforms would have to play a role in any membership-building efforts. Additionally, STAR should consider the possibility of engaging in 'face-to-face' (F2F) awareness, fundraising and membership campaigns.

STAR-Ghana has a range of opportunities for strategic connections or partnerships with philanthropy platforms, networks and support agencies that could add value to its mission and vision (for details, see Section 3.8). STAR-Ghana should take steps to begin a process of engagement with these philanthropy platforms, networks and support organisations. Suggested priority actions would include:

- Sharing STAR's case statement and inviting feedback.

- Convening dialogue with selected organisations to explore potential for collaboration and support.
- Representation and participation at upcoming African Philanthropy Network (APN), African Philanthropy Forum (APF) and African Grantmakers Affinity Group (AGAG) meetings and events (including possible presentations of STAR's programme, case statement and development vision).
- Possible formal affiliation with APN, APF and AGAG.
- Focused discussions with the SDG Philanthropy Platform to explore possible partnership or collaboration around the Platform's Ghana-based pilot programme activities.

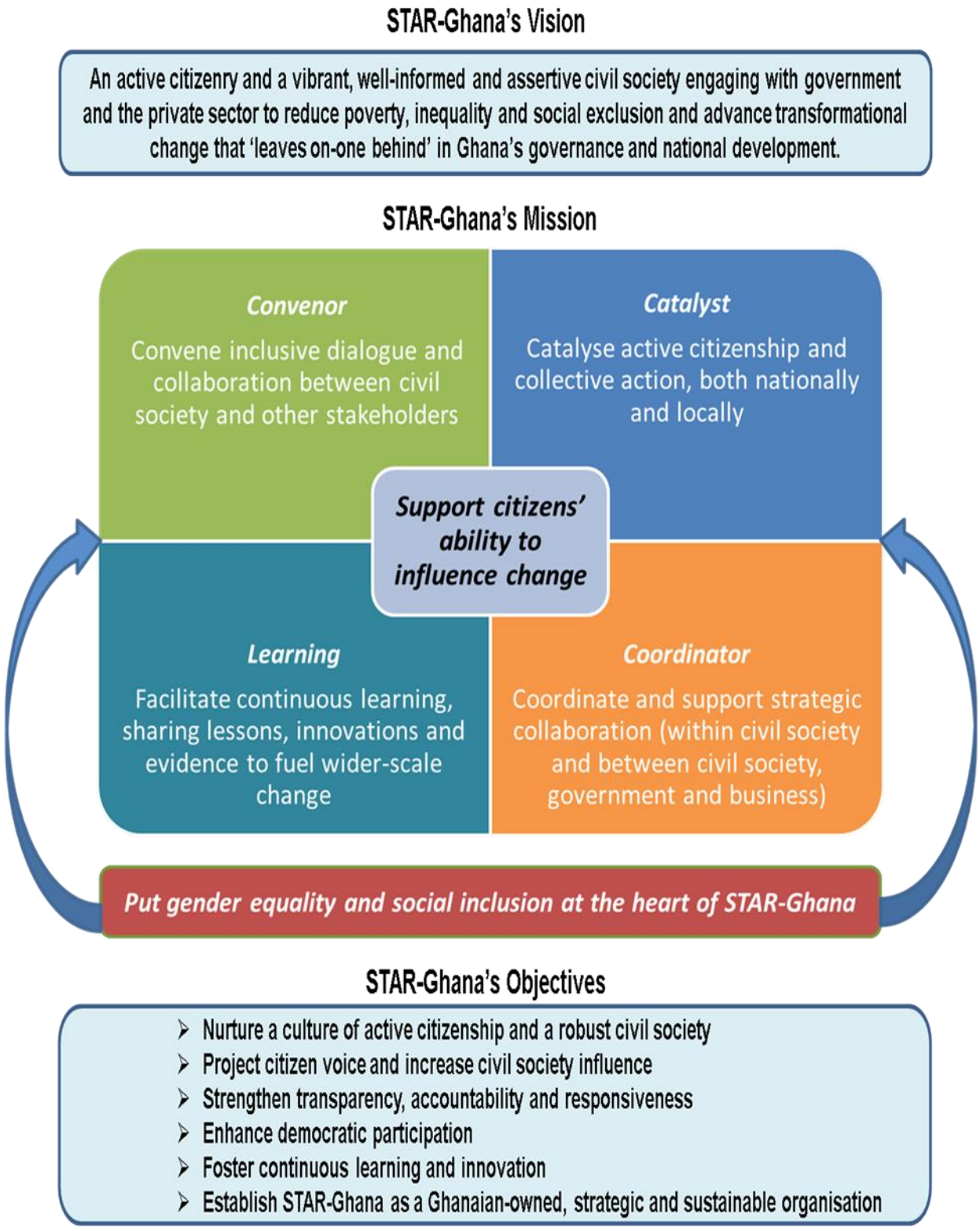
STAR-Ghana has strong relationships and common interests with international NGOs (INGOs) operating in Ghana, including its consortium partner, Christian Aid. There are clear synergies between the development goals and programmes of STAR and those of key INGOs, such as IBIS Denmark (now part of the Oxfam International family), Care International, ActionAid and the Natural Resource Governance Institute. It is important that these actors, who continue to play a significant role in support of CSOs and active citizenship in Ghana, should be involved in the discussion about STAR's evolving role, its CCCL mission and its trajectory towards independence. There is scope for strategic partnerships between STAR and INGOs around shared programme goals, joint convening and dialogue, and development of sustainable funding streams for civil society.

STAR-Ghana should also explore possibilities for strategic collaboration with regional and international civil society support organisations, such as West Africa Civil Society Institute (WACSI), CIVICUS: World Alliance for Citizen Participation, and the International Center for Not-for-Profit Law (ICNL).

In conclusion, the paper proposes the following practical next steps:

- Development of a draft case statement for STAR (including an agreed vision, mission and objectives statement) for approval by the SC.
- Mobilise this case statement as a centrepiece of on-going consultations and dialogue with civil society and other key stakeholders in Ghana.
- Develop an engagement strategy in relation to dialogue with a larger range of Ghanaian, African and international stakeholders, as outlined in this paper.
- As part of that engagement strategy, agree some clear priorities and phased action steps for interaction with different stakeholders (using the combined resources of the SC, PMT and consortium partners).
- Use the unfolding consultation and engagement process to test the appetite of key stakeholders for an independent, sustainable STAR-Ghana, to define the gap such an entity would fill, and to gather input on practical options for STAR's institutional development.

Draft synthesis and graphic summary of STAR-Ghana's vision, mission and objectives



1. Background and purpose of the paper

The purpose of this briefing paper is to inform thinking and planning by STAR-Ghana's Steering Committee (SC) and Programme Management Team (PMT) on STAR's strategic positioning in Phase 2 of the programme as it moves forward along a pathway of institutional transformation and autonomy. The term 'positioning' comes from the world of marketing and business planning, but in this paper we mean how STAR understands, locates and projects itself in a larger universe of actors beyond the limited 'North-South' aid system of official donors and development partners in which STAR has operated historically.

According to the Terms of Reference for STAR 2, the DFID Business Case and the Steering Committee (SC) ***Design Framework for a Successor Programme to STAR-Ghana***, in Phase 2 of STAR the SC and PMT, with support from the Christian Aid-led STAR consortium, will establish a new institutional entity, a 'Ghanaian owned, strategic and fundable organisation.' The SC Design Framework (2014) describes this entity as 'a structure for sustainable funding (foundation or national endowment fund)' that will raise and manage funds from membership subscriptions, private sector companies, donors, foundations and individual citizens.

The design framework for STAR 2 sets out an ambitious programme of work that can broadly be summarised as follows:

- Development of a vibrant, well informed and assertive civil society, able to contribute to transformational and inclusive national development for all Ghanaian citizens.
- Nurturing a robust civil society an active citizenry in Ghana that can take forward systemic, transformational change around key social challenges (such as poverty, inequality, gender equality, social inclusion and more equitable service delivery).
- Fostering active citizen engagement with both government and business in the formation and implementation of public policy.
- Establishment of an independent STAR entity to sustain support for these efforts beyond the life cycle of STAR 2.

As STAR 2 moves into its implementation phase, the time is right to reflect on the positioning of STAR to deliver on these objectives (as a programme and as an evolving organisational structure) and to broker new partnerships, resources and opportunities in line with its CCCL (*Convenor, Catalyst, Coordinator and Learning*) mission. There is also a need to articulate more clearly STAR's 'unique value proposition' as part of convincing case statement that can be inform both internal and external dialogue on STAR's future.

This paper tries to pull together some of the core elements STAR-Ghana's 'unique value proposition' and case statement, including a draft consolidation of STAR's vision, mission and objectives. It also explores some of the new actors, prospects and 'spheres of influence' with which STAR-Ghana will need to engage in Phase 2. It outlines in brief some new possibilities for engagement, collaboration and partnerships in relation to a wider range of development actors and processes, including:

- Private foundations and the world of philanthropy
- Corporate and business social investors
- High net worth philanthropists and diaspora giving
- Technology-based platforms and individual giving

- African and international philanthropy platforms, networks and support organisations
- International NGOs and civil society support organisations

2. Developing the case statement for STAR-Ghana

2.1 Why does STAR need a case statement?

Much work has been invested in the design of STAR-Ghana, Phase 2, and the programme's inception phase has produced additional documents that build on that design. As STAR moves into the implementation phase, the development of a clear, concise and convincing case statement for STAR should be a priority for the SC, PMT and Consortium team. Such a case statement would help to define STAR's 'unique value proposition.' It should provide a compelling articulation of STAR's distinctive role and contribution (or 'offer,' in marketing/fundraising terms); the benefits from that offer; how it addresses development gaps and needs in Ghana; and what distinguishes STAR from other organisations or development programmes. A strong case statement needs be convincing and consistent. It must be based on a credible track record, an attractive offer of quality programmes, and an ability to tell human stories of change that will capture the imagination of partners and supporters.

In Phase 2, it is assumed that STAR will diversify its sources of funding, attract new forms of support and build new strategic partnerships to ensure sustainable resources for active citizenship and civil society engagement into the future. A draft case statement would help to frame further SC/PMT consultations with key Ghanaian stakeholders. It would also provide a basis for dialogue with potential strategic partners and new funders. The design framework documents for STAR-Ghana 2 outline a number of features and parameters that will characterise STAR's programme and its institutional entity. Following is a brief review of some of these elements and their relevance to a case statement.

2.2 STAR's CCCL mandate

A centrepiece of the design framework is the '***Convenor, Catalyst, Coordinator and Learning***' role. The proposed CCCL approach speaks directly to the question of STAR's value proposition and positioning. A case statement for STAR should include a persuasive outline of CCCL approach and give some sense of what that approach might look like in practice.

What do we know so far about the CCCL mandate and what it would mean? The most substantial outline of the CCCL role is provided by the SC's STAR 2 design framework document. It is clear that the CCCL role is intended to express a shift from a primarily grant-making role (as in STAR 1) to a more diversified strategic programme engagement. Drawing on the design framework document and other points of reference for STAR 2, following is the detailed picture that has emerged so far:

Convenor: STAR will convene inclusive dialogue, relationships, alliances and partnerships, both <u>within</u> civil society and <u>between</u> civil society, government, business and other key development stakeholders.

- Convene and facilitate multi-stakeholder dialogue around policy, transparency, accountability, gender equality and social inclusion.

- Convene dialogue and consultations to build partnerships, a shared vision for STAR and wider systemic change, and a collaborative civil society agenda.
- Build alliances with a wide range of partners (CSOs, media, Parliament, think tanks, international partners, private sector, etc.).
- 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.
- 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.
- Create space for civil society to engage in on-going critical reflection on its role and performance as a sector.

Catalyst: STAR will be an engaged, pro-active actor in the Ghanaian context, catalysing active citizenship, collective action and interventions on strategic issues.

- Play a pro-active role in identifying, facilitating and supporting interventions and approaches that could catalyse systemic change.
- Engage actively with potential partners to develop strategic interventions that are strongly aligned to overall programme objectives.
- Take leadership on priority issues that currently lack strong CSO 'drivers' and cultivate civil society's leadership role on those issues.
- 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).
- Support innovation and scale-up of promising models and approaches to achieve wider national impact.
- Explore ways of supporting informal civil society groups without undermining their ethos of voluntarism, independence and activism.
- Support the scale-up of promising interventions and innovations by documenting and disseminating successful models and approaches.
- Combine the CCCL role with targeted grant-making, strategic programme initiatives and a limited number of long-term partnerships to catalyse shifts towards systemic change (e.g. fostering the growth of citizen groups/social movements, capitalising on 'real-time' opportunities and 'magic moments' for citizen mobilisation and collective action).
- Use on-going PEA to inform programme direction and identify issues that have the greatest potential to contribute to systemic change.
- Undertake civil society analysis that informs the design of targeted support to strengthen the civil society/citizen sector.
- Apply social accountability and influencing techniques to improve strategies, policies and collaboration on key issues.
- 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.

Coordinator: STAR will provide coordination and facilitation support to enable collective action among its partners and stakeholders.

- 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).

- Facilitate continuous programme communication with stakeholders (on the basis of a well-defined communication strategy).
- Act as a trusted broker of collaboration, partnerships, analysis and knowledge.
- Monitor and evaluate progress against shared programme goals and indicators and capture/share learning.

Learning: STAR-Ghana will be a partnership of knowledge, practice and learning.

- Facilitate continuous joint learning with stakeholders and partners.
- Harvest and share lessons, good practices and innovations.
- Foster innovation and a culture of learning from both success and failure ('fail fast' and adjust/adapt).

The combined elements of this aspirational CCCL mandate represent, if they are achievable, a strong articulation of the potential unique added value of STAR-Ghana. Evidence available at this stage suggests that there is no other programme or organisation in the Ghanaian development context that could fulfil the CCCL mandate proposed for STAR. The design process, including the DFID Business Case for STAR 2, has made a strong argument about the need for STAR as well as the gaps it is intended to address in Ghana's civil society and development landscape. Work undertaken by STAR 2 in its inception phase is now starting to answer some of the practical 'how' questions about putting the CCCL mandate into operation (such as the GESI strategy, the communications strategy, etc.).

The CCCL mandate presents several challenges for STAR 2 in the early stages of its implementation phase:

- The summary above brings together all of the different messages about the CCCL role contained in the STAR 2 design documents. For the purposes of a concise case statement, the proposed CCCL role is expressed more concisely as part of STAR's mission in Section 2.4 below and in the graphic presented in Annex 1. More work is needed to condense the long list of actions under each dimension of the CCCL mission and provide a few brief bullet points to explain each of the four dimensions.
- The CCCL mandate is very ambitious and its components are currently framed in a quite general way. Building on the inception phase scoping and planning work, STAR needs to ground its presentation of the CCCL role with a few practical examples of what implementation may look like in practice.
- As STAR's own resources and capacity is limited, the ambitious CCCL mandate can only be achieved through a range of strategic alliances and partnerships with other Ghanaian organisations and institutions. For each of the components of the CCCL role, further mapping and scoping work is needed to identify potential implementation partners.
- Realising STAR's CCCL mandate also requires STAR to refresh and renew its political economy analysis as well as its civil society analysis. As well as desk-based review, this contextual analysis can be linked to a wider process of consultation with relevant CSOs, Parliament, media, private sector and policy-level organisations about STAR's proposed CCCL role in relation to current gaps, issues and opportunities for collaboration.

2.3 STAR-Ghana as an endowed, Ghanaian-owned independent entity

The design framework for STAR 2 proposes to establish STAR as an independent, Ghanaian-owned and endowed organisation capable of mobilising a sustainable funding stream for its programme as well as programme partners. Although the exact institutional model for this entity has yet to be determined by the SC, this institution-building and sustainability dimension of STAR 2 is a critical feature of STAR's value proposition and case statement. The aspiration to build an endowment and/or a sustainable funding for active citizenship work in Ghana is a distinctive 'added value' innovation that sets STAR apart from other civil society programmes and actors.

As noted in the ***Institutional Options Discussion Paper*** (March 2016), the there are no precedents in the Ghanaian context for such an endowed national CSO addressing STAR's core themes of active citizenship, transparency and accountability, and GESI. At the heart of this 'added value' dimension of STAR's offer is a bold response to the challenges and opportunities of Ghana's new MIC status. It proposes to develop a diversified, more sustainable resource base for STAR's vision and mission – by raising and managing funds from local membership contributions, individual citizens, the private sector, and other local and international donors.

Although the trajectory towards an independent endowed STAR requires further clarification, the design framework for STAR 2 is the result of a process of reflection and consultations at the end of STAR 1 that included the SC and PMT, donors and a cross-section of stakeholder groups (from civil society, government and the private sector). Already, the design framework has mobilised a substantial new 5-year funding commitment from STAR's international donors. That commitment is premised on the development of STAR-Ghana as a sustainable independent institution organised around the CCCL mandate. This donor investment in itself is part of STAR's unique value proposition as it provides:

- Validation of the STAR 2 design framework;
- Leverage and credibility with other stakeholders and potential partners;
- A secured resource base for institutional and programme development.

As STAR 2 moves into the implementation phase it is essential to engage again with key stakeholders to test their appetite for an independent STAR entity (i.e. a foundation, national endowment fund, or new national NGO). Further consultations would help to define what gap such an entity would fill in the current Ghanaian context and could gather input on practical options for STAR's institutional development. A draft STAR case statement would help to frame the question of an independent entity in the light of overall vision, mission and objectives.

2.4 Vision, mission and objectives

A strong case statement for STAR needs to include a coherent, accessible outline of STAR's vision, mission and objectives. Various versions of these important elements of the STAR design have been put forward in key programme documents. At the May 2016 SC Programme Retreat, there was a small group reflection on the STAR vision statement. Currently, there are three different versions of the vision:

SC Design Framework Document (2014): A developmentally focused state where citizens are actively engaged in the governance process and government policy choices reflect informed citizen demands, resulting in steadily improving quality of life for all citizens and strengthened resilience to internal and external shocks.

DFID STAR 2 Business Case (2015): A vibrant, well informed and assertive civil society, able to contribute to transformational national development for all Ghanaian citizens in an inclusive manner.

Christian Aid Tender Proposal (2015): The working vision for STAR-Ghana is to develop a vibrant, well-informed and assertive civil society; to catalyse active citizenship; and to advance systemic, transformational change around key challenges of poverty, inequality and inclusive citizen access to high quality, accountable public services.

These different versions are generally aligned but there is some mixing of vision and mission. Generally, the vision should be the kind of change or result we want to see in the large development context i.e. an aspirational end-state. Based on feedback from the SC Programme Retreat, following is a provisional reframing of the STAR vision and mission:

STAR Ghana's Vision

An active citizenry and a vibrant, well-informed and assertive civil society engaging with government and the private sector to reduce poverty, inequality and social exclusion and advance transformational change that 'leaves on-one behind' in Ghana's governance and national development.

STAR-Ghana's Mission (*Convenor, Catalyst, Coordinator and Learning*)

With a focus on issues that have potential for greatest impact, ***STAR-Ghana supports citizens' ability to influence change*** by:

- ***Convening*** inclusive multi-stakeholder dialogue and collaboration;
- ***Catalysing*** active citizenship and collective action, both nationally and locally;
- ***Coordinating*** and supporting strategic collaboration (within civil society and between civil society, government and business).

In collaboration with partners, STAR-Ghana facilitates continuous ***learning*** to harvest and share lessons, innovations and evidence that can fuel wider-scale change.

At the heart of all STAR-Ghana's efforts is an active commitment to promote ***gender equality and social inclusion***.

Nurture a culture of active citizenship and a robust civil society

- Strengthen the enabling environment for active citizenship and civil society.
- Support the growth of citizen-based groups and their equitable collaboration with other with civil society organisations (CSOs).
- Build effective strategic partnerships with policy-level organisations and Parliament.
- Apply a practical framework to advance gender equality and social inclusion.

Project citizen voice and increase civil society influence

- Provide platforms and space for citizens to have their say.
- Increase citizen participation in policy formulation and decision-making.
- Strengthen the legitimacy and effectiveness of the civil society voice on key national issues.
- Advocate for more institutionalised and open political space for collective civil society action, citizen engagement and citizen-state dialogue.
- Amplify the voices and influence of women, girls, youth, people with disabilities and other excluded groups in public spaces and dialogue on rights and services.

Strengthen transparency, accountability and responsiveness

- Promote more inclusive, equitable and accountable citizen access to high quality public services.
- Apply social accountability and citizen feedback mechanisms (including citizen scrutiny of public finances, monitoring of service delivery, and innovative use of technology and social media).
- Enhance the accountability and responsiveness of authorities, nationally and locally.
- Support collaboration between civil society and Parliament to enhance Parliament's responsiveness to citizens and its effectiveness in its oversight of executive action.
- Support collective action against corruption.

Enhance democratic participation

- Encourage peaceful, transparent, free and fair elections at local and national levels.
- Promote the equal participation of women and other excluded groups in public life and democratic processes.

Foster continuous learning and innovation

- Facilitate joint learning with stakeholders and partners.
- Support innovation and scale-up of promising models and approaches to achieve wider national impact.
- Harvest and share lessons, good practices and innovations
- Foster a culture of learning from both success and failure ('fail fast,' adjust, adapt).

Establish STAR-Ghana as a Ghanaian-owned, strategic and sustainable organisation

- Develop a sustainable funding and resource base for citizen-based social change initiatives in Ghana.
- Build an endowment to ensure the sustainability of STAR-Ghana and its support role as a *convenor, catalyst, coordinator and facilitator of learning.*

For a more succinct graphic presentation of STAR's vision, mission and objectives, see Annex 1 below.

2.5 STAR-Ghana's strategic assets

In formulating its unique value proposition, STAR needs to marshal its key assets and 'selling points' that make a convincing case for new partnerships and support. STAR-Ghana is not a new actor in the Ghanaian development context. In its first phase (2011-2015), STAR developed ***a strong profile*** and a ***solid track record*** of support to CSOs and Parliament in the field of transparency, accountability and responsiveness. STAR's track record builds on previous DFID-funded programmes such as:

- Rights and Voice Initiative (RAVI), 2004-2010
- Ghana Research and Advocacy Programme (G-RAP), 2005-2011
- KASA (2008 to 2010)
- Civil Society Governance Fund (CSGF), 2004 to 2010

In its inception phase, STAR 2 has augmented its track record through the delivery of a successful call for proposals around the elections process in Ghana and the approval of a new portfolio of mission-aligned grant initiatives. That track record includes some ***compelling human stories of social change*** that are vital assets to bolster STAR's appeal and support base.

STAR has had an active engagement with government and the media sector, and this has built ***brand recognition*** across sectors. It has developed its ***convening power*** to create spaces for citizen voice and to facilitate dialogue between diverse people and organisations that may otherwise see each other as rivals. STAR has invested in ***local leadership*** through the creation of a largely Ghanaian Steering Committee led by highly respected leaders from civil society, academia, Parliament and the human rights community. Currently, STAR is reassembling an experienced Programme Management Team (PMT) led by an award-winning Programme Director who brings continuity from STAR-1.

As a result of these combined assets, although it is not yet formally independent, STAR-Ghana has acquired ***significant visibility, legitimacy and credibility*** among key stakeholders in Ghana, and to some degree internationally. It has built considerable ***trust and relationship capital***, including some unconventional partnerships across sectoral divides. The ***continued support of DFID, DANIDA and the European Commission*** is an additional asset to be leveraged and highlighted in STAR's value proposition. Similarly, the current STAR 2 consortium partnership with Christian Aid, one of the UK's most respected international development and social justice organisations, is a valuable resource that lends considerable resources and credibility to STAR's programme and its institutional prospects.

2.6 Capturing and mobilising a case statement

Based on the elements reviewed above, STAR-Ghana is in a good position to craft a convincing case statement that can be mobilised in its consultations with key constituencies and potential strategic partners. More work may be needed to compose a concise and accessible first draft of this case statement, but this can and should be done in relatively short order once the PMT and SC have reviewed the key messages they want to highlight with a range of stakeholders.

At the May 2016 STAR Programme Retreat, concerns were expressed that the overall vision and mission of STAR-Ghana must take precedence over STAR's institutional development

goals – that is to say that form must follow substance. Reflection on STAR's value proposition may help to clarify what kind of institutional framework would best serve STAR's development vision. While there are some pressures to settle quickly the remaining questions about STAR's trajectory towards an independent national entity, the first step is for STAR to take ownership of its vision, mission and case statement. After that, priority should be given to a thorough process of engagement with core constituencies and prospective partners around STAR's value proposition. In whatever way STAR chooses to pursue its outcome-level objectives, it needs to test the achievability of its current ambitions, build co-ownership of those objectives with partners and engage in a process of co-creation of its institutional entity and arrangements. These are not tasks that can be taken forward entirely or solely by the SC. With the SC's active engagement and strategic leadership, the combined resources of the SC, PMT and the STAR consortium are needed.

Does delivery of the CCCL mission require the creation of a robustly independent entity or institution? The logic of the current design framework suggests that it does. The CCCL mission aims to locate STAR-Ghana as an influential 'bridging organisation,' capitalising on its unique positioning and relationship capital to broker new partnerships and collective action among diverse and sometimes competing groups and interests. To play a role as an honest broker, a trusted convenor and a 'driver of change,' STAR will need an institutional platform as well high quality leadership and capacity. It will also require a degree of independence and legitimacy in the Ghanaian context that may be difficult for STAR to achieve if it continues to operate as a quasi-independent donor-funded programme facility. By framing the question of STAR's institutional development strategy in the context of a compelling case statement, the SC and PMT will be in a better position to ensure that the form of STAR is aligned with the substance of its vision, mission and unique value proposition.

3. Connecting STAR beyond the official aid system

3.1 The changing landscape of development assistance

Globally, the landscape of development assistance has changed dramatically in recent years and there is a growing consensus that changing circumstances require new ways of working and new partnerships. Since 2000, more than 30 countries have moved from low-income country (LIC) status to middle-income country status (MIC). In the case of Ghana, since 2011 the World Bank has classified Ghana as a ***lower middle income country***. While this is good news, MIC status often co-exists with increased inequality. In Ghana, income inequality has widened considerably over recent years between the poorest and the richest sections of the population.[1] Internationally, evidence and statistics show that that the majority of people living in chronic or extreme poverty now live in MICs.

Ghana's progress towards MIC status brings with it the prospect of declining official donor assistance in the years ahead as well as a challenge to mobilise other domestic and international resources to sustain citizen-based social change initiatives. At the same time, Ghana's new status as an MIC may bring untapped potential for private philanthropy and social investment. For social justice and rights-based organizations, like STAR-Ghana, the

[1] UNDP (2014) Inequality in Ghana: A Fundamental National Challenge

challenge is to shift away from overdependence on waning international funding by building a domestic support base in Ghana and the region. This shift will require a change in mind sets about partnerships and resource mobilisation as well as engagement in a collaborative effort to strengthen the culture and practice of active citizenship and philanthropy.

A wider, more diverse set of actors and resourcing options have come into play in international development, including:

- ***'Big philanthropy'*** (both old and new large-scale philanthropic interventions, including such as high net worth individual giving and foundations like the Bill & Melinda Gates Foundation, Ford Foundation, Hewlett Foundation, Rockefeller Foundation, the Clinton Foundation, the ELMA Philanthropies, the 'Giving Pledge,' etc.);
- ***'New philanthropy'*** (diaspora philanthropy, social venture investors, social entrepreneurship donors and networks, etc.);
- ***Southern and Africa-based philanthropic networks and organisations***
- ***Private sector and business social investors*** (global corporate donors, businesses engaged in public-private partnerships, issue-based business alliances, etc.);
- ***Global North-South civil society development alliances*** (like Oxfam International, ActionAid, CARE International, etc.);
- ***Direct fundraising, social media and technology-driven giving platforms*** (such as cause-related fundraising and solidarity campaigns, sponsorship and membership drives, individual giving sites, etc.);

While STAR-Ghana cannot quickly and simultaneously engage with such a wide spectrum of such actors and resourcing mechanisms, it is important that STAR begins to explore possibilities for new relationships that may contribute to the achievement of its institutional and programme goals.

3.2 International foundations

With a projected annual spending globally of between $3 and $5 billion, private philanthropic organizations are increasingly engaging in international development work. Although UN estimates of philanthropic funding for development may seem small when compared to the OECD-DAC's estimate of global official development assistance (ODA) – which in recent years has been slightly more than $100 billion annually – in some cases, private philanthropy and foundation programmes may rival or exceed the value of official donor programmes at country or sectoral level.[2]

Recent research by the Foundation Center's global foundation funding found that in 2012, 13% of global human rights funding from foundations went to sub-Saharan Africa ($237.2 million) out of $1.8 billion for all rights work globally. The research also found that foundation grants targeting Africa, across all categories and issues, increased more than 400%, from $288.8 million in 2002 to nearly $1.5 billion in 2012.[3]

[2] Grady (2014) Philanthropy as an Emerging Contributor to Development Cooperation. UNDP. http://www.undp.org/content/dam/undp/documents/partners/civil_society/UNDP-CSO-philanthropy.pdf
[3] Foundation Centre and Africa Grantmakers' Affinity Group (2015) *U.S. Foundation Funding for Africa* http://foundationcenter.org/media/news/20151118.html

Among foundations whose grants are tracked by Foundation Centre, overall Ghana-focused giving totalled $499 million between 2002 and 2012. Over half of grants (54%) and most of the grants funding (79% or $394 million) supported activities consistent with at least one of the eight Millennium Development Goals (MDGs).[4] The top foundation funders overall for Ghana in 2002-2012 were:

Bill & Melinda Gates Foundation, USA	$ 275,831,963
Conrad N. Hilton Foundation, USA	52,891,600
MasterCard Foundation, Canada	26,586,702
Carnegie Corporation of New York, USA	21,380,975
Rockefeller Foundation, USA	19,937,198
Howard G. Buffett Foundation, USA	19,241,454
Comic Relief UK	17,905,981
Doris Duke Charitable Foundation, USA	16,125,277
Ford Foundation, USA	15,978,502
William and Flora Hewlett Foundation, USA	13,865,110

The top three rights issues funded in sub-Sharan Africa by foundations in 2012 were:[5]

- Equality rights/freedom from discrimination ($52.5 million),
- Human rights in general ($36.8 million),
- Health and well-being rights ($21 million).

The most supported population groups (for human rights work specifically) in sub-Saharan Africa more generally include economically disadvantaged ($123,231,731), women and girls ($98,436,403) and children and youth ($65,009,965).[6] In general, foundation funding for Africa gives priority to vulnerable and excluded groups, particularly children, youth, women and girls.[7]

Top funders for gender equality (and MDG 3: 'Promote gender equality and empower women') in Ghana over the period 2002–2012 were:[8]

- Ford Foundation. USA
- Comic Relief UK
- African Women's Development Fund (based in Ghana)
- Carnegie Corporation of New York, USA
- NoVo Foundation, USA
- UN Women's Fund for Gender Equality
- Rockefeller Foundation, USA
- Global Fund for Women
- Sigrid Rausing Trust, UK
- Open Society Institute

[4] Foundation Centre, Rockefeller Philanthropy Advisors, UNDP (2015) Supporting Development in Ghana: The Role of Foundations - http://sdgfunders.org/mdgs/country/ghana/lang/en/
[5] International Human Rights Funders Group (2014)
[6] International Human Rights Funders Group (2014)
[7] Foundation Centre and Africa Grantmakers' Affinity Group (2015)
[8] Foundation Center, Rockefeller Philanthropy Advisors, and United Nations Development Programme (2015)

Annex 2 of this document gives a more detailed list of the top international foundation funders of human rights and MDG-related work in sub-Saharan Africa and Ghana over recent years.

International foundations present several advantages and opportunities for STAR to develop diversified funding streams and partnerships. Among these opportunities are:

- Foundations are generally somewhat less bureaucratic, more flexible and less constrained by foreign policy agendas than official aid agencies – thus they have greater freedom to support policy, advocacy, human rights and governance work.
- Foundations are less vulnerable to electoral cycles and changes in government in their home countries.
- As private philanthropic organisations, foundations are less bound by policies that disadvantage MICs in relation to ODA.
- As endowed organisations, foundations can take a longer-term view and a less risk-averse approach to funding than ODA funders (as a result of their financial and political independence).
- Because of their relatively greater flexibility and capacity to manage risk, some foundations are more open to investment in innovation, experimentation and institution-building.
- Some commentators argue that foundations have unique potential to leverage funds and build multi-stakeholder partnerships around important development issues[9]
- As CSOs themselves, typically foundations support and partner with civil society, and many have a longstanding interest in strengthening civil society and citizen-led development initiatives.
- A number of larger international foundations have an interest in promoting the growth of an indigenous foundation and philanthropy sector in Southern countries.

Among the larger international foundations that have invested over the years in the philanthropic infrastructure and foundation-building are several that have a track record of engagement with Ghana, particularly:

- Bill & Melinda Gates Foundation
- Ford Foundation
- Rockefeller Foundation
- William and Flora Hewlett Foundation
- The Open Society Institute (and the Open Society family of foundations)

For STAR-Ghana, international foundations should be a priority target for relationship-building, funding diversification and possible partnerships. Further scoping of the foundation sector and its possible connections to STAR's vision and mission is required. While there is no quick fix in building new relationships with foundations, there is significant international foundation interest in partnerships with independent Southern-based development institutions. Equally, international foundations are likely to welcome STAR's intention to nurture sustainable resources and infrastructure for active citizenship and accountability work in Ghana. As well as undertaking further scoping of possible foundation support, STAR should identify and create opportunities in the near future to present the case statement for STAR-Ghana to international foundations and seek their input, advice and engagement.

[9] Bathylle Missika and Emilie Romon (2014)

3.3 The growth of African philanthropy

Africa has longstanding traditions of giving and mutual aid that reflect the diverse religious and cultural values across the continent. Much of this indigenous tradition of philanthropy ('private giving for public good') operates informally within the extended family and social networks; among kinship groups, neighbours and religious communities; and through the pooling of community resources to tackle local problems. At the same time, more formalised manifestations of philanthropy have emerged and are on the rise in Africa.

Africa has a wide range of grant-makers, foundations and philanthropy networks engaged in development and social change work. With the significant exception of corporate and business philanthropy actors (corporate social responsibility funds and business foundations), the majority of these groups and networks do not have endowments nor do many generate their own funding from indigenous sources. Many remain dependent on international funding, particularly those involved in social change, human rights and policy-level work. However, African philanthropy is a growing field, driven by high rates of economic growth in some countries and increased efforts to develop sustainable resources for development beyond government and aid support. This reflects a concern to promote 'home-grown solutions to African development issues.[10]

There are no accurate estimates of the total monetary value of African philanthropy. A report commissioned by the African Grantmakers Network (AGN) estimated that African corporate and business philanthropy may have approached $3.2 billion in 2012. The same report estimate that the potential for organised or institutionalised giving from High Net Worth Individuals (HNWI) in Africa may be between $2.8 billion and $7 billion annually, although there no evidence that actual contributions for development-related work is anywhere close that that level currently. With growth of an African middle class with more disposable income, there is increased potential to develop individual giving to pooled resources (such as cause-related campaigns, NGOs, grant-makers and foundations) that target specific issues and/or community beneficiaries. The AGN report estimates very roughly that the potential pool of such resources that could be as high as $2.6 billion annually.[11]

The growth and potential of formal sector African philanthropy in all of its different forms varies significantly across the continent. The evidence available roughly suggests that organised philanthropy is most developed in Southern, East and West Africa. This philanthropy takes various shapes and forms, such as:

- Organised high net worth giving
- Private foundations (including community foundations)
- Corporate foundations and CSR funds
- NGO grant-makers
- 'People to people' funding platforms and campaigns (including social media or web-based giving platforms)
- Cause-related giving campaigns (including media campaigns)
- Humanitarian and disaster support
- Diaspora giving mechanisms

[10] Allan Kamau (2015), 'A new era for African philanthropy', http://www.portland-communications.com/publications/communicating-global-giving/a-new-era-for-african-philanthropy/
[11] African Grantmakers Network (2013), Sizing the Field: Frameworks for New Narrative of African Philanthropy.

- Volunteering programmes

Any effort to build new and more sustainable resources for STAR's mission and vision will need to engage with and nurture organised philanthropy. Philanthropy and a robust 'philanthropic sector' are crucial ingredients of an enabling environment for active citizenship and sustainable resourcing of civil society. Implicit is the STAR-Ghana design framework is the need to strengthen a home-grown culture of giving, solidarity and social change philanthropy in Ghana.

Following are some brief comments on the kinds of African philanthropic actors that need to be taken into account in STAR's future engagement and positioning.

3.4 African foundations and strategic grant-makers

The development of private foundations in West Africa and Ghana is at a relatively early stage. Few foundations and grant-makers have their own endowments or a reliable local funding base. Among the challenges and weaknesses and limitations that have inhibited the growth of private foundations:

- Lack of a supportive enabling environment for philanthropy (i.e. supportive legal, tax and policy frameworks).
- Scarcity of examples of successful foundations or endowed grant-makers in the region to emulate.
- Continued dependence on international funding.
- Lack of skills and capacity to ensure sustained organisational development, effective strategic planning, and operational management.
- Weak resource mobilisation capacity.
- Inadequate coordination and networking among foundations and grant-makers in the region.[12]

Recent economic growth has contributed to emergence of foundations to channel philanthropic funding from successful entrepreneurs and HNWIs in the region. According to the Africa Wealth Report 2014, Africa is the fastest growing HNWI market in the world. The number of HNWI in Africa has increased by more than 150% between 2000 and 2013.[13] In West Africa, this has been reflected in the creation of private foundations such as:

- **The Dangote Foundation** (Nigeria), founded by business mogul Aliko Dangote, that has supported programmes in the fields of SME, microfinance, education, health and disaster relief.
- **The Tony Elemelu Foundation** (Nigeria), supporting entrepreneurship and business development, leadership programmes, policy and research work and community development in Nigeria and the region.
- **The TY Danjuma Foundation** (Nigeria), supporting the work of NGOs and CBOs in the areas of education, health, skills development and community-building in Nigeria. and
- **The Mo Ibrahim Foundation** was established in 2006 by Sudanese business leader Mo Ibrahim to promote better governance and leadership in Africa. With offices in

[12] http://www.idrc.ca/EN/Documents/Institutional-forms-of-Philanthropy-SY-HATHIE-Formatted.pdf
[13] Kamau (2015), 'A new era for African philanthropy.'

London and Dakar, it is a significant player in the field of transparency, accountability and governance through its signature programme (the Ibrahim Index of African Governance, the Mo Ibrahim Prize, the Ibrahim Forum and the Ibrahim leadership fellowships.

- **The Youssou N'Dour Foundation** - Youth Network for Development (Senegal), founded by Senegalese singer Youssou N'Dour with a mission to improve the lives of African children by creating opportunities for sustainable economic development in families and communities.
- **The Grace Amey-Obeng Foundation International** (Ghana), established by a prominent Ghanaian businesswoman to assist children who are vulnerable through empowerment and skills training.
- **Paintsil Peace Kids** (Ghana), a foundation established by Ghanaian football star John Paintsil, supporting children and youth development in Ghana.

As well as endowed foundations set up by high net worth Africans, West Africa is home to a range of other foundations and strategic grant-makers. Notable examples, including some of particular relevance to STAR-Ghana and its mission, include:

- **TrustAfrica** (based in Senegal) is a public foundation that strives to secure the conditions for governance, equitable development and African philanthropy throughout the continent. Incubated by the Ford Foundation, it has built an impressive and diversified funding base with international donor partners, including international foundations and development agencies. TrustAfrica's founding Executive Director was Akwasi Aidoo, a Ghanaian philanthropy and development leader who now serves on various foundation advisory boards. With a programme presence in in over 25 African countries, TrustAfrica has partnerships with leading institutions, and has built a strong reputation as a 'strategic landscape interpreter' and an effective convener. Its work is anchored in three program areas: governance (democracy and civil society), equitable development, and African philanthropy. Trust Africa is engaged in an endowment-building effort, 'raising money from individuals and corporations in Africa and throughout the African diaspora.' The goal is to enlist 10,000 individuals to contribute US$100 per year. Through its philanthropy programme, it seeks to align external philanthropic resources with African agendas as well as to cultivate indigenous resources that support the continent's own priorities for democracy and development. This programme aims to:
    - Build and disseminate knowledge on the nature, role, potential and impact of African philanthropy through research, publications, advocacy and convening.
    - Advance the narrative practice and impact of social justice philanthropy in Africa.
    - Strengthen the field of philanthropy through facilitating collaborative networks, learning platforms, collective philanthropy positions, critical reflection and a more enabling environment for giving on the continent.

- **African Women's Development Fund** (based in Ghana) is a strategic grant-making foundation that supports local, national and regional women's organizations working towards the empowerment of African women and the promotion and realization of their rights. Working across the continent, AWDF raises funds from individuals,

corporations, foundations and governments and provides financial and capacity-building support to women's organisations across Africa. It's focus areas include capacity-building, health and HIV/AIDS, women's rights, economic empowerment, arts and culture, and governance, peace and security. Through its 'Women Changing Africa' campaign (with a $15 million fundraising target) and its Endowment Fund, AWDF is actively engaged in building its resource base for women's work in Africa.

- **Open Society Initiative for West Africa (OSIWA)** is active in ten countries in West Africa, including Ghana, and is part of the global network of Open Society Foundations. With offices in Nigeria, Sierra Leone, Senegal, Liberia and Guinea, OSIWA plays a dual role in the region as both an advocate and grant-maker by enabling itself to be agenda-setters both within and alongside other organisations working on the ground. The Foundation works through a combination of grant-making, advocacy, partnership-building and technical assistance. It supports the production of publications and research studies; runs advocacy campaigns using creative means; and provides institutional support to partners on the ground. OSIWA has a two-pronged strategic focus: strengthening both democratic institutions and structures and civic participation in decision-making. OSIWA created and provides on-going support to the West Africa Civil Society Institute (WACSI), a Ghana-based capacity-building institution that runs workshops, trainings and conferences that focus on transparency and governance issues in the region.

- **Newmont Ahafo Development Foundation - NADeF** (Ghana) is a sustainable community development partnership established in 2008 through an agreement developed and signed between the mining company Newmont Ghana Gold Limited and the Ahafo Social Responsibility Forum (represented by 10 Ahafo mine communities, local government, regional government and civil society). The annual contribution from Newmont comprises $1 per ounce of gold produced and 1% of net profit from the Ahafo Mine. As part of Newmont's annual contributions to NADeF, there is provision for the creation of an endowment fund (with an increasing proportion of the funds earmarked as endowment funds over the life of mine). The Foundation supports community development programmes in the area of the Ahafo Mines' operations. Its developmental priorities are human resource development, economic empowerment, community infrastructure, natural resources, cultural heritage and sports; and social amenities.

- **Youth Bridge Foundation** (Ghana) is a youth-focused foundation set up to create supportive platforms to challenge the creativity of Ghanaian youth and to make available critical information and resources needed for youth development. The goal of the foundation is to promote the development of an environment that optimises the potential of youth and to support them to develop into responsible adulthood. Its focus areas include: living environment, youth participation and empowerment; employment and entrepreneurship; and education and training.

- **The John A. Kufuor Foundation** (Ghana), founded by the ex-President of Ghana, is an operating foundation that works for the establishment of peaceful, well-governed and economically sustainable societies in Ghana and Africa. The Foundation seeks to promote effective leadership as the catalyst for good governance, and socio-

economic development through advocacy, programmatic interventions and strategic partnerships with like-minded organizations and institutions. With support from international and business donors, it works in three focus areas: leadership, governance; and sustainable development.

In other parts of Africa, there are important strategic grant-makers whose missions and ambitions echo those of STAR-Ghana, such as:

- **The Southern Africa Trust** (South Africa, SADC region) was established in 2005 with foundational support from DFID to support civil society organisations in southern Africa to participate effectively and with credibility in policy dialogue so that the voices of the poor can have a better impact in the development of public policies. The Trust is an independent, African-owned and led organisation that supports processes that deepen and widen participation in policy dialogues with a regional impact on poverty. With funding from international and Africa-based donors, the Trust pursues its mission through strategic grant-making, multi-stakeholder policy dialogue, research, publications and advocacy, and a philanthropy programme that cultivates new sources of support for civil society, policy engagement and development in the region. Like STAR-Ghana, the Trust has emerged as a direct result of core funding and institutional development partnership with DFID.

- **The Foundation for Civil Society - FCS** (Tanzania) an independent Tanzanian civil society organisation that provides grants and other capacity building services to civil society organisations in Tanzania. Since its inception in 2002/2003, the Foundation for Civil Society has worked to enhance the effectiveness of CSOs engagement in development processes and poverty reduction initiatives. FCS believes that more effective CSOs are needed to empower citizens to realise their social justice goals and engage in change processes that enhance their quality of life. To achieve its purpose, FCS engages in strategic grant-making to CSOs, facilitation of linkages, and enabling 'a culture of on-going learning' among civil society partners. FCS was designed and has been funded by a group of like-minded development partners. Current FCS development partners including DFID, other aid donors and international NGOs. In the process of developing STAR-Ghana's current design framework, SC members undertook a learning visit to FCS.

A critical aspect of STAR-Ghana's positioning is the need to develop a narrative that locates STAR in the context of the development of private development foundations in Africa and the region. STAR should raise its profile as a peer organisation in this community. Some of the organisations cited above are on parallel journeys to STAR and share similar goals in relation to active citizenship, accountability, multi-stakeholder policy dialogue, collective action for systemic change, and sustainable resourcing for civil society. There is certainly scope for networking, joint learning and strategic collaboration with other African foundations and grant-makers. Actions steps for STAR could include:

- Share STAR's case statement and solicit advice and feedback.
- Participate in networks and platforms that bring these groups together.
- Raise STAR's visibility with emerging African foundations and social change grant-makers.
- Engage in exploratory dialogue with selected organisations and potential partners.

3.5 Corporate foundations and CSR donors

Ghana' corporate foundation and corporate social responsibility (CSR) sector is dominated by larger scale multinational companies, especially in the extractive industries, banking & finance, telecoms and manufacturing. The sector is not well networked and the total value of corporate giving in Ghana is not clear. In 2006, the Ghana Business Code (GHBC) was launched in collaboration with business major associations. The intention of GHBC was to promote voluntary adherence by businesses to 'triple bottom line' (profit, planet and people) principles, including environmental, human rights and anti-corruption standards. About 85 companies signed on the GHBC but mobilisation around the Code has waned in the past few years. Recently, there have been moves by the Ghanaian government to develop a national CSR policy.

An analysis published in 2015 reviewed the key focus areas of 46 Ghanaian CSR donors and found that financial support is particularly concentrated in the following fields:[14]

- Education
- Health
- Economic empowerment
- Community empowerment
- Children and youth development
- Relief services
- Entrepreneurship and SME development
- Community facilities and infrastructure

Some prominent business foundations and CSR donors in Ghana include:

Banking and finance sector	***Manufacturing, technology and services***
Agricultural Development Bank	Coca Cola
Bank of Africa Ghana	Guinness Ghana Breweries
Barclays Bank Ghana	Huawei Technologies
Beige Capital	Interplast
CAL Bank	Kasapreko
Ecobank	McDan Shipping
Fidelity Bank	Melcom Group
GCB Bank	Mohinani Group
Goldman Capital	Nestle Ghana
HFC Bank	PMMC Ghana
Liberty Group	Toyota
National Investment Bank	Unilever Ghana
Prudential Bank	Voltic
Societe Generale Ghana	Wire Weaving Industries
Stanbic Bank	
Star Assurance	
Unibank	
UT Bank	
Vanguard Insurance	

[14] Amponsah-Tawiah & Dartey-Baah (2015) 'Corporate Social Responsibility in Ghana: A Sectoral Analysis'

Mining and extractives	***Telecoms***
AshantiGold	Airtel
Fraga Oil	MTN Ghana Foundation
Goil	Seatec Telecom
Gold Fields	Tigo
Golden Star Development Foundation	Vodafone Ghana Foundation
KOSMOS Energy	
Newmont Ghana	
Sahara Group	
Tullow Ghana	
Valco	

In parallel to STAR-Ghana, DFID currently supports a major CSR and development project in Western Ghana, the five-year ***Western Region Coastal Foundation*** (WRCF) initiative. WRCF aims to encourage positive dialogue with the local community and maximise impact of corporate social responsibility in Western Ghana. The objectives of WCRF are:

- To improve relationships between the oil and gas companies and coastal communities through a dialogue platform.
- To channel CSR funding to priority sectors that demonstrate real potential for providing economic opportunities for communities in the region.

The logic of STAR-Ghana's vision and mission requires greater interaction with the private sector and CSR donors. Systemic change towards a more equitable and inclusive society cannot be achieved solely through civic engagement with government and Parliament. As well as corporate foundations and CSR donors, business and professional associations constitute an important segment of civil society. In general, these groups have much more voice and policy influence than development CSOs. As a convenor and catalyst, STAR-Ghana will need to develop dialogue and relationships with umbrella organisations like:

- The Association of Ghana Industries (AGI)
- Ghana Employers Association (GEA)
- Ghana National Chamber of Commerce and Industry (GNCCI)
- The Ghana Chamber of Mines
- The Ghana Chamber of Oil & Gas

To nurture sustainable funding streams for itself and broader civil society in a growing economy, STAR should raise its profile with business interests and explore ways of influencing flows of business philanthropy and CSR support. As it moves forward with targeted consultations around it is role and case statement, STAR should give priority to engagement with key corporate foundations, CSR leaders and business associations.

3.6 High net worth philanthropists

As referenced above, there are signs of growth in high net worth giving in West Africa. To date, this growth is more pronounced in Nigeria that in other West African countries. There is evidence that African HNWI philanthropists are not yet significant supporters of initiatives that are explicitly focused on social justice, rights and accountability work. A recent study by TrustAfrica found that the top priorities for African philanthropists are education and health,

followed by poverty alleviation and children.[15] Other high priorities include women's empowerment, entrepreneurship and development of SMEs. At the same time, TrustAfrica's research suggests that many philanthropists are motivated by values that align strongly with a social justice perspective – such as rights, fairness, citizen voice and civic participation. In South Africa, a group of concerned philanthropists and foundations have come together through the ***Social Justice Initiative*** to mobilise funds and support programmes that advance social justice and promote an active and engaged citizenry.[16]

In 2015 Ghana was rated 63rd overall in the global league table of World Giving Index and 89th in terms of donating money. In some respects, Ghana should be a promising field for the emergence of high net worth philanthropy. It has a growing economy and it has a relatively flexible legal regime and operating environment for philanthropy and civil society. Ghana performs well in relation to some key requirements for the development of organised philanthropy, such as the ease of doing business, the level of civil society freedom and significant democratic space.[17] However, like most other African countries, Ghana lacks a strong tax, legislative and policy environment for the development of philanthropy. There are few incentives for individual giving and there is no national platform to rally potential philanthropists around national development priorities.

Unlike Nigeria, Ghana has few high profile HNWI philanthropists. Some potential role models or champions for philanthropy have emerged, like Patrick Awuah, Founder and President of Ashesi University College, a non-profit venture to support quality education and innovation, and Ken Ofori-Atta, co-founder of Databank, board member of the Acumen Fund (a non-profit global social venture fund), and co-founder of the African Leadership Initiative.

Further consultations with stakeholders around STAR-Ghana's vision, mission and case statement provide an opportunity to convene dialogue with potential partners and champions among HNWIs. Such consultations would help to clarify STAR's positioning in relation to the development of high net worth giving and could explore the following possibilities:

- Buy-in and support (financial, moral or material) from HNWIs for STAR's mission and vision.
- In the case of HNWIs active in telecoms and technology sectors, potential for collaboration around the use of technology to amplify citizen voice, participation and monitoring of service delivery.
- Recruitment of one or more HNWI champions for STAR-Ghana and its programme.
- Convening dialogue platforms to link civil society to HNWIs and discuss prospects for greater investment in 'social change philanthropy' and active citizenship.

3.7 Diaspora giving

Africans living in the global diaspora play an increasingly significant role in resourcing development efforts at home. In 2014, it was estimated that diaspora Africans sent home $67 billion in remittances. Ghana has a large diaspora community living abroad, including many highly skilled and successful people who continue to take an interest in the

[15] TrustAfrica (2014), Africa's Wealthy Give Back
[16] See http://www.sji.org.za
[17] African Grantmakers Network (2015), Constructing a Developmental and Transformational Philanthropy in Africa - http://www.southernafricatrust.org/wp-content/uploads/2015/07/philanthropy-and-legislative-environment-report.pdf

development of their home country. Ghana has a well-developed regulatory framework for remittances. Internationally, organisations like the ***Africa Foundation for Development*** (AFFORD) and ***Africans in the Diaspora*** have emerged to harness the potential of diaspora giving more strategically for development. As STAR-Ghana undertakes further scoping of the donor and philanthropy landscape, including diversification of the resource base for it programme and partners, it should pay attention to the contribution that diaspora Ghanaians might make.

3.8 Technology-based platforms and individual giving

Globally, there has been an upsurge in the use of technology and online platforms to connect individual supporters to a range of development and charitable causes. Online sites like ***GlobalGiving*** (https://www.globalgiving.org) have mobilised millions of new individual donors around the world in support of development and humanitarian causes around the world. Mobile technology and smartphones already enable revolutionary money transfer and payments systems, like M-Pesa in East Africa. There is great potential to harness mobile technology to build platforms for collective citizen action, people-to-people solidarity and direct giving.

New social movements in Ghana, such as OccupyGhana and the Citizens Movement Against Corruption (CMaC), have proven the potential of social media as a powerful mobilising, campaigning and accountability resource. Social media presents significant opportunities to mobilise individual Ghanaians (particularly educated, professional and middle class people) as regular donors to social change development initiatives, like STAR.

The STAR design documents raise the possibility of STAR developing its own individual membership base, consisting of supporters willing to pay subscriptions or donate regularly to STAR. Technology-based and social media platforms have an essential role to play a role in any membership-building efforts. STAR would also need to consider the possibility of engaging in 'face-to-face' (F2F) awareness, fundraising and membership campaigns.

Particularly in higher income countries, over recent years F2F has become a major income generator for some development CSOs, like ActionAid, World Vision, Greenpeace, Doctors without Borders, and others. The growth and popularity of F2F is accounted for by several factors:

- Some CSOs have been able to generate a very profitable return on their investment in F2F (sometime up to a ratio of 3 to 1) because supporters are recruited to donate on a regular basis – monthly, quarterly, annually, etc. – usually through debit orders on their bank or credit card accounts.
- CSOs are able to secure long term donations that allow them to plan more effectively for programme work and campaigns, knowing that they have a guaranteed funding stream from individual supporters.
- Funds raised from regular givers add legitimacy to CSOs and demonstrate public support that can act as leverage for funding from institutional and government funders.
- As well as secured supporters, CSOs are able build a data base of potential supporters or subscribers to their publications, regular news bulletins, etc.

- F2F is a variant on 'cause-related marketing' and serves to raise public awareness and highlight the importance of key campaigning or policy the issues taken up by CSOs.
- F2F has proven to be especially effectively in reaching young people.

F2F is a relatively new field in Africa but some positive experience has emerged in middle income countries like South Africa.

As STAR-Ghana considers its positioning and opportunities to develop sustainable resource streams for itself and civil society beyond the official aid system, more scoping and relationship-building is required to explore the potential of technology-based solutions, social media platforms and individual giving strategies.

3.9 Philanthropy platforms, networks and support organisations

STAR-Ghana has a range of opportunities for strategic connections or partnerships with philanthropy platforms, networks and support agencies that could add value to its mission and vision. Following is a summary of some of these opportunities.

African Philanthropy Network (APN)

APN (originally the Africa Grantmakers Network founded in 2010) is a Pan-African network of grant-making organisations that facilitates networking and experience-sharing among established and emerging African philanthropic institutions. It serves as a platform for the promotion of an African voice and agenda for philanthropy to address social injustice and development issues on the continent. In addition to its Biennial Assembly, the core programs include knowledge building on African philanthropy, thought leadership and advocacy in the field and member services such as peer learning and tools development. The Executive Director of APN is Karen Sai is Ghanaian and is based in Accra (contact: karen@africaphilanthropy.org, +233 50 90 30 516). See https://www.facebook.com/AfricaPhilanthropyNetwork/

African Philanthropy Forum (APF)

APF, an affiliate of the Global Philanthropy Forum, seeks to build and continuously expand a learning community of strategic African philanthropists and social investors committed to inclusive and sustainable economic development throughout the continent and to inform, enable and enhance the development impact of their giving and investing. Its founding members include prominent individuals from several countries in Africa. The inaugural meeting of the AFP took place in February 2013 and it is being used to develop a more detailed agenda and programme. The Director of APF is Ndidi Nwuneli who is based in Nigeria (contact: nnwuneli@philanthropyforum.org, +234 803 355 1855). See https://philanthropyforum.org/community/apf-membership/

African Union (AU) Foundation

Launched in 2015, the AU Foundation is an institution emerging from the African Union established as part of promoting domestic resource mobilisation for African development. The Council is made up of Africans from different sectors and regions of the continent, as well as representatives from the African Diaspora. The foundation will promote programmes in human resources and skills development, youth development, the empowerment of women, the management of diversity and integration. It will also mobilise resources for the programme budget of the AU Commission. The Foundation operates as an autonomous entity, with its own governing structure, which is the Council. See www.africaunionfoundation.org/

Global Philanthropists Circle (GPC)

Hosted by the Synergos Institute and founded by Peggy Dulany (Rockefeller), the GPC is a global network of high net worth families and individuals committed to using philanthropic practices to address pressing social issues. Members of the GPC can leverage relationships in order to access strategic people and make a difference where required. The platform is focused on long-term impact and sustainability as well as making strategic changes to challenges relating to poverty and social justice. See http://www.synergos.org/philanthropistscircle/

Nexus Africa

Nexus Africa, a chapter of Nexus Global, is a network of 'next generation philanthropists.' Its vision is to drive next-generation philanthropy in Africa as well as to bridge communities of wealth, social impact investors, and social entrepreneurs for outcome-based programming that will develop Africa over the next 50 years. Its programmatic focus for Africa includes advocacy, networking events and funding for social causes. Nexus Africa has a total of 350 members in Africa and in the Diaspora. Members of Nexus Africa are committed to being more involved in strategic philanthropy causes. 'They want to be more involved as compared to the previous generation,' says Prince Cedza Dlamini, founding Chair of Nexus Africa; 'They are motivated by legacy, idealism and changing the African narrative.' See http://www.nexusafrica.org/

SDG Philanthropy Platform

SDG Philanthropy Platform is a collaboration between philanthropy and the greater international development community led by Foundation Center, United Nations Development Programme (UNDP) and Rockefeller Philanthropy Advisors, and supported by the Conrad N. Hilton Foundation, Ford Foundation and the MasterCard Foundation, the Brach Family Foundation, the Council on Foundations (USA), East Africa Association of Grantmakers (EAAG), European Foundation Centre (EFC), World Congress of Muslim Philanthropists, Worldwide Initiatives for Grantmaker Support (WINGS) and other organisation. The goal of the Platform is to enable partnerships on global development as we transition from the Millennium Development Goals (MDGs) to the Sustainable Development Goals (SDGs).

The SDG Philanthropy Platform aims to:

- Build bridges by encouraging philanthropy, the UN, governments, the private sector and NGOs to collaborate
- Shift the philanthropy sector mind set toward a more inclusive approach

- Advocate the importance of understanding data to achieve the SDGs
- Improve capacity, knowledge, and data sharing to use data as a driver for philanthropic investment and to achieve effective development outcomes
- To contribute essential data with its SDGfunders.org website
- To promote accountability in the philanthropic sector

The Partnership has held planning workshops in its four pilot countries: Kenya, Colombia, Indonesia, and Ghana. The Ghana launch workshop was convened in July 2015 and brought together over a 100 participants from the philanthropic sector, the UN System, civil society, government and business

See http://sdgfunders.org/

Africa Grantmakers' Affinity Group (AGAG)

AGAG is network of international and Africa foundations, grant-makers and individuals funding efforts that benefit Africa and its people. AGAG identifies and communicates information about critical trends and strategies; organises conferences and webinars on issues and topics relevant to grant-makers funding in Africa; and shares relevant knowledge and information resources. See http://africagrantmakers.org/

Foundation Center

Based in New York and established in 1956, the Foundation Center is a leading source of information about philanthropy worldwide. Foundation Center maintains the most comprehensive database on U.S. and global grant-makers and their grants. It also operates research, education, and training programs designed to advance knowledge of philanthropy at every level. See http://foundationcenter.org/

European Foundation Centre (EFC)

The EFC is a platform for and champion of institutional philanthropy – with a focus on Europe, but also with an eye to the global philanthropic landscape. The EFC now represents more than 200 philanthropic organisations, including foundations and corporate funders based in Europe. It works with its members to foster positive social change in Europe and beyond. EFC has a strong track record of dialogue with and support to emerging African foundations and philanthropy networks. Its Chief Executive, Gerry Salole, is Ethiopian and chairs the Board of Trust Africa. See http://www.efc.be/

Council on Foundations (USA)

The Council on Foundations, founded in 1949, is the primary leadership association of grant-making foundations and corporations in the USA. The Council works actively to foster international grant-making, build connections among American and international foundations, and promote philanthropy as a key component of civil society. See http://www.cof.org/topic/global-grantmaking

WINGS (Worldwide Initiatives for Grantmaker Support)

With its head office in Sao Paulo, Worldwide Initiatives for Grantmaker Support (WINGS) is a global network of almost 100 philanthropy associations and support organizations in 38 countries around the world whose purpose is to strengthen, promote and provide

leadership on the development of philanthropy and social investment. Together WINGS members and network participants represent over 22,000 philanthropic entities from all regions, mobilizing close to US $140 million. WINGS strengthens, promotes and provides leadership on the development of philanthropy and social investment around the world. WINGS gives voice to the many cultures of giving and provides its members and other participants with information, knowledge, and peer exchange. Its vision is of a strong, global philanthropic community that strives to build more equitable and just societies around the world. See http://www.wingsweb.org/

International Human Rights Funders Group (IHRFG)

Founded in 1994, the International Human Rights Funders Group is a growing network of over 350 grant-making institutions and 1,550 individual participants committed to advancing human rights around the globe. The aims of the International Human Rights Funders Group are to improve the strategic effectiveness of funding for human rights; to expand the extent to which funders across a range of issue areas incorporate a human rights framework into their grant-making; to extend linkages and collaboration among human rights funders around the globe; and, ultimately, to increase overall funding for human rights. See https://www.ihrfg.org/

STAR-Ghana should take steps to begin a process of engagement with these philanthropy platforms, networks and support organisations. Suggested priority actions would include:

- Sharing STAR's case statement and inviting feedback.
- Convening dialogue with selected organisations to explore potential for collaboration and support.
- Representation and participation at upcoming APN, APF and AGAG meetings and events (including possible presentations of STAR's programme, case statement and development vision).
- Possible formal affiliation with APN, APF and AGAG.
- Focused discussions with the SDG Philanthropy Platform to explore possible partnership or collaboration around the Platform's Ghana-based pilot programme activities.

3.10 International NGOs and civil society support organisations

As well as Ghanaian civil society groups, STAR-Ghana has strong relationships and common interests with international NGOs operating in Ghana (including its consortium partner, Christian Aid). There are clear synergies between the development goals and programmes of STAR and those of key INGOs, such as IBIS Denmark (now part of the Oxfam International family), Care International, ActionAid and the Natural Resource Governance Institute. It is important that these actors, who continue to play a significant role in support of CSOs and active citizenship in Ghana, should be involved in the discussion about STAR's evolving role, its CCCL mission and its trajectory towards independence. There is scope for strategic partnerships between STAR and INGOs around shared programme goals, joint convening and dialogue, and development of sustainable funding streams for civil society.

STAR-Ghana should also explore possibilities for strategic collaboration with regional and international civil society support organisations, including:

- ***West Africa Civil Society Institute (WACSI):*** WACSI was established by the Open Society Initiative for West Africa (OSIWA) in 2005 to reinforce the capacities of civil society in the sub-region. Based in Accra, WACSI works to strengthen the institutional and operational capacities of civil society organisations through capacity strengthening programmes for increased and effective policy engagement, and the promotion of development, good governance and democratic values in West Africa. It serves as a resource centre for training, research, knowledge-sharing, leadership development and dialogue for CSOs in West Africa. WACSI hosts an online CSO directory for Ghana and the region and has entered into a partnership with CIVICUS on the Civic Space Monitor Initiative. There are clear commonalities between the missions of WACSI and STAR-Ghana as well as practical opportunities for partnership around STAR's CCCL role.

- ***CIVICUS: World Alliance for Citizen Participation***: Based in Johannesburg, CIVICUS is an international alliance dedicated to strengthening citizen action and civil society around the world. It focuses on three priority areas: protecting the rights of civil society; strengthening civil society good practices; and increasing the influence of civil society. CIVICUS undertakes a range of long and short-term projects in each of these areas. Flagship programmes, such as the Civil Society Index and the World Assembly, cut across these areas and provide a global platform for strengthening civil society. There is strong natural alignment between CIVICUS and STAR's vision, mission and programme.

- ***The International Center for Not-for-Profit Law (ICNL)***: ICNL works with governments, civil society organizations, and the international community in more than 100 countries to improve the legal environment for civil society, philanthropy, and public participation around the world. Among its programme are: the Legal Enabling Environment Program that seeks to establish legal and regulatory frameworks that protect and promote civil society and civic participation; and the Civic Space Initiative that addresses the troubling trend of governments using the law to restrict space for civil society. There may be opportunities for STAR collaboration with ICNL on work to strengthen the enabling environment for civil society, active citizenship and philanthropy in Ghana.

4. Next steps

This paper has reviewed key building blocks of STAR-Ghana's 'unique value proposition and case statement, and it has attempted to synthesise as much as possible the various articulations of STAR's vision, mission and objectives (for a draft graphic version of vision, mission and objective, see Annex 1 below). It has also surveyed STAR's positioning in relation to a range of actors, opportunities and resources beyond the official development aid system. The range is wide, and the list of actors is not comprehensive. It is clear that STAR has many prospects for new engagement and partnership beyond the aid system. But with limited time and resources, it also faces a challenge to make choices about where to begin and how to prioritise among these actors and opportunities.

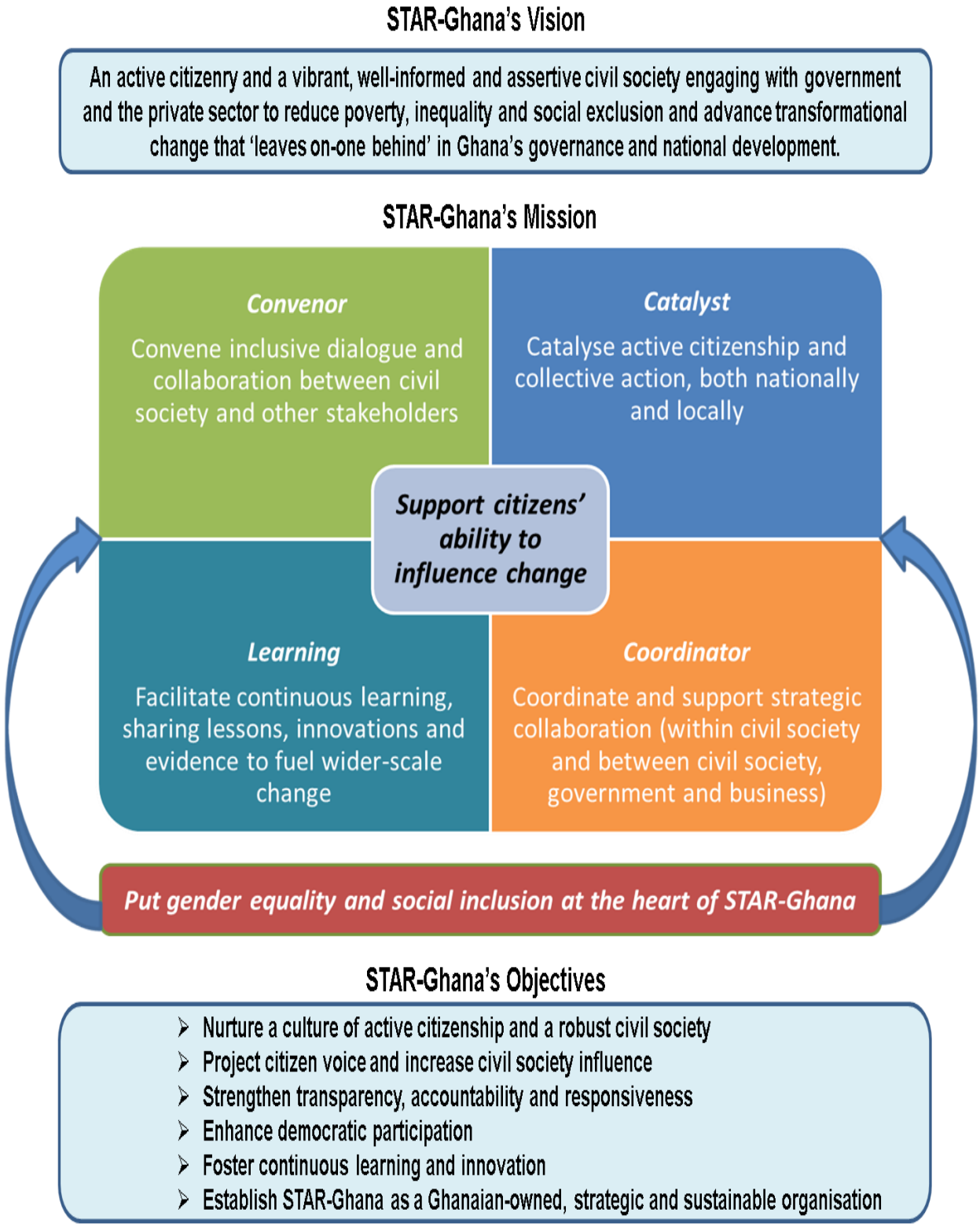
To move forward, suggested practical next steps are:

1) Development of a draft case statement for STAR (including an agreed vision, mission and objectives statement) for approval by the SC.
2) Mobilise this case statement as a centrepiece of on-going consultations and dialogue with civil society and other key stakeholders in Ghana.
3) Develop an engagement strategy in relation to dialogue with a larger range of Ghanaian, African and international development stakeholders, as outlined in this paper.
4) As part of that engagement strategy, agree some clear priorities and phased action steps for interaction with different stakeholders (using the combined resources of the SC, PMT and consortium partners).
5) Use the unfolding consultation and engagement process to test the appetite of key stakeholders for an independent, sustainable STAR-Ghana, to define the gap such an entity would fill, and to gather input on practical options for STAR's institutional development.

In tandem with these action steps, further institutional development support work on the agenda includes.

- Development of a glossary of key terms and concepts (like 'active citizenship,' 'transformational change,' 'social inclusion,' 'civic space,' etc.
- Development of a draft strategy for donor engagement (including further mapping of the evolving donor and development funding space in Ghana).
- Documentation of selected case studies from foundations, grant-makers and strategic partnerships that have lessons for STAR.
- Drafting of STAR's ethical guidelines for funding and partnerships.
- Exploration of STAR's options for endowment building, growing a membership base, direct fundraising from the public, resource mobilisation through and technology-driven giving platforms, and management of investments.
- Reflection on STAR's approach to the strengthening of the enabling environment for civil society and active citizenship.
- Support to an updated mapping of civil society and civic space in Ghana.
- Development of STAR's approach to 'bridging leadership' and its role as a broker of dialogue, partnerships, alliances and collective action.

Annex 1: Draft graphic summary of STAR's vision, mission and objectives



Annex 2: Top funders of human rights/MDG work in sub-Saharan Africa and Ghana

Top Funders of human rights work in Sub Saharan Africa (2012)[18]	$ millions	Top funders of MDG work – Ghana (2002-2012)[19]	$ millions	Top 25 receivers – for work in Ghana (2002-2012)	$ millions
Comic Relief UK	$53.10	Bill & Melinda Gates Foundation	219.37	Marie Stopes International	30.00
Ford Foundation	$22.95	Conrad N. Hilton Foundation	52.89	IRC International Water and Sanitation Centre	24.07
American Jewish World Service	$15.00	Howard G. Buffett Foundation	19.24	World Vision	19.47
National Endowment for Democracy	$13.86	Doris Duke Charitable Foundation	16.05	Columbia University	17.93
The Atlantic Philanthropies	$13.42	Comic Relief UK	12.55	University of Greenwich	17.45
Hivos	$12.68	The Rockefeller Foundation	11.74	International Bank for Reconstruction and Development	16.65
Open Society Foundations	$10.64	The William and Flora Hewlett Foundation	8.13	International Institute of Tropical Agriculture$12.21 M	12.21
Humanity United	$8.69	Carnegie Corporation of New York	7.16	Carter Center	
The Foundation for Civil Society	$6.81	The Coca-Cola Foundation, Inc.	6.00	CHF International	12.04
The John D. and Catherine T. MacArthur Foundation	$5. $.5.89	The PepsiCo Foundation, Inc.	4	International Trachoma Initiative	10.11
UN Women Fund for Gender Equality	$4.78	Ford Foundation	3.46	Institute for Healthcare Improvement	9.25
Tides Foundation	$4.70	Nationale Postcode Loterij	2.4	Opportunity International	9.22
The Sigrid Rausing Trust	$4.68	Newman's Own Foundation	2.24	WaterAid America	8.1
Cordaid	$4.48	African Women's Development Fund	2.06	UNESCO-IHE Institute for Water Education	8.01
The Oak Foundation	$4.47	ExxonMobil Foundation	1.43	Global Alliance for Vaccines and Immunization	7.92
Nationale Postcode Loterij	$3.96	UN Women's Fund for Gender Equality	0.835	SNV USA	7.59

[18] International Human Rights Funders Group (2014) Advancing Human Rights: Update on global Foundation Grantmaking: key findings. http://humanrights.foundationcenter.org/regions/africa/
[19] SDG Funders website http://sdgfunders.org/mdgs/country/ghana/lang/en/

Bloomberg Philanthropies	$3.75	American Jewish World Service	0.731	International Development Enterprises	7.32
The David and Lucile Packard Foundation	$3.64	The Denver Foundation	0.7	Safe Water Network	7.2
Mensen met een Missie	$3.45	The Alaska Community Foundation	0.608	Plan International USA	7.08
Human Dignity Foundation	$2.48	The Weberg Trust	0.5176	INDEPTH Network	7.06
Freedom House	$2.34	Nordstrom/Seifert Family Foundation	0.5	Brookings Institution	6.27
Fund for Global Human Rights	$2.21	Hivos	0.4789	Coca-Cola Africa Foundation	6.00
African Women's Development Fund (based in Ghana)	$2.12	The John D. and Catherine T. MacArthur Foundation	0.463	Ecobank	6.00
The William and Flora Hewlett Foundation	$2.08	The Stewardship Foundation	0.45	UNICEF	5.60
NIKE Foundation	$1.95	Annenberg Foundation	0.4	SOS SAHEL International UK	5.37