Gender Equality and Social Inclusion (GESI) Strategy

Social Development Direct

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Abbreviations and Acronyms

GTAG	(STAR-Ghana) GESI Technical Advisory Group
KIIs	Key Informant Interviews
LGBTI	Lesbian, Gay, Bi-sexual, Transsexual and Intersex
M&E	Monitoring and Evaluation
NETRIGHT	Network for Women's Rights in Ghana (NETRIGHT)
PLHIV	People living with HIV/AIDS
PwDs	People living with disability
PMT	(STAR-Ghana) Programme Management Team
SDGs	(UN) Sustainable Development Goals
STAR-Ghana	Strengthening Transparency, Accountability and Responsiveness in Ghana
VAWG	Violence against Women and Girls
WROs	Women's Rights Organisations

Executive Summary

Strengthening Transparency, Accountability and Responsiveness in Ghana (STAR-Ghana) is a voice and empowerment programme which supports civil society to strengthen accountability and responsiveness of the state to citizens' issues.

The programme is in its second phase of implementation, the first phase having ended in April 2015. The second phase builds upon the results and learning from Phase 1 to achieve a step-change in how citizens are supported to address the underlying constraints to democratic governance, and inclusive and sustainable national development.

The programme has a dual focus – catalysing the efforts of civil society towards systemic change, and working towards the creation of a national institution/endowment fund to sustain support for these efforts beyond the life of STAR-Ghana.

The gender equality and social inclusion (GESI) strategy seeks to define an approach which ensures that equal opportunities for women, girls, men and boys, and a 'level playing field'[1] for all social groups are core values and practices within STAR-Ghana. The ultimate aim is to imprint gender equality and social inclusion into the institution's 'DNA' and into its role as a convenor, coordinator and catalyst of civil society. To meet this objective, the strategy looks 'inward' to what is happening within the institution as well as 'outward' to its programmes and partnerships, and focuses on four strategic objectives:

1. Organisational/institutional development
2. Mainstreaming
3. Collective action and movement building for social inclusion
4. Collective action and movement building for gender equality.

The strategy will apply a gender and social justice framework to STAR's institutionalisation process[2], carry out GESI analysis in all programmes, and support the achievement of specific GESI results. It aims to: develop an institution and workplace that embraces social inclusion and equality; support programmes and grant partners to consider equality and social inclusion in their design, implementation, monitoring and evaluation (M&E); and facilitate collective action and movement building in respect to gender equality and social inclusion.

The GESI strategy is a work in progress. It was developed through stakeholder consultation[3] involving 23 representatives of civil society organisations, selected donor agencies, and

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[1] That is, a situation where everyone operates according to the same set of rules or guidelines.

[2] That is, the process of progressing from a donor project to an independent and freestanding legal entity.

[3] Over the period November 2015–March 2016, Social Development Direct supported STAR-Ghana's inception process including the development of its gender equality and social inclusion strategy to be operationalised in the second phase of STAR-Ghana 2 - May 2016–2021. Susan Wilkinson Maposa (Senior Advisor), Emma Bell (Senior Researcher) and Victoria Schauerhammer (Researcher) supported the Programme Management Team in this task.

members of the GESI Technical Advisory Group (GTAG)[4], and will continue to evolve in response to changes in the context, priorities and lessons learnt.

The strategy recommends the use of nine GESI principles or standards:

- Placing GESI at the centre of STAR-Ghana as a key focus
- Seeing social inclusion and gender equality as distinct by overlapping entities
- Placing equal emphasis on gender equality and social inclusion;
- Interpreting exclusion to encompass social groups (for example, youth, people living with disabilities (PwDs) and migrants) as well as other factors influencing exclusion (e.g. one's location, type of civil society organisation);
- Addressing systemic issues, including institutional structures, policies and social norms that underpin gender inequality and social exclusion;
- Regarding the empowerment of women, girls and excluded groups as critical;
- Disaggregating data based on gender and exclusion, finding where inequalities overlap (for example women with disabilities);
- Consulting and engaging with men and other groups that influence conditions for the empowerment of women and other excluded groups, but not at the expense of the meaningful involvement of women and girls; and
- Focusing on transformative change related to gender relations and power relations between influential and excluded groups.

Furthermore, it proposes the use of a selection of tools that will give the strategy implementation some power and clout, in the form of authority, expertise or financial resources. These include the following:

- Earmarking funds for the achievement of GESI objectives;
- Establishing grant calls that are specific to GESI issues and themes;
- Creating a full time and senior GESI officer position;
- Making it known which Project Management Team (PMT) and staff members are responsible for the various aspects of the GESI strategy;
- Ensuring STAR-Ghana's leadership is representative of women and excluded groups and that they champion GESI;
- Incorporating the GESI vision, targets and indicators into STAR-Ghana's M&E framework;
- Establishing freedom of information protocols and feedbacks systems that ensure STAR is transparent in what it does and is answerable to women and excluded groups; and
- Promoting GESI in all activities that are branded as elements of STAR-Ghana.

This strategy document covers the following content:

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[4] The GTAG was established to assist and advise the STAR-Ghana Steering Committee.

Part 1: Introduction

- Introduces STAR-Ghana and the GESI strategy
- Provides a rationale for focusing on GESI
- Offers a contextual analysis of gender equality and social inclusion in Ghana
- Defines key terms
- Presents GESI principles
- Outlines the progression from STAR-Ghana Phase 1 to Phase 2

Part 2: GESI Strategy

- Clarifies vision, objective and purpose
- Outlines four strategic areas
- Proposes operational tools and practices
- Offers a strategic framework

Annexes

- Provides an indicative work plan for year 1 (Annex 1)
- Provides a road map (i.e. action plan) to guide operationalisation (Annex 2)
- Summarises priority areas and action points that surfaced in key informant interviews (Annex 3)
- Risk register for phase two with GESI considerations (Annex 4)
- Presents a scoping study for the GESI Strategy (Annex 5 – a stand-alone document).

PART 1:   INTRODUCTION

1.1   Background

1.1.1   Introducing STAR-Ghana and the GESI strategy

Strengthening Transparency, Accountability and Responsiveness in Ghana (STAR-Ghana) is a voice and empowerment programme which supports civil society to strengthen accountability and responsiveness of the state to citizens' issues. The programme is in its second phase of implementation, the first phase having ended in April 2015. The second phase builds upon the results and learning from Phase 1 to achieve a step change in how citizens are supported to address the underlying constraints to democratic governance, and inclusive and sustainable national development. The programme has a dual focus - coordinating, convening and catalysing the efforts of civil society towards systemic change and working towards the creation of a national institution/endowment fund to sustain support for these efforts beyond the life of STAR-Ghana.

The GESI Strategy is a guiding framework for the incorporation of gender equality and social inclusion into STAR-Ghana. It looks 'inward' for a focus on STAR's systems, structures and procedures, as well as 'outward' for a consideration of programmatic interactions and agreements with grant partners and other stakeholders.

The key audiences for this strategy are STAR-Ghana's Steering Committee, the GESI Technical Advisory Group (GTAG), the Programme Management Team (PMT), operational staff members, grant partners and finally, consortium members. It is up to these stakeholders to put the strategy into practice.

1.1.2   Rationale for a gender equality and social inclusion focus

A society which "promotes and protects human rights, respect for and value of dignity of each individual, diversity, pluralism, tolerance, non-discrimination, non-violence, equality of opportunity, solidarity, security, and participation of all people, including disadvantaged and vulnerable groups"[5] must be rooted in gender equality and social inclusion. This is reflected in Goal 4 of the United Nations Sustainable Development Goals: *Achieve Gender Equality, Social Inclusion and Human Rights for all*, which aims to bring about transformative change within societies, institutions and economic structures to end gender inequality and all other forms of discrimination impacting on participation in social, political and economic life. It also cites "strong evidence that policies and investments targeted towards social inclusion can play an important role in lowering inequalities and promoting equal opportunities for all".[6]

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[5] UN Department of Economic and Social Affairs (2009)
[6] UN (2015)

It is also widely recognised that gender equality, women's rights and empowerment will only be achieved by promoting "equality in decision-making power in public and private institutions, in national parliaments and local councils, the media and civil society, in the management and governance of firms, and in families and communities."[7]

The overarching concern of STAR-Ghana is to ensure that all Ghanaians can make their voices heard and participate actively in policy decisions and accountability processes that affect their lives. While active political participation of all – through civil society organisations and an active citizenry, including social movements – is the overriding interest of STAR, a central problem is that in a diverse society, some voices are 'louder' than others. That is to say, for a range of reasons not everyone can 'speak up', 'be heard' or effectively engage with the State and influence it. Women and girls for example are typically disadvantaged in comparison to men and boys in the context of a patriarchal system which tends to regard them as inferior. Furthermore, social norms based on discrimination and stigma, as well as institutional and policy barriers, tend to marginalise some social groups (including youth, PwDs, the poor and migrants), from political participation. This includes the articulation of their needs and engagement with the state in respect to achieving their rights and entitlements. In short, a key problem which STAR-Ghana seeks to address is the lack of voice and influence that women and other excluded groups have when it comes to decisions that affect their lives. Because of this, gender equality and social inclusion are key values of STAR-Ghana and explicitly emphasised in its theory of change. The contextual analysis in section 1.2 provides evidence that substantiates and explains the context surrounding this issue.

1.2 Contextual Analysis - social exclusion and gender inequality in Ghana

Introduction

This section offers a summary of a GESI scoping study. The study is based on rapid desk research and information obtained from 23 key informant interviews with representatives of Ghanaian non-governmental organisations, international non-governmental organisations and donors. It focuses on decision-making processes, voice, participation and influence regarding public services, rights and social accountability. The full scoping study report is provided in Annex 5.

Who is socially marginalised in Ghana (main groups)?

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[7] UN Women (2013); See also the Beijing Platform for Action.
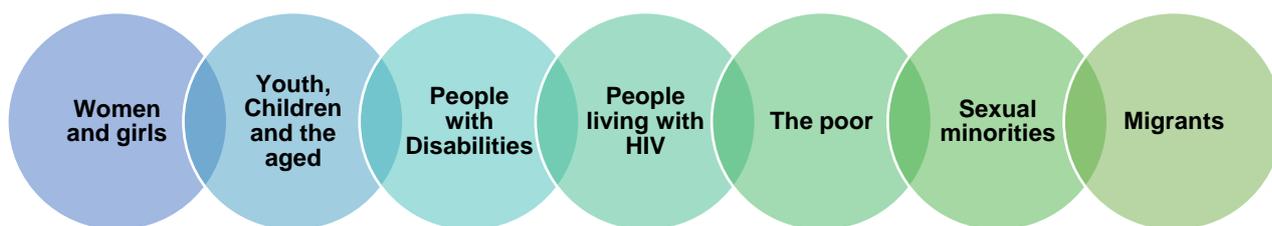
These groups are not an exhaustive list of those who face social exclusion in Ghanaian society. Where a person lives (for example rural/urban residence, informal settlement/permanent, North/South) can also have a significant impact on gender equality and a person's inclusion in society. Individuals often embody multiple identities which influence the experiences of inclusion and equality in different arenas. Furthermore, people have had different experiences depending on which space and relationship they engage with at any one time, for example in the household, community, media and national political forums. The lived reality of social exclusion is dynamic and multi-faceted. Exclusion can also be experienced at the institutional level, where smaller or more grassroots organisations can be side-lined by larger organisations.

A snapshot of vulnerability based on group identity and location[8] follows:

- Although generally the situation of **women** is improving, overall they are more likely to be poor and have worse education outcomes than men. For example, over twice as many women (19%) compared to men (9%) of men aged 15–49 have never attended school.[9]

- **Age** can be a powerful predictor of vulnerability: 38.2% of the population in Ghana is under age 15, 18.7% between 15 and 24. Between 28–30% of adolescents and young people aged 10–24 years are estimated to be living in poverty[10]. 21% is the national average.[11] In addition, 4.8% of the population is between 55-64 while 4.1% is over the age of 65. [12]

- The participation of **sexual minorities** in all areas of social life is severely restricted by high levels of stigma and discrimination. Approximately 2 million Ghanaians have been involved in same sex sexual relationships, i.e. close to 10% of Ghana's population.[13]

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[8] Ghana has a population of an estimated 26 million people.
[9] GSS, GHS, ICF International (2015)
[10] Participatory Development Associates (2014)
[11] GSS, GHS, ICF International (2015)
[12] Index Mundi - GHANA Demographic Profile (2014)
[13] USAID (2013)

- An estimated five million Ghanaians have **disabilities**, of which 2.8 million have a mental disability.[14] People with disabilities in Ghana face considerable stigma and abuse within their families and communities.

- Ghanaians have worse health and education outcomes in the **Northern, Savanna and rural areas.**[15] Also the **working class** and especially those in the **informal sector** have low results. 49% of Ghanaians live in rural areas – 36% of whom are in the lowest wealth quintile. 79% of Upper East's population is in the lowest wealth quintile.[16]

- More than 5.5 million live in **slums**. Many are **migrants**. Slums (particularly illegal ones) are generally characterised by high levels of poverty and limited social protection.

- Generally **women and those women that overlap with other forms of exclusion** (for example -disabled, rural, working class, poor and migrants, are the most worse off in society.

How well are gender equality and social inclusion understood?[17]

Internationally and specifically within Ghana, 'gender equality' is a more familiar concept where much more work has been done and supportive policies and programmes are evidence (see below under opportunities and government structures for examples). In Ghana, donors, government and civil society organisations have engaged with gender equality for close to three decades. In contrast, social inclusion is a much more recently used concept. It is not as familiar or as well conceptualised in the Ghanaian context as gender equality.[18] The recent trend is to link the two terms (i.e. GESI), including by the government and donor agencies. However, conceptually, programmatically, and in terms of the mobilisation of civil society, 'gender equality' and 'social inclusion' are at different stages of development and need different attention and support to ensure that neither focus gets lost.

What are the key drivers of exclusion and inequality in Ghana?

- **Social norms regarding gender, age and exclusion** – For example, women and young people are often raised not to participate in decision-making at all levels and are generally seen as inferior. Traditional practices discriminate against women, particularly girls and older women who are in some cases labelled as witches. Widely held stigma and discriminatory beliefs, for example around sexual orientation, disability and HIV status, exist.

- **Economic factors** – There is resource deprivation, a segregated colonial policy legacy and geographic conditions that inform disparities between the Northern and Southern regions. This

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[14] Mitra et al (2011)
[15] Government of Ghana (GoG)/Ghana Statistical Service (GSS) Census (2012)
[16] GSS, GHS, ICF International (2015)
[17] Also see definitions in section 3.1.
[18] See section 1.2.2 for working definitions of gender equality, social exclusion and social inclusion.

disparity is a driver of migration flows from the North to the South. In addition, although women are often economically active and have a high level of control over their income, they are concentrated in informal, low/unpaid work with little control over assets..

- **Political climate** – Political processes are perceived to be "dirty"[19] and "mystifying" and participation can be expensive. Yet representatives of the socially excluded are often blamed for any inability to engage in such processes. Policies to improve representation which are in place are not fully enforced/acted upon (for example, women make up 7.9% of the District Assemblies despite a quota of 40%).

What is the state of civil society and social movements in Ghana?

Although there is limited engagement by citizens in civil society organisations that promote participation in community and national decision-making, there is an appetite to engage more if opportunities are presented.

Gender equality

- Many organisations focusing on gender equality and women's rights are engaged in a variety of activities to promote women's rights, welfare and empowerment. Legal changes for and the Women's Manifesto are evidence of success. However other crucial policy documents i.e. spousal property and affirmation action have remained in parliament for a long time without much action. Furthermore there is a seeming disinterest by young women on gender equality and women's rights issues due to a backlash.

- However, there is a perceived "dip" in the women's rights movement, e.g. 2015 was the first year NETRIGHT was unable to hold its annual review of progress in Ghana. An update of the Women's Manifesto is pending.

Social inclusion

- There are groups representing the socially excluded; however, the sector has not fully articulated a broader framework.

- Different groups have yet to capitalise on some successes by joining forces to tackle social exclusion as a movement.

- The young, PwDs and some informal trade/employment groups are active and achievements are evident in increased social protection programmes and legal changes such as the Disability Act.

- Other socially excluded groups/individuals remain largely unorganised and unrepresented.

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[19] For example, politicians direct insults at each other or are channelled through the media.

What strategies are employed to increase and exercise voice?		
Informal →	**Hybrid** →	**Formal**
• Organic mobilisation to meet a specific need • Deliberate use of norms and conventions of holding leaders to account	• Social media • Community education and mobilising people to strengthen voice ("power in numbers") • Community radio – linking users with service providers, providing information and facilitating holding to account • Print media	• Paralegals – linking stakeholders and aiding individual access to rights • Scorecards/monitoring • Political participation – voting, standing for office • Affirmative action (legal and policy change) • Institutional change for political structures to be more inclusive

What opportunities and challenges exist for civil society organisations and social movements?

Challenges:

• Civil society organisations are dependent on international donors and international non-governmental organisations. this dependence and competition for dwindling funds has impacted the way CSOs select and work on issues, particularly how they work together.

• Smaller (arguably more representative organisations of socially excluded groups) are not meaningfully included in the planning and operations of larger organisations that have the power to commandeer resources. The most visible WROs are dominated by women who are less socially excluded.

• Adversarial civil society and state relations mean that civil society's role in

Opportunities:

• A history of movement building and civil society activism by women and socially excluded groups have met with some successes, such as the Women's Manifesto and a developing youth and disability movement and is a foundation to build on.

• International donors and government recognise that involving CSOs and socially excluded groups including women in decision-making can lead to better policies and a stronger nation.

• A number of CSOs representing the socially excluded are engaged in monitoring the implementation of policy commitments, providing an important

directly supporting those in positions of power to advance a GESI agenda is severely limited.

- State capacity, resources and commitment to work with CSOs and implement relevant policies and laws are limited.

- A perceived "unfriendly" political culture and structures and a lack of donor funding has frustrated efforts to increase women's participation in political civil society to bring about wider change. Further such efforts are concentrated on improving their ability to engage rather than changing the system so they could better engage – tokenism is evident.

source of information for advocacy.

- The growing use of traditional and new media and research can aid and inform advocacy.

- The private sector can play a role (although currently their role is very limited).

- Traditional structures and indigenous institutions provide some opportunities for women (e.g. Queen Mothers), but they tend to have limited power.

- Government structures can aid civil society influence (see next box).

What government structures are in place to aid inclusion?

- Parliamentary bodies dealing with GESI (although they have limited resources and power) – e.g. the Ministry of Gender, Children and Social Protection and the Ministry of Youth and Sports

- Budgets to improve social protection of socially excluded groups such as PwDs (limited implementation)

- Government programmes – largely focusing on social protection rather than voice and influence

- Some examples of participatory policy development

- Members of parliament to some extent are driven by constituents' demands (although not by civil society organisations)

- Transparency mechanisms such as making data available (limited progress)

- Policy and legislation in place or in the pipeline (weak implementation) – for example, basic guarantees of gender equality enshrined in the 1992 Constitution; the Persons with Disability Act (2006), the National Youth Policy for empowering young people for a positive impact on national development and an Affirmative Action Bill that covers many of the issues outlined in the Women's manifesto currently under consideration by parliament.

1.3   Approach, Principles and Practices

The contextual analysis above points to a key problem that STAR-Ghana seeks to address: the lack of voice and influence of women and other social groups, causing them to be excluded in decisions that affect their lives.

With this in mind, the second phase of STAR-Ghana will adopt a multi-faceted approach (detailed in section 2.1.2) to promote gender equality and social inclusion – catalysing and invigorating a social movement focused on gender equality and social inclusion for the achievement of social justice and human rights.

1.3.1   Definitions

It is important that STAR-Ghana is clear about what is means when it uses terms such as gender equality, social inclusion, exclusion, empowerment, rights, mainstreaming and gender justice. Below are proposed working definitions.

- **Gender equality -** Gender equality is the absence of discrimination on the basis of gender in opportunities, in the allocation of resources or benefits, or in access to services. It is the full and equal exercise by men and women, girls and boys of their human rights.[20] In this situation: women and men, girls and boys have equal rights and equal access to socially and economically valued goods, resources, opportunities and benefits; the different gender roles are valued equally and do not constitute an obstacle to their wellbeing and finally; the fulfilment of their potential as responsible members of society is possible.

- **Social inclusion -** Social inclusion is the removal of institutional barriers and the enhancement of incentives to increase the access of diverse individual and groups to development opportunities. These barriers may be formal (written laws on spousal property, for instance), or they may be informal (e.g. time village girls spent carrying water instead of attending school). In short social inclusion is about evening the playing field by making the 'rules of the game'[21] more fair.[22]

- **Social exclusion -** Social exclusion is a process by which certain groups are systematically disadvantaged (for example denied resources or recognition[23]) because they are discriminated against on the basis of social characteristics. For example, ethnicity, race, religion, sexual orientation, caste, descent, gender, age,

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[20] STAR Ghana (2011a)
[21] A reference to the spoken or unspoken rules about how things are done
[22] STAR Ghana (2011b)
[23] STAR Ghana (2011a)

disability, HIV status, migrant status disability, HIV status, migrant status or where they live.[24]

- **Mainstreaming -** Gender mainstreaming is the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in any area and at all levels. It is a strategy for making women's as well as men's concerns and experience an integral dimension in the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and social spheres, such that inequality between men and women is not perpetuated. [25]

- **Human Rights -** Human rights are universal legal guarantees protecting individuals and groups against actions and omissions that interfere with fundamental freedoms, entitlements and human dignity. Human rights law obliges Governments (principally) and other duty-bearers to do certain things and prevents them from doing others.[26] STAR-Ghana promotes the achievement of human rights for women, girls and other socially excluded groups in Ghana as the key priority in promoting greater social inclusion and gender equality. Combining a focus on human rights and GESI necessitates a process that facilitates the ability of socially excluded groups to determine and influence economic, social and political development.

- **Empowerment -** Empowerment is about expanding opportunities and acquiring the power to make choices – in terms of what women or a social group can do and the range of options available to them. It is also about extending their imaginations about what they could do. Empowerment has economic, political and social dimensions.[27]

- **Social Justice -** Social justice is the view that everyone deserves equal economic, political and social rights and opportunities[28].

- **Gender justice -** Gender justice is the goal of full equality and equity [29]among women and girls and men and boys in all spheres of life. It is the result of women, together and on an equal basis with men, defining and shaping policies, structures and decisions that affect their lives and society as a whole. Gender justice is an outcome and a process.[30] STAR-Ghana's use of the term "gender and social justice"

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[24] Gaynor and Watson (2007); p. i
[25] STAR Ghana (2011a)
[26] UNFPA website - http://www.unfpa.org/human-rights-based-approach
[27] Chopra and Muller (2016), p.8
[28] Social Justice Solutions (2013) The Definition of Social Justice, http://www.socialjusticesolutions.org/2013/01/15/the-definition-of-social-justice/
[29] Equity is the process of being fair. That is steps are taken to achieve fairness and justices in the distribution of benefits and responsibilities.
[30] Oxfam, Canada (undated)

in frameworks uses this definition and expands it to include the engagement of socially excluded and socially influential groups.

1.3.2   Principles and Practices

STAR-Ghana has a unique GESI signature. It is informed by the following nine principles:

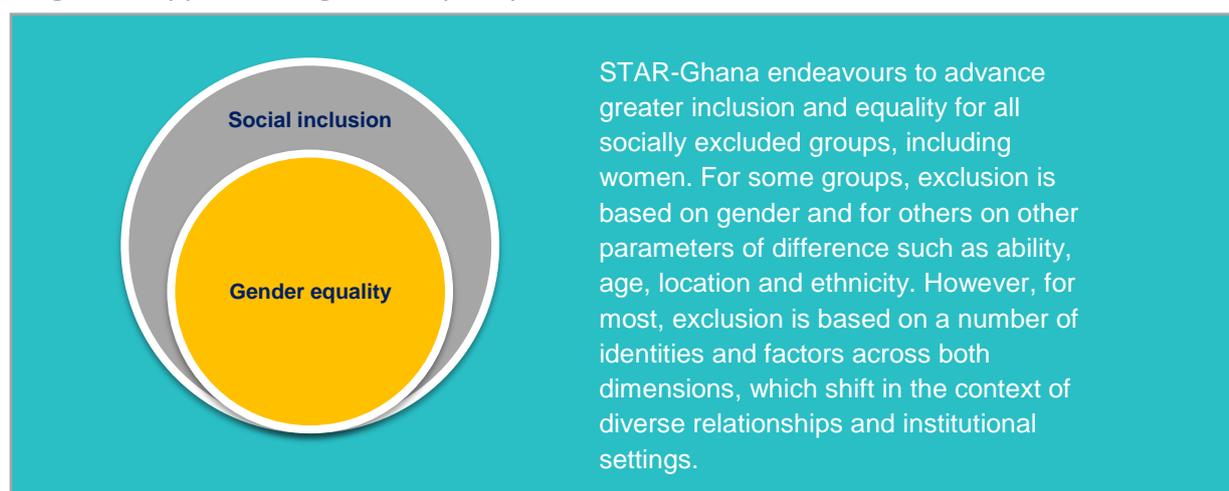**1) GESI as a central focus**

All activities will support the meaningful engagement of women and other socially excluded groups and individuals. This will be done in a meaningful way – as part of how STAR-Ghana sees its work and impact, so that GESI does not become a 'tick box' and only something one crosses off to indicate something is done in compliance with a requirement.

2) Social inclusion and gender equality as distinct but overlapping entities

To manage the tendency for GESI to be reduced to either gender equality or social inclusion – i.e. social inclusion can fall to the way side in gender-focused efforts, as can gender equality in work centred on social inclusion, they will be treated as distinct but overlapping entities. For example, mainstreaming requirements and guidelines will address each concern in their own right (as well as recognising their relevance to each other). Also efforts to build collective action and movements will treat each as a distinct stream or track.

Figure 1 shows that the strategy places gender equality at the core of social inclusion for all Ghanaians. This is done to avoid social inclusion efforts being implemented at the expense of gender equality (and vice versa).

Figure 1: Approach to gender equality and social inclusion

Social inclusion

Gender equality

STAR-Ghana endeavours to advance greater inclusion and equality for all socially excluded groups, including women. For some groups, exclusion is based on gender and for others on other parameters of difference such as ability, age, location and ethnicity. However, for most, exclusion is based on a number of identities and factors across both dimensions, which shift in the context of diverse relationships and institutional settings.

3) Social inclusion and gender equality as equally emphasised

This strategy will give equal weighting to gender equality and social inclusion. This approach seeks to maintain and improve the gender equality gains made to date in Ghana yet at the

same time catalyse progress in social inclusion, an area that is not as well understood or addressed.

4) A broad and inclusive interpretation of inclusion / exclusion

The term inclusion and exclusion will be used to not only to address diverse groups of people, for example PwDs, youth, children, slum dwellers, working class, migrants, people living with HIV (PLHIV); Lesbian, Gay, Bi-sexual, Transsexual and Intersex (LGBTI), but to capture other factors of marginalisation as well. These include location (North/South, urban and rural/remote) and type of civil society organisations (larger and smaller / more or less established; mainstream / women's right and PwD organisations)

5) Exclusion as informed by diverse and differing drivers or causes

Activities will respond to the drivers[31] of exclusion and inequality (for example, economic, social, and institutional and political drivers) in a customised way. That is, actions will respond to a particular case or circumstance. The same approach will not be used each time regardless of circumstances.

6) Intersecting inequalities as factors to consider in data collection, analysis and programmatic support

Exclusion and inequality are complex. Marginalisation can be based on multiple characteristics of overlapping or intersecting inequalities. To illustrate, a young migrant women living in a slum area faces multiple discriminations based on gender inequality, poverty and age. The GESI strategy will endeavour to address this through diverse and meaningful involvement of socially excluded groups, disaggregated data collection[32], analysis, customised programme design and monitoring.

7) The empowerment of women, girls and excluded groups as a key focus

The GESI strategy will create and support spaces and platforms that enable women, girls and excluded groups to articulate their own priorities, to come up with their own policy and programme agendas and increase their capacity to influence. In fact this strategy calls for women, girl and others who are socially excluded to be at the forefront of all STAR-Ghana supported activities. Toward this end, best practice from Ghana, the region and beyond will be identified, customised and pilot tested.

8) Transformative change (i.e. tacking power relations between men and women and different groups) as a key concern

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[31] Drivers: catalysts or causes

[32] This refers to breaking data down into its different parts of characteristics. Data on women for example could look at this total population and separate out the number of women who are in their reproductive year, pre productive years or post reproductive years based on age.

The strategy through organisational and institutional development within STAR-Ghana as well as through its outward facing programmes will seek to tackle systemic and structural causes of gender inequality and social exclusion. That is, actions will endeavour to address root causes such as social norms (i.e. gender roles, stereotypes and stigmas) which inform attitudes and behaviours, structural barriers (for example found in policy) and relational factors and forces for example between women and men and the excluded and more powerful in society.

9) **Consultation and engagement of men and other influential groups (for example traditional leaders, religious leaders, the media, the business class and the middle class) as strategic partners in empowerment efforts.**

Within STAR as a workplace and in it programmes, the positive attitudes and engagement of men and other powerful social groups in advancing the active political participation of women and excluded groups, their empowerment and the realisation of their rights will be facilitated.[33] The strategy will promote the benefits of their participation and highlight that their engagement is not a "zero sum"[34] game, but provides gains for all. To do so the approaches and lessons found in the region including those from Nigeria will be considered, adapted and piloted.

1.4   Building from STAR-Ghana – Phase 1

Phase 2 of STAR-Ghana will build on the GESI orientation, accomplishments and lessons of Phase 1. The mainstreaming efforts of Phase 1[35], focusing largely on the integration of GESI into the grant programme and hence into the work of grant partners, was achieved by locating GESI as a cross-cutting concern in their activities. Mainstreaming efforts furthermore built awareness of the importance of GESI as a core STAR value for example, through the use of a PMT GESI compliant activities checklist. They did not, however, include 'equity' as a dimension of the programme's value for money proposition.

Mainstreaming faced a number of challenges. These included 'evaporation' (i.e. a lack of follow through on commitments) and attrition (falling away) as people trained in GESI moved into other organisations or parliamentary committees. Within STAR, GESI was an additional task for staff on top of an already heavy workload. Additionally, specific funds were not allocated to resource GESI achievements. Because GESI was embedded into

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[33] Although not at the expense of the meaningful involvement of women and girls

[34] That is, it is not the case that one party wins and the other loses rather both can benefit.

[35] Mainstreaming was enabled through grant screening and selection processes as well as the provision of hands-on technical assistance to grant partners. Mechanisms included: a guidance note for organisations applying for STAR-Ghana funds, information sessions on GESI prior to applying for a grant, the incorporation of GESI dimensions into capacity building work, and making available technical advisors. A GESI lens was incorporated into grant partner forms, information and procedures related to the grant-making cycle.

'mainstream'[36] grants, it was difficult to separate out this concern and allocate a designated amount of financial resources to it.

At the outset of the implementation Phase undocumented lessons from Phase 1 will be drawn out and strategies to address the issues noted above will be crafted. Areas to consider will include capacity building methodologies, integrating GESI into the log frame and the monitoring and evaluation framework, GESI-focused learning and sharing events, as well as GESI analysis and the generation of disaggregated data. Furthermore, experiences and insights from STAR Phase 1 related for example to where there was resistance, competition between grant partners and the handling of sensitive issues such as LGBTI, religious intolerance, deeply rooted stigmas and discrimination, will be considered more deeply and taken into account.

The GESI strategy for STAR-Ghana upholds the Phase 1 mainstreaming focus and complements it with two other strategic dimensions: internal mainstreaming[37]and stand-alone[38] programmes. As such Phase 2 additionally focuses on the institutionalisation of GESI into the institution and STAR workplace as well as the achievement of substantive GESI objectives related to using the 3 C's approach to advance collective action and movement building of the women's rights movement and that of socially excluded groups.

Phase 1 footholds and gains give Phase 2 considerable leverage to advance GESI objectives. In addition to scoping documents, evidence generation, policy influence, legislative changes and improved service delivery, achievements have laid the foundation for further work in selected areas related to addressing institutional and structural barriers. These include but are not limited to recommendations for action related to the right of PwDs, the national health insurance scheme, education, decentralisation and local governance that can be taken forward. Scoping, evidence and policy briefing reports on these issues in addition to ones on access to justice and on gay, lesbian, bisexual and transgender issues in Ghana offer recommendations to review for follow up action.

A phase I report additionally recommended ways in which the bias toward larger and more established civil society organisations can be overcome for greater inclusion and engagement of smaller and remotely located ones. These will be considered in Phase 2 and incorporated into efforts to make information (for example on budgets) accessible to all organisations involved in the grant (not only the contract holder) and efforts to establish feedback systems for downward accountability to the GESI constituency.

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[36] General grants related to governance rather than ones focused on a specific GESI theme or issue.
[37] Found in strategic area 1.
[38] Found in strategic areas 3 and 4. Stand alone is a reference to programme elements that target specific GESI objectives or goals as opposed to integration into other goal – for example a broader governance objective.

Signalling by the Phase 2 PMT suggests that despite accomplishments, Phase 1 was regarded as weak on GESI, recognising it as an area for greater attention. The Phase 2 GESI strategy seeks to make a difference and rectify this concern in three ways:

1. It is more robust and multifaceted than the one adopted in Phase 1, including a focus on internal mainstreaming and stand-alone objectives as well as external mainstreaming;
2. It introduces five new tools to power action i.e. a GESI specialist, gender and social inclusion budgets, GESI thematic calls (restricted /competitive grants) a stronger emphasis on the collection, distribution and use of GESI disaggregated data and other evidence that can inform action and empower advocacy work; and the aggregation of GESI achievements for an appreciation of the "sum or the parts"[39] and not only individual results; and
3. It responds to strategic signals and reflections provided by key stakeholders including the Steering Committee, GESI external advisors (from Phase 1) and the current GTAG members. As such Phase 2 will give greater attention to social inclusion; concentrate on systemic and deep-rooted issues; focus on the promotion of unity (where valid) among different social groups and/or causes, collective action and movement building among civil society organisations and citizenry and; take changes in context as well as the level of weight or importance assigned to an issue into account as the strategy evolves and iterates around catalysing action around GESI with organizations, networks and coalitions.

PART 2: THE GESI STRATEGY

2.1 Overview

The GESI strategy is a signpost document and guiding framework for the next five years (2016-2021). It clarifies what STAR-Ghana wants to achieve in terms of gender equality and social inclusion and how this will be done.

The integration of GESI into STAR-Ghana and its placement at the heart of the institution is 'everyone's business and responsibility'. Accordingly the GESI strategy is intended to be used by the Steering Committee, PMT, staff, consortium members and grant partners.

Key elements of the strategy are presented in the remainder of this report and its annexes.

2.1.1 Vision, Purpose and Objectives

Vision

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[39] That is, STAR will not only document the individual efforts and advances made in respect to GESI but will assess and comment on their combined effect and impact.

The vision of the GESI strategy is to place gender equality and social inclusion at the core of STAR-Ghana by:

- Imprinting GESI onto the 'DNA' of the STAR-Ghana institution. The focus is *internal* to the institution. Attention is on the institution's own systems, processes and procedures and what actually happens in the STAR-Ghana workplace;

- Embedding GESI into STAR-Ghana's 3 C's programme approach. The focus is *external*, that is beyond the organisation. Attention is on STAR-Ghana's programmatic interactions and agreements with grant partners and other stakeholders and partners.

Purpose

The overall purpose of the GESI strategy is to support STAR-Ghana's impact and outcome level achievements by:

- Providing an overarching framework to mainstream GESI 'within' STAR (the institution and workplace) as well as 'outside' STAR through its programmes and stakeholder relationships;
- Providing a set of GESI practices and tools for strategy implementation; and
- Providing a road map of key actions.

To meet this purpose, this Strategy rests on four strategic areas:

- Strategic areas one - Organisational/institutional development
- Strategic areas two - Mainstreaming (programmes)
- Strategic area three - Collective action and movement building (social inclusion)
- Strategic area four - Collection action and movement building (gender equality)

A pathway of change has been identified for each strategic area. These are detailed in section 2.1.2.

Objectives

The specific objectives of the GESI strategy are to establish STAR-Ghana as an institution that:
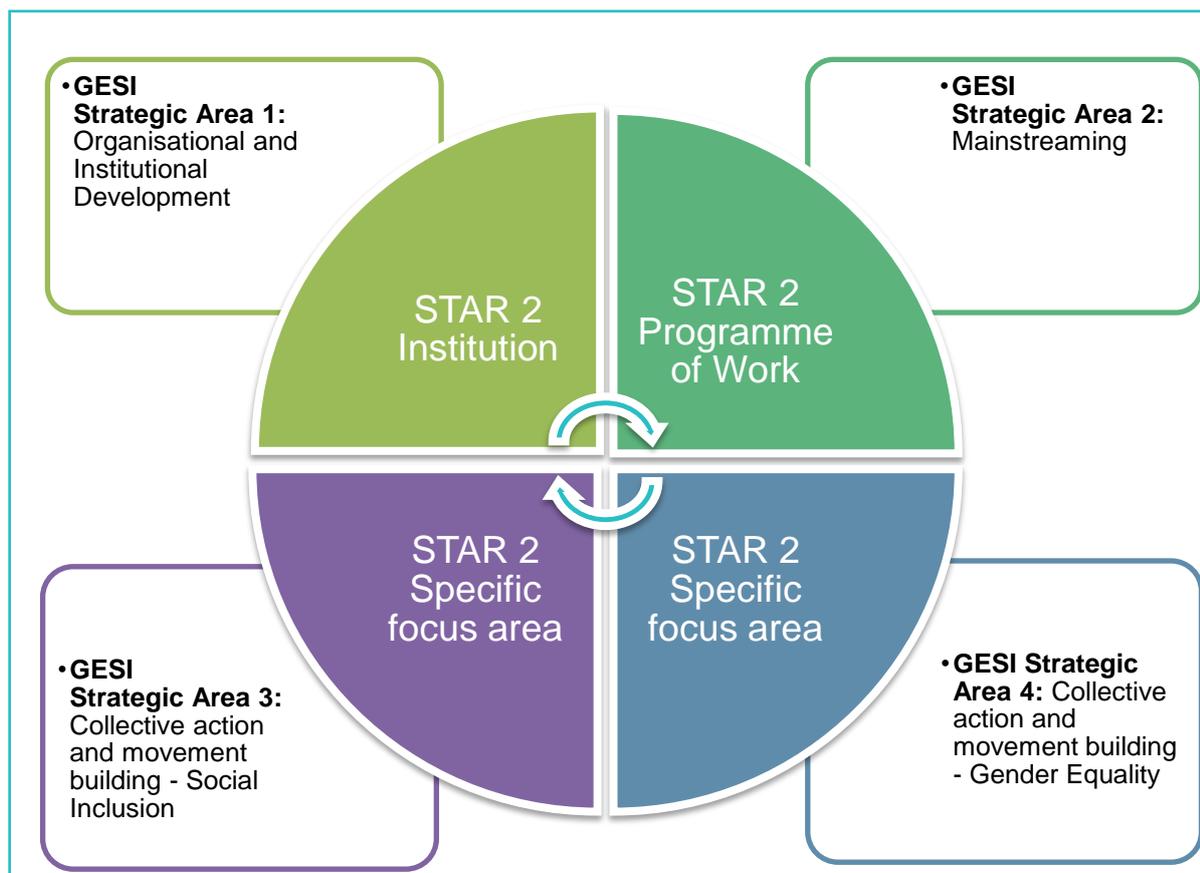
- women and men and excluded groups can access, participate in and experience equal opportunities without fear of discrimination (strategic area one);
- considers and integrates GESI into its mainstream programme work (strategic area two);

- uses convening, coordination and catalytic actions to facilitate an enabling environment for the advancement of social inclusion results (strategic area three); and

- uses convening, coordination and catalytic actions to facilitate an enabling environment for the advancement of gender equality results and the rights of women and girls (strategic area four).

2.1.2   Four strategic areas

The strategy is built around four strategic areas. These are shown in Figure 2 below and then fleshed out. This is done by describing each area, giving its objective, providing a rationale for it, detailing recommended pathways of change and finally proposing key actions.

Figure 2: Overview – GESI Strategic Areas

- **GESI Strategic Area 1:** Organisational and Institutional Development
- **GESI Strategic Area 2:** Mainstreaming
- **GESI Strategic Area 3:** Collective action and movement building - Social Inclusion
- **GESI Strategic Area 4:** Collective action and movement building - Gender Equality

Strategic Area 1: Mainstreaming GESI in STAR-Ghana as an institution (inward)
Objective:
To establish STAR-Ghana as an institution that women and men and excluded groups can access, participate in and experience equal opportunities without fear of discrimination
Rationale:
For STAR-Ghana to be credible, it must model the change it wants to see, in respect to gender equality and social inclusion as well as issues related to transparency and accountability to women and excluded groups.

Pathways of Change:

Embedding gender equality and social inclusion into all internal aspects of the institution is central to making STAR-Ghana an organisation and workplace where there are equal power relations between men, women and where relationships between men, women and other social groups are mutually empowering. To promote this kind of organisation, the adoption of a gender and social justice lens is necessary. The approach used is in keeping with the Gender Justice framework developed by Christian Aid[40] and the approach to the institutionalisation of GESI promoted by Gender Works[41], a global development consultancy focusing on gender and/organisational development.

Specifically, the intention is to:

- put in place (revise or introduce) internal policies, systems and structures that are supportive of GESI objectives;
- create spaces for all leadership and staff to cultivate a personal focus and awareness of GESI issues in their lives and the workplace;
- facilitate grantee partner understanding and uptake of a gender and social justice orientation in their own organisations; and
- ensure that STAR-Ghana is transparent in what it does and is accountable to women and socially excluded groups

Note: The first two pathways are inward-looking, and the third and fourth are outward-looking. These pathways are mutually reinforcing and will be pursued simultaneously.

Key actions and steps:

1. **Refresh/revise operations and procedure manuals**
   This is done to ensure that all policies, systems and structures (operations manual, programme management manual, etc.) are supportive of gender equality and social inclusion objectives. Activities include:
   - facilitating a discussion on gender and social justice for an improved understanding;
   - convening a participatory assessment of what needs to change in the STAR workplace toward development of a GESI vision and plan of action;
   - putting in place necessary capacity building support (e.g. training) for the Steering Committee, PMT and staff;

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[40] Christian Aid, 2014
[41] Rao and Kelleher, 2003.

- updating systems, policies and procedures as warranted;
- putting new systems, policies and procedures into action;
- assessing progress and self-correction; and
- synchronising the GESI vision and plan with the broader STAR-Ghana institutionalisation process.

2. **Create space for staff's personal reflection and growth**
   This step ensures that members of STAR have a chance to assess what gender inequality and social exclusion means to them within STAR as well as in their own personal and professional lives. This involves:
   - facilitating participatory processes (for example, dialogues, safe spaces) for the Steering Committee, PMT and staff members to enhance their appreciation of what GESI means in their personal and professional lives; and
   - monitoring and assessing changes in attitudes and behaviour through a GESI audit which could include a perception survey.

3. **Facilitate programme partner uptake of a gender and social justice approach**
   This step supports partners to understand, for example, what a justice orientation is and how to apply it. This includes:
   - devising an action plan for the role STAR-Ghana will play in this shift;
   - convening dialogues to explore (and secure) partner buy-in for STAR-Ghana's role in facilitating their gender and social justice orientation;
   - building capacity and carrying out other organising and catalytic functions with partners; and
   - tracking any changes in partner systems, procedures, organisational culture etc.

4. **Practice transparency with and downward accountability to GESI constituency**
   This is to ensure that those directly affected by efforts to promote gender equality and social inclusion have a chance to get the information they need and provide input and feedback on STAR-Ghana plans and actions. This includes:

   - developing protocols for use by the PMT and grant partners that ensure stakeholder access to information;
   - carrying out real-time stakeholder feedback consultative processes and incorporating this information into updated strategies, approaches and actions;
   - putting in place mechanisms for sharing information with stakeholders and intended beneficiaries (dovetailing with the communications strategy).

Strategic Area 2: Integrating GESI in STAR-Ghana programmes and grants

Objective:

To establish STAR-Ghana as an institution that considers and integrates GESI into its mainstream programme work.

Rationale:

While widely critiqued in the literature for focusing too much on procedures and lacking a political and advocacy thrust, mainstreaming remains important. It is valued for its ability to ensure that gender equality is factored into *all* programme work.

Pathways of Change:

Mainstreaming efforts will draw on and refresh what was done in STAR-Ghana 1. What worked well will be kept. What needs to be revisited based on the GESI audit, lessons learned and best practice experiences will be refined (ie. sharpened, added or subtracted). Furthermore, GESI considerations will be integrated into new guidelines relevant to STAR-Ghana's 3 C's programme approach.

Specifically, the intention is to:

- integrate GESI issues as two distinct entities or concerns into the programme management and grant manual;
- foster effective partner collaboration on GESI concerns. For example, as it relates to grants, dialogues and debates, thematic conferences, think tanks, reference groups, convening and safe spaces etc.; and
- foster effective consortium partners collaboration on GESI concern. For example, as it relates to the political economy analysis, communications strategy and communities of practice and monitoring and evaluation.

Key actions and steps:

1. **Refresh/revise programme management and grant manuals**
   This effort will ensure that GESI is considered at all stages of its programme work: viz. grant applications, screening and, contracting; coordination, convening and catalysing activities; learning and sharing; reporting, capacity building and monitoring and evaluation. It includes:
   - systematically reviewing relevant manuals from a GESI perspective;
   - implementing/testing new/updated requirements and procedures and revising as warranted; and
   - monitoring effectiveness through an annual audit and partner feedback.

2. **Ensure consortium partners integrate GESI in their strategy and frameworks for their programmes**
   This involves:
   - liaising with relevant consortium partners for a consideration of relevant GESI dimensions;
   - reviewing draft strategies and frameworks;
   - monitoring implementation and guarding against 'evaporation'; and
   - documenting progress at regular reporting cycles.

3. **Support programme partners (grant and otherwise) to adhere to STAR-Ghana Phase 1 programme guidelines related to GESI**
   This includes:
   - communicating what is required/expected;
   - providing required technical assistance and capacity building support;
   - managing non- compliance and/or 'evaporation' with mitigation strategies and sanctions;
   - receiving feedback and distilling lessons learned; and
   - documenting progress at regular reporting cycles.

Strategic Area 3: Supporting collective action and movement building (social inclusion)

Objective:

To establish STAR-Ghana as an organisation that uses convening, coordination and catalytic actions to facilitate an enabling environment for the advancement of social inclusion.

Rationale:

Giving targeted attention to issues related to social inclusion as a 'stand-alone' programmatic focus is a substantive and key way to generate specific results. In addition, it can complement mainstreaming procedures found in strategic objective 2.

Pathways of Change:

Targeted programming efforts for social inclusion and gender quality results (i.e. strategic areas 3 and 4) will focus on accountability for assets, rights and service delivery, the ability of excluded groups to exercise voice, influence and agency and shifting the 'rules of the game' – that is, policies and institutions which mediate and regulate people's participation in the life of the state.

The intention is to:

- build a more enabling environment for constituency consultation, engagement and accountability at all levels (local to national) including citizens, civil society organisations, national and local/traditional authorities as well as SI focused associations/organizations/networks around social inclusion for the realisation of rights of those who are socially excluded;
- support citizen and civil society organisations for collective action, unity and movements, by strengthening their capacity to advocate and strategically represent critical issues; and
- support action to remove policies and institutional barriers that prevent citizens/groups from participating with the state, accessing their rights and other opportunities (this includes a focus on policy implementation).

Key actions and steps:

Note: these proposed actions were flagged through stakeholder interviews (a detailed list can be found in Annex 3). These will need to be vetted and refined through ongoing consultation during the implementation phase to ensure relevance, establish prioritisation and sequencing.

1. **An enabling environment for improved access to rights, assets and services**
   This includes:
   - coordinating civil society stakeholder engagement with DFID, DANIDA and/or EU initiatives related to service delivery stressing accountability for rights and

entitlements; and

- coordinating civil society organisation and citizen monitoring of existing commitments to social inclusion through appropriate monitoring mechanisms agreed upon by committed stakeholders for increased transparency and accountability.

2. **Capacity to exercise voice, agency, accountability and influence**
   This involves:

- convening dialogues and learning platforms (for example community of practice) in order to develop a STAR conceptual framework on social inclusion and a joint advocacy and action plan to promote it;
- generating updated evidence on the social inclusion theme (for example through commissioning research papers on drivers of social exclusion) to build a stronger base for engagement with government;
- issuing a grant call (restricted/competitive) on strategic issues of social inclusion (and overlapping with gender equality where appropriate) which do not fit neatly into other calls;
- issuing a grant call (closed non competitive) that provides seed money that is funds to start working on issues or activities that were informed by that is emerged out of STAR generated research (ie. evidence)
- supporting formulation of programmes to mobilise all types of media to advance social inclusion.

3. **Rules of the game and decision making**.
   This includes:

- supporting an increased presence and profile of excluded groups in government, the private sector and media, e.g. to explore how these institutions exclude particular voices and ways in which institutions can alter their operations to increase the influence of socially excluded groups; and
- supporting existing commitments to excluded groups, for example funding grants (strategic opportunities fund and or open window) to stimulate or implement relevant legislative changes and improved service delivery.

Strategic Area 4: Supporting collective action and movement building (gender equality)

Objective:

To establish STAR-Ghana as an organisation that uses convening, coordination and catalytic actions to facilitate an enabling environment for the advancement of gender equality results and the rights of women and girls.

Rationale:

Giving targeted attention to issues related to gender equality and the rights of women and girls as a 'stand-alone' programmatic focus is a substantive and key way to generate specific results.

Pathways of Change:

The intention is to:

- build a more enabling environment for constituency consultation, engagement and accountability at all levels (local to national) including citizens, civil society organisations, national and local/traditional authorities around gender equality and the rights of women and girls;
- support citizen and civil society organisations (including gender equality focused ones) for collective action, unity and movements by strengthening the capacity of WROs and other supportive civil society organisations and groups to advocate and strategically represent critical issues relevant to diverse groups of women and girls; and
- support action to remove policies and institutional barriers that prevent women and WROs from participating with the state, accessing their rights and other opportunities. This includes a focus on policy implementation to advocate for delivery on existing commitments.

Key actions and steps:

Note: these proposed actions were flagged through stakeholder interviews (a detailed list is found in Annex 3) and will need to be vetted and refined through ongoing consultation during the implementation Phase to ensure relevance, establish prioritisation and sequencing.

1. **An enabling environment for improved access to rights, assets and services**
   This includes:
   - coordinating civil society organisations and citizen monitoring of existing commitments to gender equality;
   - funding grants (strategic opportunities fund and or open window) for the implementation of legislative changes for improving service delivery to different

groups of women; and

- creating safe and open spaces for different groups (particularly for girls and young women) to express themselves, their needs and priorities.

2. **Capacity to exercise voice, agency, accountability and influence**
   This involves:

- convening dialogues on, for example, ways in which STAR can: create safe spaces for groups, support advocacy at regional and local level, assess what has been collectively achieved to date, act as a think tank to reflect on past strategy and what it means for going forward, and tackle systemic issues perpetuating gender inequalities;
- facilitating discussions between generations of leaders for a handover of movement responsibility to the younger generation (including those from a range of socially excluded groups);
- coordinating role modelling for the promotion of gender equality;
- facilitating discussions on norms and attitudes towards masculinity /femininity as well as the dynamic of disempowered men in relation to gender norms and behaviours;
- supporting local efforts (this could be different kinds of community based groups as well as indigenous organisations) to promote women's participation;
- coordinating documentation, learning and sharing of evidence on best practices in gender equality promotion;
- supporting formulation of programmes to mobilise all types of media to advance gender equality by raising women's voice and their ability to influence; and
- developing capacity at the national and local levels for women's participation and representation in civil society.

3. **Rules of the game and decision making**
   This includes:

- funding grants (restricted/competitive) on gender equality to stimulate or implement legislative changes and improved service delivery; and
- exploring how institutions, for example, government, can facilitate greater influence of women and WROs in their operations.

2.1.3   Operational tools

To effectively operationalise these four strategic areas, this strategy recommends using selected tools[42] designed to lend the required levels of authority, knowledge, insight and financial resources to strategy implementation.

- **GESI mainstreaming documentation**: integrate GESI into STAR-Ghana Policy and Operations manuals and tools as well as key design and strategy documents such as the Theory of Change, the logical framework, the value for money equation, the Communication strategy, the Political Economy Analysis and the monitoring and evaluation system.
- **Gender and social inclusion budgets:** allocate a certain percentage of STAR-Ghana resources to gender equality and women's rights and to social inclusion.
- **Representative leadership:** ensure STAR-Ghana leadership at Steering Committee and PMT levels are representative of women and socially excluded groups who are committed to the GESI vision, its action plans and lead by example.
- **GESI staff position:** recruit a GESI specialist to a senior staff position.
- **Transparency of education and communication downward accountability systems:** put in place an access to information and a downward accountability protocol and ensure its application by PMT, Steering Committee and grant partners.
- **Call for grant proposals:** put in place specific actions (for example modified formats and requirements) as warranted to "level the playing field" ensuring that excluded groups have the opportunity to participate in grant calls.
- **Specific GESI grant calls** (restricted /competitive grants)**:** issue directed and thematic calls for proposals ensuring that GESI issues, for example those related to rural and urban, north and south and large and small civil society organisations, do not get neglected.

2.1.4 Operational Practices

To increase the understanding of GESI (including its diversity, drivers and progress made at national and institutional levels), three core procedures summarised below will be built into STAR-Ghana activities. STAR-Ghana will also draw on learning from dialogues convened - strategic areas 3 and 4.

GE and SI assessments and analysis

Analysis that considers the different ways men and women, and excluded and powerful groups experience political participation in Ghanaian society is carried out as part of the grant design, implementation, reporting and M&E processes.

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[42] A more detailed list of tools and rationale for their use is found in Annex 1 – Road Map.

Set up mechanisms to ensure STAR-Ghana programmes are based on evidence that minimise risk of 'lip service' (i.e. support or agreement that does not appear to be sincere because the words spoken are not followed up by appropriate action), and are continually updated based on experience.

This could include:

- Support and training in gender equality and social inclusion analysis[43] and disaggregated data collection to grant partners as warranted.
- Further facilitating use of a gender and social justice lens through the provision of tools and advice (links to strategic area 1) in relationships with grant partners.
- Have gender equality and social inclusion requirements as part of grant qualifications, application, screening, and reporting and performance assessment process.
- Partnering with GESI specialist organisations that have experience in GE and SI assessment and analysis.
- Establish penalties for non-compliance.
- Continuously update contextual analysis.

Protocol for the collection, analysis and use of disaggregated data

Ensure that research tools and methods support gender equality and social inclusion aims i.e. that the research process is not extractive and exploitative but potentially empowering for participants as well as capturing a diversity of experience.

This could include:

- Commissioning/ research/ desk study on what social exclusion and gender inequality is, how it is measured and viable ways for grant partners to collect data; and then grant partner consultation to determine protocols, capacity building support required etc. Also supporting existing best practice efforts to collect, analyse and use data.
- Establishing a guiding note on data collection and analysis for STAR-Ghana that is vetted and shared with key actors in this field in Ghana (for example Action Aid, World Bank, UNDP and statistical and research bodies from government and civil society) – include guidance on disaggregated data and an empowering approach.

GESI-sensitive monitoring and evaluation mechanisms

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[43] Gender and social inclusion analysis is a type of socio-economic **analysis** that uncovers how **gender** and social relations affect a development problem. It is a core practice of mainstreaming.

An M&E system that captures changes in stakeholder awareness and appreciation of GESI and further captures changes in gender and other unequal power relations in institutional and state-citizen engagement.

- Ensure there is GESI expertise among the M&E team, for example test awareness of staff during recruitment and any competency assessments/build capacity if needed.
- Determine what type of GESI indicators are needed (e.g. process, output and outcome indicators) as well as qualitative and quantitative data requirements. Integrate this with STAR-Ghana's M&E plan.
- Conduct annual audits, staff performance reviews and grant partner scoring (use of GESI mainstreaming scorecard) to assess STAR-Ghana and partner progress in institutionalising and mainstreaming GESI.
- Use monitoring and evaluation methods and tools that, where possible, are participatory and accessible for use by excluded groups.
- Draw on and support the M&E which is already being conducted by organisations with GESI expertise to understand change, for example, implementation of government commitments.
- Assess the effectiveness of grant funding, the 3 C's approach[44] as well as other programmatic approaches in respect to GESI objectives.

2.1 Strategic Framework 2016–2020

The overall purpose of the strategic framework presented below is to support the achievement of its objectives by:

- Stating the outcomes, outputs and indicators (targets) for each of its strategic areas.

Additionally, the framework offers an evaluative indicator for each strategic area for incorporation into the STAR –Ghana M&E framework.

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[44] This is a reference used in STAR-Ghana to refer to support to civil society based on coordination, convening and catalytic action.

2.2.1 Internal component

Strategic Area 1: Mainstreaming GESI in STAR-Ghana as an institution	**Strategic objective: Establish STAR-Ghana as an institution that women and men and excluded groups can access, participate in and experience equal opportunities without fear of discrimination.**		
	Indicators (evaluative): • Women and men and excluded groups perceive they can access, participate in and experience equal opportunities within the institution of STAR-Ghana, without fear of discrimination.		
Focus areas	**Outcomes**	**Outputs**	**Indicators (targets)**
1.1 A formal foundation for GESI	An institution that has a formal foundation for GESI integration.	Policies, systems and structures are supportive of GESI objectives, and demonstrate how to 'do GESI' in a new way.	• Revised internal operational framework for GESI is applied • A GESI specialist on staff • % of budget dedicated to GESI actions and achivements • Staff perceptions that Steering Committee and PMT are GESI champions • Number and quality of improvements as highlighted in the Annual GESI audit
1.2 An institutional culture that embraces GESI	An institution that creates spaces for member reflection on GESI in their personal and professional lives.	STAR-Ghana members reflect on what GESI means in their personal lives and in their workplace and take action for a more diverse, inclusive and equal environment.	• % of PMT/staff getting satisfactory performance grading in GESI performance • Number of PMT and staff perception that they can participate, engage and benefit more equally in the work place

1.3 A Partner network working towards a gender and social justice orientation	An institution that demonstrates leadership in gender and social justice.	Grantee partner understanding and uptake of a gender and social justice orientation in their work.	• Number, level and quality of grant partner participtation in facilitated spaces advocating for gender and social justice • Number of partners demonstrating shifts in their organisations and programmatic work
1.4 Transparency of information and downward accountability to GESI beneficiaries	An institution that is accountable to women and groups and citizens who are socially excluded.	Demonstrated transparency and accountability to those directly affected by gender inequality and social exclusion.	• A protocol for access of information and accountability downward to STAR-Ghana's constituency established and operationalised by PMT, staff and grant partners

2.2.2   External component

Strategic area 2: Integrating GESI in STAR-Ghana programmes and grants	Strategic objective: Establish STAR- Ghana 2 as an institution that considers and integrates GESI into its programmes.		
	Indicators (evaluative): • GESI is an institutional norm within STAR-Ghana, and as such is a central focus of its programme work.		
Focus areas	**Outcomes**	**Outputs**	**Indicators / targets**
2.1 Mainstreaming GESI into grant/programme management manual	PMT integrates GESI into all aspect of the programme cycle from inception through to M&E and into all aspects of its convening, coordination and catalytic action approach.	GESI is mainstreamed into current PMT revisions to the grant management/ programme manual, communicated to relevant staff and partners and used by them.	• % of grants and other programme initiatives that score above satisfactory or high on the GESI mainstreaming score card for grant partners[45]
2.2 Grant partner collaboration on GESI	Partners mainstream GESI into their grants and activities.	Effective grant partner collaboration at all times on GESI concerns	• Number and quality of partners that integrate GESI into their strategies/programmes
2.3 Consortium partner collaboration on GESI	Consortium members mainstream GESI into their programmes and strategies related to STAR-Ghana.	Effective consortium member collaboration at all times on GESI concerns.	• Number and quality of consortium partners that integrate GESI into their strategies/programmes

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[45] For example, this could include targets based on gender analysis, integration of GESI into project proposals and other documents, uptake of available technical backstopping provided to partners, collection of dissagregated data, sumission of GESI senstivie M&E reports and extraction and sharing of lessons learned for advancing GESI objectives. In addition it includes targets based on the inclusion of GESI issue and the representation of men, women and people from socially excluded groups, locations and institution type on panels, thematic conferences, dialogues and debates, communities of practice etc.

Strategic area 3: Supporting collective action and movement building (social inclusion)	Strategic objective: Establish STAR as an institution that uses convening, coordination and catalytic actions to facilitate the achievement of social inclusion results.		
	Indicators (evaluative) • Opportunities for the promotion of GESI in civil society and political spaces. • Women and socially excluded groups / citizens clarify vision of what they are able to achieve. • Women and socially excluded groups / citizens demand and achieve influence and voice.		
Focus areas	**Outcomes**	**Outputs**	**Indicators / Targets**
3.1 An enabling environment for improved access to rights, assets and services	Government, donor and private sector are more accountable to excluded groups for services, rights and entitlements.	Improved civil society organisations led monitoring of legal, policy and programme implementation. Improved engagement of civil society organisations with DFID, DANIDA and or EU initiatives.	• Quality and uptake of a monitoring mechanism guide • Number and quality of seed money grants awarded (possibly through STAR's closed / non competitive window) • Number of civil society organisations and citizenry accessing alternative donor funding (as a result of STAR-Ghana coordination) • Number and effectiveness of civil society organisation monitoring forum/body platforms convened and lessons shared.

3.2 Capacity to exercise voice, agency, accountability and influence	An inclusive civil society and citizenry that is mobilised and united in collective action.	Increased capacity of socially excluded citizens and civil society organisations representing excluded citizens to raise, strategically represent and mobilise around key issues.	• Number and quality of dialogues convened to debate and discuss critical issues • Number and quality of dialogues dominated or led by socially excluded groups • Quality and distribution of social inclusion conceptual framework. • Number and quality of evidence /research papers on social inclusion that catalysed action • Number and quality of learning platforms convened • Number and quality of unified and collaborative grant partner actions • Number and quality of GESI grants awarded
3.3 'Rules of the game' and decision making	A conducive policy, implementation and institutional environment for social inclusion in government and private sector.	Civil society organisations and citizenry able to advocate and bring about change in policies, policy implementation and the removal of structural barriers to social inclusion.	• Number and quality of grants that successfully changed, passed and/or enforced implemention of social inclusion laws • Number and quality of dialogues and resulting action plans focusing on removing policy and institutional barriers to social inclusion • Number and quality of policy and structural changes in government decisionmaking processes

Strategic area 4: Supporting collective action and movement building (gender equality)	Strategic objective: Establish STAR as an institution that uses convening, coordination and catalytic actions to facilitate the achievement of gender equality results.		
	Indicators (evaluative) • Opportunities for the promotion of GESI in civil society and political spaces. • Women and socially excluded groups / individuals demand and achieve influence and voice. • Women and socially excluded groups / individuals clarify vision of what they are able to achieve.		
Focus areas	**Outcomes**	**Outputs**	**Indicators/ Targets**
4.1 An enabling environment for improved access to rights, assets and services	Government, donors and private sector are more accountable to women and girls for services, rights and entitlements.	Improved civil society organisation led monitoring of legal, policy and programme implementation for gender equality and the rights of women and girls in their diversity. Improved engagement of women's rights organisations with donor initiatives.	• Number of WROs accessing alternative donor funding (as a result of STAR-Ghana coordination) • Number of platforms on monitoring convened and lessons learnt shared • Number and quality of safe spaces • Quality and uptake of a monitoring mechanism guide • Number and quality of seed money grants awarded (possibly through STAR's closed / non competitive window) • Number and effectiveness of civil society organisation led monitoring forum/body platforms convened and lessons shared.
Focus areas	**Outcomes**	**Outputs**	**Indicators/ Targets**
4.2 Capacity to exercise voice, agency, accountability and influence	A rejuvenated and revived WROs movement and citizenry, led by a younger generation which is organising and coalescing around gender equality, the rights of women and girls, and social inclusion.	Strengthened capacity of women and girls and WROs/ movements to strategically represent the critical issues that affect them – including the intersection between social inclusion and gender equality.	• Number and quality of dialogues/platforms convened • Quality, distribution and uptake of revitalised strategies and practices for gender equality and the promotion of the rights of girls and women • Intergenerational representation and representation of socially excluded women in the leadership of CSO movements, coalitions, citizen groups

			- Number and quality of learning platforms convened - Number and quality of gender equality grants awarded - Number and quality of media promotion of gender equality - Number and quality of unified and collaborative actions coordinated - Number and quality of GESI grants awarded
4.3 Rules of the game and decision making	A conducive policy, implementation and institutional environment for gender equality and the rights of women and girls, in government and the private sector.	CSOs and citizenry able to advocate and bring about change in policies, policy implementation and the removal of structural barriers to gender inequality and the discrimination of women and girls, particularly those from socially excluded groups.	- Number and quality of grant call on passing and implementing relevant gender equality laws - Number and quality of themes on policy and institutional change included in dialogues and identified in action plan. - Number and quality of policy and structural changes in government decisionmaking processes

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Annex 1: Year one indicative work plan (April 2016 to March 2017)

The purpose of the year one work plan is to:

- put in place building blocks for the GESI strategy (i.e. systems, structures, procedures, processes and protocols that are the starting point or foundation for other actions) and;
- achieve 'quick wins' for GESI (i.e. improvements that are visible, can be delivered quickly and have an immediate benefit).

To meet this purpose the work plan focuses on:

- developing procedural and management systems and guidelines for internal and external mainstreaming – including the integration of GESI into the logical framework, PEA , value for money proposition, MEL and staff job descriptions and performance assessment;
- sharing and applying mainstreaming procedures, systems and guidelines (including capacity building) for demonstration, testing, learning and self-correction;
- convening civil society organisations and citizenry for collective action and movement building through broad consultation, dialogue and debate that will take stock, refine priority areas and develop an action plan for the achievement of specific GESI results; and
- branding GESI within STAR-Ghana through documenting and distributing GESI products, for example, a social inclusion framework, a strategy for refreshing the women's rights movement, evidence on the drivers of social exclusion and proceedings of dialogues and convening.

Table A.1 offers an indicative work plan. The PMT will vet and verify this outline and determine who is responsible for what action, the sequencing and timing of actions and the budget required for carrying out an activity. This process is critical. It will ensure that the required human resources, time and funds are allocated. As part of the finalisation process, the PMT will align and synchronise GESI activities with other STAR-Ghana strategies and actions.

The Chair of the GESI technical advisory group proposes that by the end of year two we are "monitoring" rather than doing. This means the first two years are crucial in getting the leg work done and will require a considerable level of effort on the part of the external advisors and staff.

Consultation (May 2016) with the chair of the GESI TAG identified a set of priority actions to focus on in year 1. These are captured in **bold font.**

Table A1 -1 Indicative year one work plan

Strategic Area 1: Mainstreaming GESI in STAR-Ghana as an institution				
Objective: Establish STAR-Ghana as an institution that women and men and excluded groups can access, participate in and experience equal opportunities without fear of discrimination.				
Scope: • the focus in year one is on sub areas 1.1 of the GESI strategy (policies, systems and structure), 1.2 (personal awareness and focus on GESI) and 1.4 (downward accountability to GESI beneficiaries); • sub area 1.3 concerning external partnerships and their adoption of a gender and social justice lens will begin in year 2; and • elements of sub areas 1.1 and 1.2 in respect to ongoing support, learning and performance assessment (audits) will carry over to the subsequent years.				
Implementation Strategy	**Accountability**	**Performance Indicator**	**Time Frame**	**GESI budget allocation**
Executive, management and staff are sensitised to what a gender and social justice lens is and engage in a participatory and self-reflective process establishing a gender and social justice vision for the organisation. • **Convene a half day participatory taking stock dialogue allowing STAR to assess where is it, where it wants to be and how to get there (come to terms with weaknesses – e.g. excluding smaller NGOs etc.)** • **Develop a vision, identify training needs, come up with an action plan and agreed on a deliberate mechanism within STAR for <u>ongoing</u> reviews, learning and conversations around the institutionalisation of GESI.**		STAR has a gender and social justice framework in place.	Q1-2	

Training and facilitation materials for cultivating a gender and social justice framework are identified and customised to the needs to STAR.		STAR has a resource kit of training and capacity building materials for "internal mainstreaming".	Q -2-3	
Capacity building (training, creation of spaces for dialogues etc.) is delivered to executive, management and staff.		Executive, management and staff participate in capacity building processes.	ongoing	
All relevant STAR-Ghana 1 operational policies systems and procedures are reviewed, updated and refreshed to ensure GESI values and principles are reflected. • **For example, integrate GESI objectives into staff TOR; performance reviews; code of conduct, and renewals and promotions protocols (urgent – time sensitive)**		STAR has a GESI sensitive operations and procedures manual to guide how it works internally.	Q1	
Monitor and track progress in implementation of the gender and social justice framework at STAR.		GESI progress is periodically reviewed, assessed in an annual audit, learning incorporated and reported on in end of year report.	Q 1 and 4	
Synchronisation of internal mainstreaming with the broader STAR-Ghana institutionalisation and MEL processes.		PMT/Staff responsible for institutionalisation and MEL processes incorporate GESI at the heart of their	Ongoing/ as warranted	

Implementation Strategy	Accountability	Performance Indicator	Time Frame	GESI budget allocation
		work.		
Establish a deliberate process within STAR for being accountable downward to its constituency for GESI mainstreaming and the achievement of GESI objectives. • Establish a feedback and engagement process.		STAR has a downward accountability downward mechanism in place.	Q2 and ongoing	

Strategic Area 2: Integrating GESI in STAR-Ghana programmes and grants
Strategic Area 2: Integrating GESI in STAR-Ghana programmes and grants **Objective:** Establish STAR-Ghana as an institution that considers and integrates GESI into its programmes. **Scope:** ▪ Year one will address sub-areas 1 and 2 of the GESI strategy. ▪ Sub area 1 related to the grant management manual will be completed in year 1 ▪ Sub area 2 will continue for the life of the project.

Implementation Strategy	Accountability	Performance Indicator	Time Frame	GESI budget allocation
Embed GESI into STAR work plans/guides/strategies (e.g. logical framework, PEA analysis, MEL, value for money, communications strategy, communities of practice and learning, 3 'Cs, programme management manuals etc.) • **Review the integration of GESI into all foundational and planning documents.**		Specific GESI objectives and the responsibilities of portfolio holders are clearly spelt out and communicated in core STAR documents, guides and action plans.	Q1 -3	

Interrogate issue of capacity building in GESI to inform STAR 2's strategy and approach[46] • **Convene a dialogue**[47] **on building capacity in gender and social inclusion toward developing an innovative action plan and strategy for STAR (lets "redefine how to do capacity building for GESI")** [48] ➢ **Produce background paper examining the problem** [49]**with building GESI capacity: Establish the concern (building capacity in GESI has not stuck – get evidence to substantiate this) then look into why (contextual/causal analysis) – what is the problem (interrogate where the problem is – technical, operational, political, and social?) (regional /global lens) (Adaptive development approach).** [50]		A politically and contextually savvy approach to capacity building for GESI is developed.	Q 1-3	

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[46] In supporting the development social inclusion we want to learn from rather than make the same mistakes of the GE experience – key lesson is that capacity building (training) does not reap the benefits it doesn't sick. Find what the promising practice are – or step - come up with new way approaching. Create conversations - use innovation tools SHARE stories and experiences

[47] Use consultation to inform STAR 2's approach to building GESI capacity in staff, parliament, ministry, civil society organs and citizens.

[48] Feeling with WRO is that STAR 1 was not there for them: what can we do differently… what has been done differently – where is there some promise?

[49] Desk study and conversations should interrogate attitudinal issues/ complexities of context / competing interest and needs – that are beyond knowledge and skills (technical issues)

[50] Desk study: past experience (strategies) and progress (impact) drawing out regional /global lessons – desk review[50] – what has been done, why and to what effect. What is the **problem** and why (competing interests) , key lessons – challenges and promising practices

• **Produce the Ghana story /case study: Use conversation/ people's stories to establish Ghana experience with building capacity in Gender and Social inclusion. Include STAR 1's experience as well as that of other projects (egg. GRAP - GHANA Research and Advocacy programme[51]. Talk to GP mainstream partners, the GESI advisor etc. Look at efforts to train Parliament, to train NGO staff , Ministry officials)** • **Conversation/ dialogue around how to address the problem- what innovation is required.**				
All partners are aware of mainstreaming requirements and receive suitable technical assistance support.		Appropriate knowledge on GESI mainstreaming requirements and technical assistance/support mechanisms available to all partners.	Q1–4 Aligned with grant calls and project cycle	
Partner progress, acceptance of and adherence to mainstreaming requirements tracked.		Capacity building support revised and refined as warranted and corrective and sanction measures revisited.	Q1–4 Aligned with grant calls and project cycle	
Consortium partners convene a discussion to consider how the GESI strategy is relevant and can be incorporated into their areas of work.		Discussions convened and partner action pans developed.	Q1–2	

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[51]Had some successes. Check on website – revert to Thanko – review to see what worked.

Strategic Area 3: Supporting collective action and movement building (social inclusion)
Objective: Establish STAR as an institution that uses convening, coordination and catalytic actions to facilitate the achievement of social inclusion objectives.
Scope: Year one will address selected elements of all three sub areas of the GESI strategy (3.1; 3.2; 3.3).
The focus is on activities that:
• mobilise and convene civil society organisations, groups and citizenry for stock taking and learning from each other and wider best practice (where are we now and what does best practice experiences tell us);
• generate evidence (that can lead to collective action);
• support dialogues and spaces (for prioritisation and strategy rejuvenation as a platform for united and collective action); and
• Coordinate civil society organisations and citizen mobilisation for increased accountability regarding delivery on rights and entitlements.

Implementation Strategy	Accountability	Performance Indicator	Time Frame	GESI budget allocation
STAR takes a leadership role in mobilising SI leaders and associations to identify, debate and dialogue around burning issues and how the 3 C's role can best be operationalized. • **Convene 6 conversations (3 zonal conversations – i.e. southern, middle and northern regions) for SI** ➢ **Identify key actors/ technical experts – leaders of exclusion organisations/forums/network; programme officer, ministries, agencies, mainstream org (e.g. action aid) (25 -30 in a workshop)** ➢ **Develop workshop agenda and process (½ -**		A shared vision and refreshed strategy for unity and collective action around social inclusion emerging STAR has greater clarity on the ways in which and for what purpose, citizens and organisations concerned with social inclusion welcome assistance and support from the programme.	Q1-4	

1 day; include representatives of constituency in parallel – separate process[52] and fed into core conversation) ➢ **Support pre conversations – dialogues with membership (CBOs/grassroots) to distil their issues – so national /regional leaders bring to the table the voice of their constituency** ➢ **Hold 6 - ½ to 1 day zonal conversations** ➢ **Collate proceedings/ draft summary and way forward document/recommendations. Vet and verify with representatives. Will summarise what is relevant to exclusion organisations and their constituencies and how they see STAR as supporting them through 3 C's.** ➢ **Consider use of social media and various ways convening conversations and getting input**		Thematic conferences held and communities of practice in place, with results documented and shared.		
STAR takes a leadership role in conceptualising SI in the Ghanaian context. • **Produce a concept paper[53] as basis for advocacy work and coherent programming on what SI means**		A concept paper on what social inclusion means within STAR is developed and shared with stakeholders.	Q 2	

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[52] - How do we get the CBO voice? create parallel platforms - bring them to general discussions and then side discussions or have discussion with them prior to the general discussion – and have their view tabled by direct members of the CBO/ grassroots constituency e.g. leader of the market women's association who is a member of NETRIGHT) - could we do video clips – so they are in the room –rather than issues in a document only – i.e. make the consultative process alive and visible. Need to look into mechanism to link up conversations and feedback etc.

in Ghana and contextualise it within broader regional and global thinking. ➢ **Use to influence how SI is understood within STAR and more broadly within other donors and CS in Ghana** ➢ **Create spaces and support SI organisations to lobby advocate and build capacity within the Ministry to focus on SI.**[54] ➢ **Capitalise on GHANA as leader in disabilities.** ➢ **How do we mainstream SI? What strategy can we pilot? Take lessons from GE mainstreaming.**				
Civil society organisations and citizens establish a monitoring platform tracking implementation of laws and commitments related to social inclusion.		A civil society organisation / citizen monitoring platform set up.	Q 3–4 (ongoing)	
Research on key issues related to social inclusion – for example unique drivers and promising practices commissioned.		Evidence on social inclusion updated.	Q3–4	

Strategic Area 4: Supporting collective action and movement building (gender equality)

Objective: Establish STAR as an institution that uses convening, coordination and catalytic actions to facilitate the achievement of gender equality objectives.

Scope: year one will cover actions falling under sub areas 4.1, .4.2, 4.3 of the GESI strategy.

The focus is on activities that:

- coordinate civil society organisations and citizen mobilisation for increased accountability regarding delivery on rights and entitlements;

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[53] Desk study and conversations can review what SI in Ghana is and contextualise in broader discussion.

[54] Push already underway from CS to get ministry to emphasize SI (rather than GE) .

• generation and documentation of data and insight on the past and present of the women's rights movement – strategies/ achievements and best practices;		
• stock taking, dialogues, data collection and the creation of safe spaces; and		
• coordination of a think tank or task force to lead a re-strategisation process (led and driven by women and WROs).		

Implementation Strategy	Accountability	Performance Indicator	Time Frame	GESI budget allocation

STAR takes a leadership role in mobilising GE leaders and associations to identify: debate and dialogue around burning issues; and how the 3 C's role can best be operationalized.
 	
• **Convene 6 conversations (3 zonal conversations – i.e. southern, middle and northern regions) for GE**
 	
   ➢ **Identify key actors/ technical experts – leaders of WRO /forums/network; programme officer, ministries, agencies, mainstream org (e.g. action aid) (25 -30 in a workshop)**
 	
   ➢ **Develop workshop agenda and process (½ - 1 day; include representatives of constituency in parallel – separate process[55] and fed into core conversation)**
 	
   ➢ **Support pre conversations – dialogues with membership (CBOs/grassroots) to distil their**
		A shared vision and refreshed strategy for unity and collective action around gender equality emerging.
		
		STAR has greater clarity on the ways in which and for what purpose, citizens and organisations concerned with gender equality and women's rights welcome assistance and support from the programme.
		
		Thematic conferences held and communities of practice in place, with results documented and shared.		

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[55] - How do we get the CBO voice? create parallel platforms - bring them to general discussions and then side discussions or have discussion with them prior to the general discussion – and have their view tabled by direct members of the CBO/ grassroots constituency e.g. leader of the market women's association who is a member of NETRIGHT)   - could we do video clips – so they are in the room –rather than issues in a document only – i.e. make the consultative process alive and visible. Need to look into mechanism to link up conversations and feedback etc.

issues – so national /regional leaders bring to the table the voice of their constituency ➢ **Hold 6 - ½ to 1 day zonal conversations** ➢ **Collate proceedings/ draft summary and way forward document/recommendations. Vet and verify with representatives. Will summarise what is relevant to WRO and their constituencies and how they see STAR as supporting them through 3 C's.** ➢ **Consider use of social media and various ways convening conversations and getting input**				
Women and girls in their diversity convene in safe and accessible spaces to express themselves, their needs and priorities.		Series of dialogues hosted.	Q 1–3	
Dialogues and learning platforms convened and desk studies commissioned on systemic causes of gender inequality.		Dialogues convened, desk reviews commissioned, results disseminated at thematic conferences.	Q 1–3	
Stock taking process of best practices on gender quality in Ghana and the region undertaken through series of dialogues, debates and desk studies.		Report on best practices and strategies written and distributed.	Q 1–3	
Civil society organisations / citizenry form a think-tank/task force on 'regenerating' the women's rights movement (led and driven by women and WROs).		Think tank set up and a strategic options paper developed and distributed and debated at thematic conference.	Q 3–4	
WROs and citizens establish a monitoring platform tracking implementation of laws and commitment related to gender		A civil society organisation/citizen monitoring platform established.	Q 3–4 (ongoing)	

equality and women's rights.				

Annex 2: Road Map

The overall purpose of the roadmap is to support the achievement of the GESI Strategy by:

- recommending strategic tools and practices that can "power" (that is, give clout to) implementation; and

- providing a guiding action plan of key steps and activities.

Table A2-1 recommends strategic tools to use to ensure the strategy has the strength and resources behind it to make a difference and succeed. A description and rationale for each is provided.

Gender Equality and Social Inclusion (GESI) Strategy

Table A2-1: Practices driving the STAR-Ghana GESI strategy and action plan

	Practice	Description	Rationale/ Lessons learned	Procedures
			Strategic Area 1: Mainstreaming GESI in STAR-Ghana as an institution	
FINANCIAL RESOURCES	Gender and social inclusion budgets	Designated funds devoted to GESI strategic areas and key actions.	Without clear impetus to allocate resources, achievement of GESI achievements will remain a hollow promise.	• Determine the level of resources required by each strategic area. • Track the amount of money spent on GESI as well as capacity to use and absorb.
LEADERSHIP	Representative leadership at Steering Committee and PMT levels	A leadership that is diverse and inclusive (representatives of diverse groups of women and other excluded groups/ locations/ organisation types). A leadership that champions GESI.	It is not effective to delegate leadership to technical staff who do no not have the authority and resources to lead. All senior STAR-Ghana representatives should champion GESI and women and individuals from an excluded group in the most senior position(s) gives credibility to the gender and social justice orientation. Leadership has to go beyond tokenism.	• Advertise for/test knowledge of GESI – policy and practice in senior staff/ executive recruitment and conduct competency assessments/ screening.

Gender Equality and Social Inclusion (GESI) Strategy

TARGETS	GESI Vision/Goal	A vision for what STAR-Ghana wants to achieve as an institution over time broken down into markers/performance indicators that are concrete, consistent and comparable.	Reporting on GESI can tend to focus on number of women rather than gender and social inclusion, taking away the focus from transformation change at the level of the management and culture of the organisations.	• Set long term gender and social justice objectives/ targets for the organisation. • Establish ways to measure change and do this over time (for example progress indicators and GESI audit). • Track changes over long periods of time (longitudinal assessments). • Synchronise targets with broader institutionalisation processes
EXPERTS	GESI staff position	Dedicated human resources and technical expertise in gender equality and social inclusion.	It is essential to have enough (senior) staff qualified in gender equality and social inclusion to deliver on expected achievements. Gender equality and social inclusion expertise are distinct and different, therefore both are needed (lesson)	• Recruit/ screen for and test awareness of gender equality and social inclusion in competency assessments used for recruitment.
ANSWERABILITY	Clear accountability	Clear identification of who is answerable for what elements of the GESI strategy/ key action points.	Having no accountability system for GESI sends the signal that top management is not committed to it. All staff must be responsible for GESI (lesson learned). Accountability systems have to have 'bite' (rewards and consequences (lesson).	• Give staff members gender equality objectives/ targets. Clarify who does what. • Make sure all staff members are aware of the organisations GESI policies and practices, make training available. • Establish accountability mechanisms and incentives. For example link pay and promotion to GESI performance; acknowledge staff, teams, departments or projects that perform in GESI with prizes and awards.

Gender Equality and Social Inclusion (GESI) Strategy

NORMS	GESI as normal practice – it is not a "tick box exercise" and all staff understand and incorporate gender equality and social inclusion focus in their work	Understanding and incorporating a gender equality and social inclusion perspective into all STAR-Ghana work by all staff, recognising that it is a fundamental pathway to achieve all the aims of STAR-Ghana as well as a fundamental aim in it itself.	To be effective, bureaucratic processes in support of gender equality cannot be another tick box (eventually forgotten about or not used). Procedures and practices to support GESI are only of use if they are used systematically after being introduced (lesson).	• Raise awareness of procedures e.g. through training. • Senior staff must attend and be seen to attend training – i.e. has to be compulsory for them. • Ensure gender action plan, analysis, toolkits, manual, training etc. are in place. • Train all professional staff (as warranted) in gender and social inclusion policy and planning.

Gender Equality and Social Inclusion (GESI) Strategy

	Practice	Description	Rationale/ Lessons learned	Procedures
			Strategic Area 2: Integrating GESI in STAR-Ghana programmes and grants	
CALLS	Call for grant proposals	Grant calls focused on priority national issues.	All calls should include a strong focus on gender quality and social inclusion.	• GESI analysis is a proposal requirement. • All proposed screened and assessed for GESI in the selection process
STAR-GHANA BRAND	Meaningful involvement	STAR-Ghana ensures that any activity it puts its name too has GESI front and foremost.	Communicating with and involving powerful people in activities to shift norms is recognised as a key strategy to improve GESI. However it should not be at the expense of the meaningful involvement of people from socially excluded groups.	• All panels / discussions convened by STAR-Ghana (particularly when focused on GESI) should have a majority of representatives from socially excluded groups. • Effort should be made to increase their involvement, for example, provision of disability aids, convenient times and accessible locations, the participation of communities of support (strength in numbers), use of local languages and creative media.

Gender Equality and Social Inclusion (GESI) Strategy

ANALYSIS	Gender equality and social inclusion assessments and analysis	Analysis that considers the different ways men and women, and excluded and powerful groups experience political participation in Ghanaian society is carried out as part of the grant design, implementation, reporting and M&E processes.	Based on STAR-Ghana experience (past GESI audits and KIIs) and other case studies, anticipate objections/'lip service'/ resistance to a focus on gender equality and social inclusion. Gender analysis provides an understanding of the ways in which women and men experience different conditions and opportunities related to political participation. Similarly social exclusion analysis helps us understand the social and cultural constructs of discrimination that can determine a groups position in the social order and the form exclusion takes in respect to voice, engagement and accountability. Gender and social analysis helps to ensure that grants are founded on sound assumptions and understanding and help minimise misinterpretation. Learning from such analysis is also likely to lead to more GESI sensitive grants that integrate gender equality and social inclusion considerations.	Set up mechanisms to ensure STAR-Ghana programmes are based on evidence that minimises risk of 'lip service' and are continually updated based on experience. This could include: • Support and training in gender equality and social inclusion analysis[56] and disaggregated data collection to grant partners as warranted. • Further facilitating use of a gender and social justice lens through the provision of tools and advice (links to strategic area 1) in relationships with grant partners. • Have gender equality and social inclusion requirements as part of grant qualifications, application, screening, and reporting and performance assessment process. • Partnering with GESI specialist organisations that have experience in GE and SI assessment and analysis. • Establish penalties for non-compliance. • Continuously update contextual analysis. •

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[56] Gender and social inclusion analysis is a type of socio-economic **analysis** that uncovers how **gender** and social relations affect a development problem. It is a core practice of mainstreaming.

Gender Equality and Social Inclusion (GESI) Strategy

DATA	Protocol for the collection, analysis and use of disaggregated data that captures the diversity and intersection of inequalities and disadvantages related to opportunities for participation, voice and influence. Use to guide research.	Development and use of research methods that best capture the experiences of women and girls and socially excluded groups (participatory, empowering, peer-led, do no harm). Numbers (e.g. of those participation / affected) are disaggregated by social group taking into account intersecting identities (e.g.- men, women, diverse groups of women etc. people with disabilities, youth, migrants etc.)	Analysis on engagement and effect / impact generates a more in-depth appreciation of lived realities including the impact of "multiple disadvantage" or inequalities. It can help us understand who is excluded/ unequal, where they are, key features of exclusion/ inequality, the drivers/causes of exclusion/ inequality and what it means for strategic action and policy changes. The more context specific the data is the more targeted policy recommendations and strategic responses and actions can be. Because gender relations interact with social relationships (age, wealth location, religion, ethnicity etc.) there is a need to disaggregate data by the relevant cross cutting variables. The same is true of social exclusion e.g. PwDs can be disaggregated for e.g. by gender and rural or urban location.	Determine how STAR-Ghana will capture the diversity and intersecting inequalities and disadvantages in respect to voice, participation, engagement and accountability. This could include: • Establish a guiding note on data collection and analysis for STAR-Ghana that is vetted and shared with key actors in this field in Ghana (for example Action Aid, World Bank, UNDP and statistical and research bodies from government and civil society). • Commissioning/ research/ desk study on what it is, how it is measured and viable ways for grant partners to collect data; and then grant partner consultation to determine protocols, capacity building support required etc.

| | GESI-sensitive monitoring and evaluation mechanisms | An M&E system that captures changes in stakeholder awareness and appreciation of GESI and further captures changes in gender and other unequal power relations in institutional and state-citizen engagement. | Use of gender and diversity sensitive indicators can help STAR-Ghana analyse changes in gender and other power relations and analyse shifts in discrimination and social exclusion both internally and externally to STAR. | • Ensure there is GESI expertise among the M&E team, for example test awareness of staff during recruitment and any competency assessments/build capacity if needed.
• Determine what type of GESI indicators are needed (e.g. process, output and outcome indicators) as well as qualitative and quantitative data requirements. Integrate this with STAR-Ghana's M&E plan.
• Conduct annual audits, staff performance reviews and grant partner scoring (GESI mainstreaming scorecard) to assess STAR-Ghana and partner progress in institutionalising and mainstreaming GESI.
• Use M&E methods and tools that, where possible, are participatory and accessible for use by excluded groups.
• Draw on and support the M&E which is already being conducted by organisations with GESI expertise to understand change, for example, implementation of government commitments.
• Assess the effectiveness of grant funding, the 3 C's approach[57] as well as other programmatic approaches in respect to GESI objectives. |

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[57] This is a reference used in STAR-Ghana to refer to support to civil society based on coordination, convening and catalytic action.

Gender Equality and Social Inclusion (GESI) Strategy

Practice	Description	Rationale/ Lessons learned	Procedures
Strategic Areas 3 and 4: Supporting collective action and movement building (social inclusion) and (gender equality)			

Gender Equality and Social Inclusion (GESI) Strategy

EMPOWERMENT	An empowering approach that focuses on increasing opportunities, agency and influence as well as shaping a vision of what is possible.	Focus on collectively expanding the opportunities to redress structural inequalities and discrimination and unequal power relations and increase the agency of women and men and excluded groups to envision and negotiate a better situation.	Empowerment is multifaceted and complex. It is a process, not a result or output. Socially excluded people lack the power to make choices and access the opportunities, resources and services that would help them and their families. They struggle to make their views heard and to make changes in the institutions that affect their lives. Elites ignore the concerns of poor people and public officials do not act on commitments to deliver the choices and opportunities they need. Therefore STAR-Ghana aims to enable those who are socially excluded to have the resources and capabilities to exercise greater choice and control over their own development and to hold decision-makers – including governments and service providers – to account. It assumes that inclusive, sustainable development requires actions to address power relations at all levels from households through to national political systems and the international drivers of elites' actions.[58]	• Determine how to support empowerment for GESI objectives: e.g. a desk study of best practice and consultations to collect strategies for advocacy and mobilising used by WROs/ groups that support the vulnerable, movements and citizenry. Draw out tactics, rallying points, alliances etc. Convene dialogues/discussion around findings to stimulate innovation, re-strategising, etc. • Determine how to track and understand process. • Focus tracking and reporting on process and progress. For example, celebrate "small wins" and how they can result in big changes; join the dots to see the bigger picture. • Develop a collaborative way to do this analysis. • Develop a low-cost and participatory method for continually tracking and refreshing our understanding of an empowering approach in the Ghanaian context. • Determine an effective way to feed into any ongoing political economic analysis and thematic analysis on GESI.

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[58] DFID (undated)

Gender Equality and Social Inclusion (GESI) Strategy

VOICE/ PARTICIPATION	Understand and engage different perspectives	Inclusive approach to enhancement of citizen voice and demands for political participation, state responsiveness and accountability.	Agenda setting should be based on a diversity of views and input into prioritisation and the strategic response. Gender inequality and social exclusion are realities that affect everyone and as such deserve to be understood from different perspectives for a collective problem solving approach.	- Engage men and women/excluded and powerful groups. For example in dialogues/ debates and discussion and in research/evidence generation. - Work toward a collective problem-solving approach that engages diverse actors. - Understand the specific factors that aid different groups engagement in public forums and processes.
TEHMATIC CALLS	Specific GESI grant calls	Grant calls focused on prioritised GESI themes, "golden moments"[59] as well as STAR-Ghana interventions that warrant further support e.g. implementation of policy changes.	All calls should include a strong focus on gender equality and social inclusion. However, because social inclusion and gender equality encompass complex and diverse identities and realities, without specific calls important themes can be side-lined or passed over in general calls.	Grant call crafted around specific GESI themes and issues.

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[59] Capitalising on such opportunities could be funded through STAR-Ghana's strategic opportunities fund.

Gender Equality and Social Inclusion (GESI) Strategy

Table A2 -3 presents a suite of actions organised by strategic areas. Noted previously, substantive content in strategic areas 3 and 4 is indicative. It summarises and distils a broad range of key issues raised in STAR-Ghana Phase 1's strategic signalling and consultations in the Phase 2 inception phase. Content is subject to review and refinement by civil society organisations and citizenry at the outset of implementation. Vetting, verification and prioritisation is an investment in relevance, ownership and commitment by civil society.

Gender Equality and Social Inclusion (GESI) Strategy

Table A2-2 Action Plan

Strategic Area 1: Mainstreaming GESI in STAR-Ghana as an institution		
Objective: Establish STAR-Ghana as an institution that women and men and excluded groups can access, participate in and experience equal opportunities without fear of discrimination.		
1.1 A formal foundation for GESI		
Objective	**Key output**	**Action steps**
To establish a formal GESI foundation within the organisation; integrating GESI concerns into own ways of working	Policies, systems and structures are supportive of GESI objectives, and demonstrate how to "do GESI" in a new way.	1. **Deepen Steering Committee, PMT and staff understanding of gender and social justice** • Create an inventory of the national policies that STAR-Ghana procedures must adhere to (document review) • Establish a baseline of norms (formal and informal) on gender and exclusion in the workplace and within institutions (dialogue with other projects and organisations)
		2. **Recognise gender inequality and social inclusion in STAR-Ghana, identify the root causes and commit to redressing them** • Establish and implement a participatory process to determine where gender inequality and social inclusion is found in the workplace and what causes it (i.e. conduct an organisational self- assessment to identify barriers to gender equality and social inclusion/ establishes base line) • Determine what STAR-Ghana wants to change, by when, how, who is involved and what does success look like (i.e. map out the gender and social justice goal and journey the organisation (Steering Committee, PMT and staff) set for itself. Write a one-page statement on *what gender and social justice means to STAR-Ghana*
		3. **Build the capacity of Steering Committee, PMT and staff** • Determine the support needed to stimulate professional development (peer learning, review existing tools, manuals and know how) to achieve goals • Establish training materials and delivery mechanisms • Provide required support
		4. **Revisit and change as necessary systems, policies and procedures** • Mainstream GESI into the STAR-Ghana manuals - Refresh STAR-Ghana operations manual, policy and

		procedural guidelines
		• Mainstream GESI into STAR-Ghana strategies (work with consortium partners and PMT to review STAR-Ghana draft strategies e.g. communications, risk assessment and mitigation and value for money, planning and learning)
		• Mainstream GESI into STAR-Ghana context and stakeholder analysis: liaise with ODI on the political economy analysis.
		5. **Operationalise systems, policies and procedures**, for example:
		• Appoint required staff,
		• Appoint M&E GESI specialist;
		• Establish gender and inclusion budgets,
		• Ensure "equity" is factored into value for money assessment,
		• Integrate GESI evaluative indicators into STAR-Ghana's M&E framework
		• Incorporate GESI performance into staff assessments etc.
		6. **Assess progress and self correct (GESI audit)**
		• Gauge levels of implementation and impact (e.g. perception studies/ annual GESI audit)
		• Self-correct and revise plan as warranted (iterative planning)
		7. **Syncronise internal strategy with the broad institutionalisation process**
		• Liaise with teams and staff that are key in developing and maintaining and transforming the institutions such as those who work in human resources and project management.

1.2 An institutional culture that embraces GESI

Objective	Key Output	Action steps
To support the development of spaces within STAR-Ghana for Steering Committee, PMT	A personal focus and awareness of GESI issues by STAR-Ghana members	1. **Deepen Steering Committee, Project Management Team and staff appreciation of what GESI means for them personally and professionally.** • Learn how to facilitate a process of reflection (peer consultation and desk study of cases, tools and manuals) • Identify risk/ hurdles and establish mitigation strategies • Put in place recognition and rewards to encourage behaviour change (establish incentive and reward

		system)
and staff reflection on GESI in their personal and professional lives.		• Create and facilitate safe spaces for exploration (adapt existing materials to context) • Encourage Steering Committee, PMT and staff to set their own personal GESI objectives and goals for each year
		2. Track process and progress • Conduct annual GESI audit/ perception study (see 1.1)

1.3 A Grant Partner network working towards a gender and social justice orientation		
Objective	**Key output**	**Action steps**
To develop and demonstrate STAR-Ghana leadership in gender and social justice	Grantee partner understanding and uptake of a gender and social justice orientation in their work.	**1. Determine and secure buy in for the role that STAR-Ghana can play in catalysing government partners, civil society organisations and citizens it engages:** • Make the case for gender and social justice by linking GESI to sustainable development goals and/or national commitments and policy (policy brief) • Facilitate discussion and communications with partners regarding the need for gender and social justice and what they can do (awareness raising)
		2. Determine how STAR-Ghana will relate to partners: • Learn how to facilitate a gender and social justice orientation within partners (desk study, scoping of best practice and lessons learnt) • Learn about risk/ hurdles (desk study/peer learning) • Establish internal guidelines for the selection and retention of partners in respect to their commitment of gender and social justice • Develop protocol regarding how partners work with their own partners and beneficiaries (cross reference with 2.1 action point 2)
		3. Mobilise resources for building technical capacity and supporting partner staff reflection, for example**:** • Build capacity of media partners for improved gender analysis in reporting • Work collaboratively with the existing movements for example disability and youth to establish a gender justice lens or framework within them and similarly with the women's movement to establish a social inclusion lens that will refine their own gender analysis and targeting. • Encourage partners to engage in staff reflection process.

		4. **Monitor process and progress**
		• Track progress (GESI audit/perception studies/observation/reporting)
		• Self-correct (learning and iterative planning)
1.4 Downward accountability to GESI beneficiaries		
Objective	**Key output**	**Action steps**
To promote downward accountability among STAR-Ghana and partners to intended beneficiaries	Active participation of women and excluded groups in designing, implementing, tracking, monitoring and evaluating of grants	**1. Build into partner programmatic design consultative processes for design and implementation** • Develop a guide for consultative design and implementation that can be used by grant partners to lay the foundation for being answerable to the intended beneficiaries **2. Support the collection of disaggregated data analysis that recognises group intersections and overlapping disadvantages to track nuanced changes and impacts:** • Develop a guide for participatory monitoring that can be used by beneficiaries. **3. Build in real time participatory processes for stakeholder feedback** • For example, STAR-Ghana can support grant beneficiaries to employ most significant change techniques or perception surveys for example, with a wide range of grant beneficiaries • Provide safe and confidential systems for feedback from beneficiaries on partners and on STAR-Ghana **4. Build into grant partner protocols with stakeholders/intended beneficiaries "freedom of information" arrangements** • Develop a practical guideline on making information e.g. on budget, allocation of programmatic resources, rationale for initiative and participatory/consultative design processes accessible to the women /excluded groups who are to benefit from the grant

Gender Equality and Social Inclusion (GESI) Strategy

<table>
<tr><td colspan="3">Strategic Area 2: Integrating GESI in STAR-Ghana programmes and grants
Objective: Establish STAR Ghana-2 as an institution that considers and integrates GESI into its programmes.</td></tr>
<tr><td colspan="3">2.1 Mainstreaming GESI into grant /programme management manual</td></tr>
<tr><td>Objective</td><td>Key output</td><td>Action steps</td></tr>
<tr>
<td rowspan="3">To support the mainstreaming of gender equality and social inclusion in current PMT revisions to the grant management manual</td>
<td>Grant management manual</td>
<td>

1. **Update the STAR-Ghana 1 Grant /Programme Manual**
   - Reflect on STAR-Ghana (1) partner experience with mainstreaming (stakeholder consultations and review GESI audit recommendations)
   - Refresh criteria, requirements/ guidelines and protocols, capacity building support and measures to mitigate challenges of attrition, 'evaporation' and 'lip service'.
   - Advocate and make provision for particular concerns including: the promotion of the gender and social justice lens; the handling of a funding window / GESI thematic calls (restricted /competitive grants); the separation of gender equality and social inclusion in conceptualisation and the development of a new social inclusion framework, design, implementation, data collection, M&E and reporting for example in project design, implementation, analysis, disaggregated data capture that factors in group intersections and overlapping disadvantage and finally downward accountability to GESI beneficiaries.
</td>
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2. **Development of 3 C's programme approach manual/ guidelines**
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3. **Ensure all manuals/guidelines are understood** (overlap with 2.2)
</td></tr>
<tr><td colspan="3">2.2 Grant partner collaboration on GESI</td></tr>
<tr><td>Objective</td><td>Key output</td><td>Action steps</td></tr>
<tr>
<td rowspan="2">To promote effective collaboration among grant partners for GESI mainstreaming</td>
<td rowspan="2">Effective partner collaboration at all times on GESI concerns</td>
<td>

1. **Familiarise partners with mainstreaming requirements**
   - Provide guides and protocols in local languages (where necessary)
   - Conduct regular discussion sessions on requirements.
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<tr><td>

2. **Support for partners on gender analysis, social inclusion and data collection for M&E of GESI as part of all calls.**
   - Organise orientation and training/capacity building support for grant partners.
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</table>

		• Seek regular feedback on grant partners' progress with implementation.
		3. Monitor process and progress • Track progress of grant partners (include in M&E mechanisms)

2.3 Consortium partner collaboration on GESI

Objective	Key output	Action steps
To promote effective collaboration among consortium partners for GEI mainstreaming	Effective consortium partner collaboration at all times on GESI concerns	**1. Familiarise consortium members with mainstreaming requirements** • Provide guidelines on what is expected of them.
		2. Support mainstreaming efforts • Provide input and guidance through discussion and document review.
		3. Monitor process and progress • Track progress of consortium partners (include in M&E mechanisms)

Strategic Area 3: Supporting collective action and movement building (social inclusion)
Objective: Establish STAR as an institution that uses convening, coordination and catalytic actions to facilitate the achievement of social inclusion results.

3.1 An enabling environment for improved access to assets and services

Objective	Key output	Action steps
To increase accountability to excluded groups for services, rights and entitlements	Increased accountability of those supporting programming on livelihoods, assets and services, to people who are socially excluded in all their diversities.	**1. Facilitate and support joint processes between civil society organisation and STAR-Ghana donor projects** • Identify EU, Danida and DFID service delivery projects that have the potential to be complemented by social accountability work • Connect civil society organisation / citizenry to relevant projects for complementarities.
		2. Catalyse and convene the establishment of a civil society organisation and citizen monitoring platform that tracks the implementation of laws and commitments promoting social inclusion • Identify relevant actors • Support a desk study to identify models used in national/regional/internationally drawing out best

		practice.
		• Design and vet a Ghanaian model
		• Build capacity of civil society organisations to implement
		3. **Provide seed money (grants) for evidence informed innovative pilot project** (possibly through STAR's closed / non competitive window) • Fund identified efforts to implement Ghanaian model of monitoring government commitments • Document, learn from and share results to social inclusion community of practice (grant call)

3.2 Capacity to exercise voice, agency, accountability and influence

Objective	Key output	Action steps
To deepen and strengthen civil society organisation around, and understanding of social inclusion	Increased capacity of civil society and citizenry to raise and strategically represent issues that matter to different groups of excluded people as well as location / organisation type exclusions.	1. **Convene dialogues and debates** (1, 3 and 4 overlap – all forums /platforms should be driven by people who are socially excluded) • Identify representatives of socially excluded groups/locations/ organisation type • Identify current spaces where socially excluded groups convene and express their voice and influence. • Facilitate dialogue on what social exclusion/ inclusion is in the context of Ghana. • Document discussion into conceptual framework for civil society and STAR-Ghana's work.
		2. **Generate updated evidence on social inclusion** • Support a desk study of regional and international experience in designing research on social exclusion • Commission research papers on the unique drivers of social exclusion by sector or social groups. • Commission regional and international research on promising/ good practices • Compile and analyse all findings and discussions.
		3. **Convene learning platforms** • Establish a community of practice on social inclusion to analyse and debate evidence • Convene thematic conferences to share findings from drivers of social inclusion research. • Ensure that people who are socially excluded are well represented on these learning platforms.

		4. Create spaces for reflection on the status of civil society organisation and citizen action on social inclusion • Identify key actors • Convene discussions/ reflections on current strategies to address social exclusion, action and impact (join the dots) • Ensure that women and young people/women are well represented in all discussions • Ensure platforms are informed by evidence on social inclusion and gender equality • Draw out implications for strategy going forward for enhanced advocacy around common / united platforms and identify areas for joint action. • Develop a strategic plan of action.
		5. Support through a grant call strategic issues of social inclusion that do not fit neatly into other calls. • Support ideas that come out of consultations. • Consider themes that address priority or hidden forms of exclusion e.g. exclusion of smaller/ less established civil society organisation, exclusion of northern and rural people.

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3.3 Rules of the game and decision making		
Objective	**Key output**	**Action steps**
To improve the policy environment, reduce institutional and other barriers to social inclusion	Policy and institutional changes to enable social inclusion	**1. Fund thematic** grants (restricted /competitive grants) to stimulate or implement relevant legislative changes and improved service delivery • Identify golden moments/opportunities for policy change or implementation (e.g. passage of the affirmative action bill, implementation of the People Living with Disabilities Act), to be potentially supported through STAR-Ghana's strategic opportunities fund. • Issue a thematic social inclusion grant call to support action. • Identify policy changes made by STAR-Ghana (1) grants for continued support at implementation stage.
		2. **Explore how institutions (such as government and private sector) can make way for greater influence of excluded groups in their operations.** • Identify ripe openings and opportunities for influence by socially excluded groups / individuals. • Facilitate dialogues and discussion between social excluded groups / individuals and members of such institutions. • Broker partnerships and collaborations. • Identify ways that such institutions can change to facilitate great participation in their decision-making processes by socially excluded groups / individuals. • Build the understanding and capacity of social excluded groups / individuals regarding influencing institutions.

Gender Equality and Social Inclusion (GESI) Strategy

Strategic Area 4: Supporting collective action and movement building (gender equality)		
Objective: Establish STAR as an institution that uses convening, coordination and catalytic actions to facilitate the achievement of gender equality results.		
4.1 An enabling environment for improved access to assets and services		
Objective	**Key output**	**Action steps**
To increase accountability to women for their rights and entitlements	Increased accountability of those supporting programming on livelihoods, assets and services, to women and girls in all their diversities.	**1. Facilitate and support joint processes between civil society organisations and STAR-Ghana donor projects** • Identify EU, Danida and DFID service delivery projects that have the potential to be complemented by social accountability work • Connect civil society organisations/citizenry to relevant projects for complementarities.
		2. Catalyse and convene the establishment of a civil society organisations and citizen monitoring platform that tracks the implementation of laws and commitment to gender equality • Identify relevant actors who can monitor laws and commitments. • Support a desk study to identify models used regional/internationally drawing out best practice. • Design and vet a Ghanaian model • Build capacity of civil society organisations to implement.
4.2 Capacity to exercise voice, agency, accountability and influence		
Objective	**Key output**	Action steps
To deepen and strengthen WROs organising and coalescing around gender equality (and social inclusion)	Strengthened capacity of women and girls and WROs to strategically represent the critical issues that affect them.	**1. Convene a think tank / task force group to catalyse a 'regeneration' of the women's rights movement** • Identify critical thinkers, advocates and innovators to engage • Ensure that women from socially excluded groups are well represented. • Support a 'look back to move forward' dialogue series on past strategy and achievements and existing trends and challenges ahead • Critically analyse insights and 'join the dots' on where we are and how to move forward • Commission drafting of strategic options paper • Convene platforms to share, debate and refine.

		2. Support intergenerational leadership in the women's rights movement • Host a learning platform to frame the leadership transition issue/s (ensure that at least 50% of those present are under the age of 30) • Explore ways to hand over / what works (desk study) • Convene inter-generational discussions exploring what needs to happen.
		3. Generate updated evidence on systemic causes of gender inequality • Support a series of dialogues engaging women and men from all walks of life on the root causes of gender inequality (cultural, religious and institutional) and efforts to date to address them and strategies • Support a desk study on best practice regionally and internationally tacking systemic issues and barrier to gender equality. • Support a series of learning platforms to explore what should be done – refreshed strategies (e.g. mobilisation of men; queen mothers, transforming institutional structures and power relations, meaningfully involving women from excluded groups, traditional authorities, religious leaders etc.)
		4. Support local efforts to promote women's participation (also link with downward accountability) • Require that grant calls support local efforts • Promote the efforts of local initiatives in STAR-Ghana communications, convening and coordinating work. • Conduct a mapping of existing efforts to promote women's participation in Ghana (demand for it / and ability to engage)
		5. Convene safe and accessible spaces created for diverse of women and girls to express themselves, their needs and priorities • Host series of dialogue with organisations, groups and individuals on what spaces exist, how spaces can be improved and what spaces are needed by whom and for what. • Link with the think tank discussions to ensure that as many women and girls are involved as possible in identifying, shaping and defining gender equality issues and strategies and they are able to do so in safe spaces.

Objective	Key output	Action steps
		6. **Coordinate a stock taking process of best practices in gender equality in Ghana and the region** • Commission desk study and consultations to document what works • Set up learning and sharing platforms for the promotion of new approaches and strategies.
		7. **Support media promotion of gender equality** • Host reference group (task force) to identify strategic issues and approach to both tackling gender discrimination the media as well as using the media to promote gender equality. • Support programmes/initiatives to mobilise all type of media to advance gender equality images, stories, messages, initiatives.

4.3 Rules of the game and decision making

Objective	Key output	Action steps
To improve the policy environment, reduce institutional and other barriers to gender equality	Policy and institutional change to enable gender equality and the political and social inclusion of women and girls	1. **Fund thematic grants (restricted /competitive grants) on gender equality to stimulate or implement legislative changes and improved service delivery** • Identify golden moments/opportunities for policy change or implementation (e.g. passage and implementation of the affirmative action bill, women's manifesto), to be potentially supported through STAR-Ghana's strategic opportunities fund. • Identify policy changes made by STAR-Ghana Phase 1 grants for continued support at implementation stage. • Issue a thematic gender equality grant call.
		2. **Explore how institutions (such as government and private sector) can make way for greater influence of women's rights groups in their operations.** • Identify suitable openings and opportunities for influence by women and girls. • Facilitate dialogues and discussion between women and girls and members of such institutions. • Broker partnerships and collaborations. • Identify ways that such institutions can change to facilitate great participation in their decision-making processes by women and girls. • Build the understanding and capacity of women and girls regarding influencing institutions.

Annex 3: Summary of identified priority areas and action points from key informant interviews

The purpose of this annex is to document for future reference and referral when rolling out strategic areas 3 and 4, actions that key informants consulted in January 2016 recommended STAR- Ghana consider.

List of organisations consulted

- ActionAid
- Blogging Ghana
- Centre for Democratic Governance
- Christian Aid
- Danida
- European Union
- International Federation of Women Lawyers (FIDA)
- Gender Studies and Human Rights Documentation Centre
- Ghana Community Radio Network (GCRN)
- Ghana Federation of Disability Organisations (GFD)
- Hunger Foundation
- IBIS
- Center for Indigenous Knowledge and Organizational Development (CIKOD)
- Media Foundation for West Africa
- National Media Commission
- The Network for Women's Rights in Ghana (NETRIGHT)
- Society for Youth Policy and Poverty Alleviation (SYPPA)
- Women in Law and Development in Africa (WiLDAf) Ghana
- Individual advisors/consultants
- Youth Alive
- Youth Bridge Foundation
- Series of individual professionals / consultants

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Theme	Information from KII
Coordinating and convening stakeholders	A **platform** for monitoring: • Of implementation of international/national commitments on disability • A common NGOs-led monitoring mechanism for implementation of laws and commitments (including on land/property rights and VAWG – awareness and available/accessible services as well as accountability) • Participatory monitoring of SDGs
	Linking the local level to the national level: • Facilitate partnerships between national advocacy Civil society organisations and local level implementation Civil society organisations – providing local level Civil society organisations with information from events at the national level to inform local level design of projects and strategies; Civil society organisations at local level can provide realities on the ground so that national Civil society organisations' advocacy can be evidence based. • Link community based movements into broader national networks: STAR had strong focus on advocacy at national level, but most Civil society organisations/NGOs tend to be at micro level so can constitute a missed opportunity.
	Create a platform for women's rights / civil society organisations on assessing progress, current state of movement and where to go from here: • Engineering it to integrate innovation and reflection. Reflection exercises could include critical review of chapters of women's manifesto as reference point (revised manifesto forthcoming); the annual NETRIGHTS reflection piece; annual civil society assessment's shadow report on women. Goal: to 'rebrand' women's rights organisations/Civil society organisations and identify complex issues to engage with, getting them to reposition and come up with open and targeted calls that are informed by this agenda setting. • Hold similar platforms to conceptualise other forms of diversity – mapping out the terrain and agenda for social inclusion.

Gender Equality and Social Inclusion (GESI) Strategy

	Supporting youth-focused Civil society organisations through coordination: • Formation of youth (pressure) associations, strengthen existing groups for stronger voice and advocating with relevant government agencies for fair share of social services. They can also mobilise resources to meet their individual, group and community needs. • Maintain a long term relationship to provide relevant, timely and adequate information, knowledge, skills and tools to enhance ability to demand accountability from duty bearers – can be done through use of various engagement platforms, e.g. one-on-one engagements, community meetings, FGDs, workshops, radio discussions/jingles, posters, peer education, etc. • Through training, timely, regular and adequate information dissemination, enhance capability to mobilise resources needed for their advancement – link them up with potential donors/institutions that can be of assistance to them.
	• Facilitate **a platform for civil society organisations to discuss culture and develop frameworks of engagement**. Strategic goal is to start with culture as the platform for change for both gender equality and social inclusion – as part of the solution. Find ways to engage traditional authorities (traditional systems of authority/ chieftaincy/ women' traditional leaders/ The National Association of Local Authorities in Ghana (NALAG)) and engage them in dialogue. • Create a space to ask women their opinion about society, as this is rarely done. Could use e.g. PhotoVoice. Provide space to identify the positives in culture and revitalise these to support GESI objectives, e.g. collect proverbs, antidotes, traditional sayings.

	Use and build on existing spaces, structures and groups • Two major influences on thinking and how people live are cultural structures (indigenous/traditional authorities) and religion (church/mosque). These could be used as entry-points, as they influence opinions and can lead change. Other influences are class and ethnicity. Question: At what level are we going to include people (who are at the table? Who is excluded in the community?) • Could refer to the Hunger Foundation's epicentre model which engages/forms associations of chiefs from different ethnic backgrounds around cultural practices. In convenings, they discuss these and challenge one another to refine or adapt practices. • Working with "enlightened chiefs" as key opinion leaders and role models. • Engagement of churches and mosques on social issues: they "have a big, big role to play with GESI issues" but can trivialise "women's issues". However, they are the first port of call so a good entry-point for awareness raising and building on existing structures. If key leaders among big councils (e.g. Christian Council) are targeted effectively, messaging will be communicated from the very top to church leaders and their congregations. Suggestion to develop church policies, e.g. Christian Council's manual on VAWG. • Church leaders can be used as messengers on fair electoral process. • Engagement of men: it may be difficult to find men's groups, however men working for social change is not new, just not very structured – so individual men can become part of the movement. One entry-point is within the church there are men's groups. Can also tap into religious teachings as a way to promote GESI. The challenge is to popularise it, create a strategy for mobilisation (deemed to be an appetite for mobilising men). Action point: Explore potential to draw on men for dismantling patriarchy and continue to mentor women.
	A **space to engage on climate change:** "shockingly" STAR-Ghana has not been engaged on this issue which has huge implication for the most disadvantaged (who are unable to adapt because of community ownership impact). Requires systematic action research/learning which considers environmental, economic, social and political dimensions.
	Broaden engagement of and convene other stakeholders • Could engage psychologists/anthropologists to generate evidence for action and policy (e.g. on psychology of exclusion, behaviour change). Currently, academics and civil society are not sufficiently providing thinking and research to inform policy and action/data that is relevant to the development of the country and enforcement of laws. Obtain contributions that challenge us to think – "cannot leave such big social issues and behaviour change to politicians".

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	• Find ways to meaningfully engage media, union, professional associations, universities think tanks, youth groups etc. • Most private institutions (hospitals, schools, employers) focus on financial aspects so unlikely to take on social issues. Don't seem open to it – only where legislated. An option could be to see strategies used in other countries to use them as change agents.
Grant making	**Specific calls and mainstreaming GESI** • Have designated calls for citizen participation, voice, CBO-led initiatives and programmes. • Make STAR-Ghana more gender sensitive/ 'gender-biased' – more calls catered to this, e.g. GESI-specific fund. • GESI should be a requirement, more important than value for money – include in application process stated clearly. Ensure people abide by it: regular audits. • Future calls for proposals should provide scope to meaningfully include excluded groups in scoping/design/implementation, example: for elections call, Ghana Community Radio Network built in time to consult communities to establish norms and familiar articulations – then developed electoral code of conduct based on proverbs which resonated with target communities. Also produced People's Community Manifesto and parliamentary candidate scorecard. • Civil society organisations/NGOs tend to work at the micro level: "People need to feel their issues are addressed at the level that matters to them"; this is where implementation should be on voice and service delivery.
	Structure • STAR-Ghana should place greater focus on CIVIL SOCIETY ORGANISATION networks, coalitions and consortia, e.g. 10 organisations submit proposal together with different strengths (presence, reporting capacity, monitoring, data collection, analysis) – ready to hold each other accountable. • Partnerships with organisations whose sole purpose is GESI • If STAR-Ghana operates through consortium model, organisations would appreciate a self-decided model – joint proposals with agreed SOWs, principles, budget. Could look to IBIS' model on cluster arrangements (voluntary partnering) for potential partnerships around areas of common agenda, to gain increased exposure, coordinated advocacy efforts across regions, undertaking coordinated research – playing to each other's strengths with complete transparency for set up.
	Allowing for smaller organisations' capacity • Recognise that civil society organisations need more support/capacity building. Similar concept under STAR-Ghana 1: flexible funding, sustainability call.

	• Provide capacity building on applications for smaller organisations at district-level, e.g. targeted support on GESI, strengthening organisational capacity and operations. Could work directly or grant partners obtain exposure to how others do it. Could extend guidance on funding beyond STAR-Ghana – how do others obtain funding on GESI? • Offer "positive discrimination" or proposal support for small organisations competing against well set up but "male-led" organisations/big players like "the CDDs and IDEGs" which are more visible and have big structures in place to meet requirements. Can provide lesser legal requirements, recognition of challenges in remote location with little technology
	Timeframe • Account for longer implementation frame – social change needs 3–5 years, supported by good monitoring.
Ensuring internal and external accountability	• An internal strategy is crucial for credibility and legitimacy: needs to build in mechanisms of accountability to constituencies for GESI programmes (substantive initiatives). Creates real time feedback for learning, used to self-correct. • Ensure STAR is accountable and transparent in funding. Some anecdotal evidence of large NGOs receiving large grants to work with small Civil society organisations and paying out very little (requiring Civil society organisations to effectively volunteer) – needs a mechanisms to ensure transparency on all sides, fill the "accountability gap" to constituencies. • Is there a way to report on who STAR-Ghana draws on as e.g. resource people, consultants, facilitators – to ensure balanced representation? • Clear definition of GESI needed: who, based on what, how to include in meaningful consultation and participation – broken down to local context. • If STAR-Ghana is involved in events and there are no GESI and/or female representatives, query this beyond "can't find any". Ensure perspectives of women on STAR-Ghana's Steering Committee are shared. If stakeholders ask for a STAR-Ghana Steering Committee representative, actively endorse a female member to attend. • How STAR-Ghana can reach and have impact at the grassroots: Adapt model used in e.g. WASH, local governance, HIV to GESI – involves taking an inventory of local institutions and examining their role for the potential to promote forms of/perspectives on GESI; then explore ways to engage with them to advance gender equality and social inclusion using the systems/structures that are part of their daily lives (trusted and accessible). Apply obtained knowledge to pilot, if successful document and share for greater roll out.
	There appears to be a need to develop something around M&E: not only for upward reporting but downward accountability. Action point: consider M&E techniques /processes from perspective of downward accountability, not just logframe and upward.

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	In policy and programming (planning and design) • Using GESI strategy as a living document which finds ways for excluded groups to continually provide input and influence institution building • To promote equity and social inclusion there is need for deliberate targeting of socially excluded groups for effective formulation and implementation of social protection policies. Intended beneficiaries need to participate as an educational and empowering mechanism – assume greater responsibilities to identify developmental need, plan, manage, monitor and evaluating necessary collective actions and interventions that affect them. • Ensure participation of PWDs in consultation processes from the start; facilitate direct engagement of key groups which fall into key thematic exclusion areas to collate critical issues to influence focus areas • Understand needs of target groups, and anchor these in interventions. Build capacity to engage – adapt methodology to harness existing local knowledge e.g. "placing eggs in different baskets" to signify prioritisation. Adapt methods to specific groups, e.g. distributing children's rights info in Braille (Ghana Federation of Disability Organizations). • Focus should not be on numbers of attendees, but on participation and representation (i.e. what types of groups are represented among 20 youths – tertiary institutions? Street youth? Rural youth? Youth with disabilities? Female youth?) and an assessment of their understanding of issues on the table, level of preparations before attending, ability to represent views from their constituent groups, effectiveness of facilitation to elicit input from intended beneficiaries, are views/priorities reflected in reporting document
Providing direct support (capacity building, role modelling	**Capacity building on advocacy, linkages, greater exposure** • Work with Civil society organisations supporting women – support in developing proposals, link with donors, create more exposure for their issues. • Focus on voice in political processes: e.g. training of candidates, how to run, capacity; taking concrete actions to strengthen women's empowerment and gender equality as priorities among those in power. • Focus on youth: work on leadership capacity of children and young people to bring about structural changes in leadership in schools. Create spaces/clubs for sustained reflection and learn from each other. Need project that responds to need as move into another stage of life. State of "identity crisis", help transition and more long-term, including through sustained interaction with family, spouses and children. Sensitise on challenges, e.g. what girls go through, and provide support to implement activities.

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	Role modelling • Provide continued support to women elected and appointed positions; support confidence building and creating meaningful messages – are proving themselves, but how to make them stand out to provide role models? Could build a 'pool' of such women to take on this responsibility, and assess how capacity building activities are covering relevant skills, experience, and how these women can share their perspectives which often escape men. • Idea for role models to visit rural communities to model success, create challenges for stereotypes and illustrate to girls what is possible, raise ambitions and confidence to strive. • Role models can also be used as part of model engage men around gender issues.
Affirmative action and efforts to increase visibility	• Focus on affirmative action bill (as window of opportunity) with parliament before elections in November – or may lose progress made. There is not much external opposition, just a widespread lack of complete understanding of implications. STAR-Ghana can convene MPs to facilitate understanding and support. Perhaps campaign to take to president. The bill covers a lot, when in law civil society can use it to hold government accountable in a number of ways – including on leadership training for young women in all areas of life. • Affirmative action combined with efforts to improve safety in contested environments will promote greater participation. However, already some extensive efforts spent on affirmative action – but do not address root causes; needs to go beyond participant numbers and consider success rates. • See gender budgets as critical tool to address government lack of commitment/ will
	Increasing GESI buy-in • Historic movement that has grown to get women into power: must not lose momentum. District-level progress good, less movement at national level and so difficult to advocate for this with e.g. donors. Nonetheless, there needs to be a focus on getting women in positions that are sensitive to the issues – maybe focus on women who are elected. Need to get them to work with civil society and mentor others to take their place, share their experiences of being in power. • Better understanding needed of men what it means to be discriminated against and how it impacts participation.

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	Increasing visibility (and "perceived legitimacy" for participation) • STAR-Ghana could support direct local social inclusion efforts and assess women's/other excluded groups' participation in these groups (so they do not inadvertently reinforce exclusion). Could use media to broadcast case studies and share insights to e.g. life in the slums. • Supporting women to speak on air. Making voices visible changes attitudes about what they can do/know ("living proof"). • Link with other groups in slum for "licence"/credibility, e.g. chair of slum union, chair of market association and police. • "NGOs want to be seen by people who have power but STAR needs to be seen by those that don't"
Efforts to improve access	**To participation in safe spaces** • GESI stakeholders should share what safety looks like to them and ensure conditions are met. • If holding dialogues and most speakers are male, it is likely not safe for women to participate fully. Need to provide more women with opportunities to educate others about why patriarchy is violent to women, teach about rape culture. How are we going to be inclusive if there is no opportunity to talk about these issues? • If most participants are educated and speaking English, it will discourage participation from poor people and may be unsafe. • If people have to travel far to participate and there is no support, then not inclusive and potentially unsafe. • "We must be begging GESI communities to speak" – not that we are giving them platforms: not disempowered, just less visible.
	To education • Low levels of education (formal/informal) of identified groups either results in or deepens their exclusion. Thus, one way of addressing social exclusion is to ensure access to quality education for every child as a constitutional right – ensure that it is practically compulsory up to secondary level to produce a reasonably liberated, inquisitive, analytical and discerning mind and prepare beneficiaries to grow up to be independent and responsible citizens who understand and claim their rights, and demand accountability from those who control resources. • Support adult education for illiterate, rural populations to gain access to information and access participation channels – "bridge the gap" so they are no longer intimidated by elite language and ultimately help govern themselves. • Important to support more accessible and complete education for youth. A focus area could be adolescent reproductive health and life skills as an entry-point to assertiveness and shaping social values early on as well as access to info and services and avenues for support
	For mobilisation purposes

- During election processes, advocate with those who run election debates on increased inclusiveness regarding Ghanaian languages (could find additional resources for it) – draw attention to geographically excluded areas; build real bridges with the plentiful organisations in regions and districts beyond Accra. Provide support for gatherings and mobilisation efforts where needed.
- Include a focus on mobilising vulnerable groups with disabilities, including through addressing taboos and shame around disability to prevent hiding away and confinement by families within communities (NB this needs careful dialogue with chiefs/leaders around traditional beliefs, particularly on Albinos).
- Support mobilisation and organise meetings to help groups understand issues concerning them and how to advocate for their participation and gain access to participation.

To information: receiving and sharing

- Implement/use mechanisms to ensure complete "downstream" flow of information to communities as per Freedom of Information Bill as well as 'upstream' ability to both inform action on excluded groups (informed approach) and hold others accountable; while also supporting "capacity to listen" by those in power. Ghana has become big on "right to info" but is not fully provided and specifically needs to be expanded to "right to communicate". Important to not just provide information so people can respond/react, but begin with their own issues. "Not only to be heard but be taken into account".
- Social media as a key enabling factor: can be used as a platform to share experiences, e.g. to share insights/blogs/articles about conditions in slums by young girls. Also an important mobiliser, can help increase awareness on what is happening, gather reactions and stimulate protest where appropriate. Challenge in that it is not regulated or institutionalised, so would have to find an organisation that uses it well for the purposes of STAR.
- We need to know, acknowledge and combine the power of what is being done. Can mobilise media to do this – focus on citizen action (e.g. LEAD model) and describing action and leadership in Ghana around equality and inclusion. Doing so can help brand or associate STAR-Ghana with key actions, producing more exposure and support.
- More emphasis should be placed on downstream and upstream information and participation mechanisms, including community radio.
- Traditional media has a good reach at local level – community radio is accessible due to local language use.

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Evidence and best practice (gathering and sharing)	**At organisational level** • STAR-Ghana may need GESI-thematic leads to collate any lessons learned, packaging and sharing them – what are emerging issues? Could present in e.g. quarterly bulletin; share with government and amongst community of practice. • Scope for STAR-Ghana to do much more analysis at different levels on context, power relations and effective mechanisms for information sharing and voice by those affected (downwards information, upwards accountability). Should strengthen ways to facilitate illiterate groups to analyse their context, provide ways for them to articulate knowledge and share it with those who require it – services not informed by context on the ground ("not living the realities that inform this exclusion") because decision-makers often don't have enough exposure.
	At grant partner level • Focus areas must consider the full picture and assess how inequalities affect outcomes from micro- to macro-level. E.g. discourse on women's rights, economic empowerment and employment is often addressed through legislation and isolated employment opportunities, but fails to recognise that most women work in informal sector so are not covered by employment law so will not benefit from high level work.
	At programmatic level more broadly • Gather success stories: Document Civil society organisations' existing best practice, lessons, impact of e.g. appointment of female candidates. How to increase/support donor exposure to this? • Best practice gathering platform/hub: need for a depository of best practice, sharing results at central level. There may be a convening/coordination role for STAR as part of this: could incorporate evidence from STAR-Ghana • Process: Accumulate evidence to form coherent vision for agenda setting and action.

Risk	Probability	Impact	Mitigation Strategies	GESI Considerations
Political space remaining constant or decreasing significantly;	Low	High	• The programme will develop strategic partnerships with a number of credible national level CSOs, including think tanks, private sector representative organisations and trade	As part of an ongoing contextual analysis, the programme aims to understand the political environment to grasp what may be politically feasible in making headway on gender

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Annex 4: Risks register for phase 2 - with GESI considerations

	 	 	union organisations. These will help convene and catalyse citizens' actions on strengthening democratic spaces; • The phase 2 approach to embedding PEA in how the programme works will serve not only as an early warning system but will help the programme respond appropriately and timely to emerging risks; • The programme aims to engage with and work constructively with political parties. This will help enhance the effectiveness of civil society actions to protect and strengthen political space.	equality and social inclusion issues. This will inform the prioritisation of issues, timing and strategy. The programme aims to work constructively with parliamentary and other government committees to enhance the effectiveness of taking on GESI issues for the promotion of gender equality and social inclusion.
Political patronage (including related corruption and populist interventionism) would increase and weaken the political settlement	Medium	Medium	• The programme will focus on enhancing the effectiveness of CS actions to address systemic constraints to transformational change. This will include corruption, patronage and other issues highlighted in by the PEAs; • Anti-corruption will be a cross-cutting issue in all the areas around which programme support to civil society and other stakeholders will be focused; • Strategic partnerships with national level CSOs and political parties on governance issues will provide entry points for convening actions on this risk.	Efforts to address systemic constraints to transformational change highlighted in the PEA and including corruption and patronage will acknowledge and address that men and women as well as the socially excluded experience power, politics and economics differently. Specific risks to socially excluded groups as they potentially become more visible during STAR work will need to be understood (and addressed), through STAR discussion with socially excluded groups and individuals.
spill-over effects from political unrest and potential conflict in Burkina Faso, Benin and Nigeria	High	High		See above
A narrowing political settlement and weakening of the links and accountability between leaders and citizens	Low	Medium	• The programme will facilitate alliances to strengthen transparency in revenue management, including: support for Parliamentary oversight; promoting broader	Programme facilitation of alliances to strengthen transparency in revenue management will ensure the broad participation of groups and individuals who

– largely with increased oil revenue as the enabler.	(green)	(yellow)	participation in debate and decision-making across key policy areas and sectors (e.g. support stronger civil society engagement with international initiatives on oil revenues such as EITI). • Flexible funding windows will support specific civil society actions, where necessary, to complement ongoing or planned initiatives; • The programme will facilitate GPs' links with other DP initiatives which focus on accountability issues with the O&G sector.	are socially excluded. GESI analysis will be carried out for all initiatives related to the O&G sector – including STAR funding and issues of accountability between the O&G section, the government and civil society
Exchange rate risk.	Low	Low		
Rapid changes will occur in the political and security context of the country	Medium	High	• Elections call will support prevention and mitigation of election-related conflicts. Follow-on support will build on lessons and opportunities from the elections call; • Longitudinal PEAs will highlight security issues and provide entry point for programme to convene and catalyse stakeholder actions. • Youth empowerment strategy to help strengthen youth voices in governance.	Women, girls, PwD and other social groups tend to experience higher levels of vulnerability than other social groups. Longitudinal PEA's will factor GESI into its analysis and entry points for convening and catalysing stakeholder actions.
Donor governments will decide to cut funding in the event of economic crisis or some policy changes within the donor country	Medium	High		
			Programme Implementation	
Loss of momentum in the transition from the first phase of the programme to phase two.	Low	Medium	• Membership of Programme Steering Committee (SC) will be carried over into phase 2; • SC will follow-up on stakeholder consultations started in phase 1 to maintain	GESI related recommended from the phase 1 SC visioning document and other technical reports have informed the direction and focus of the GESI strategy. A GESI advisory group has been formed to

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	 	 	momentum on recommendations from the consultations; • PMT will build on lessons learned as documented in relevant programme documentation.	support the SC
Ability of civil society to respond to a more strategic framework for action, away from the focus on grants	medium	High	• Programme will develop strategic partnerships focusing on long-term actions; • Key messages during inception will emphasise shift in programme focus; • Civil society support strategy to be highlight menu of tools, including technical support, relationship brokering and grants; • Build inception phase into partnership development process with civil society to enable programme co-develop projects with civil society.	The GESI strategy has a focus on movement building, strategic partnerships and re-freshing strategies for politically, socially and culturally "smart" ways of framing and forming alliances. It is expected that such an approach will be more sustainable than a sole focus on grants
STAR2 maintaining credibility with other parts of civil society as well as with citizens, Parliament and government.	Low	High		The work and relationships established in phase 1 including with Parliamentary committees will be built upon. Requiring GPs to be more cognizant of how they work with socially excluded groups, including exploitation of smaller organisations, will need careful preparation and management.
Pressure from donors to issue calls leading to short-circuiting grants processes and placing too much weight on grant making	High	High		Discussion with donors about potential risks to socially excluded groups and individuals if calls are rushed.
Undue emphasis on compliance leading to delays in implementation of projects by GPs	Medium	High		Compliance issues in respect to GESI analysis and objectives will be clearly spelt out, communicated to partners and facilitated through providing technical assistance.

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The grant awards appear inconsistent and there is no clear rationale for those selected	Low	High	• The Grants manual will form the basis for implementation of all grant processes and
			    o have clear and transparent criteria for grant awards;
			    o spell out feedback mechanisms and appeals procedure;
				The grants manual will be reviewed from a GESI perspective, including where warranted making special (discriminatory provisions) required to 'level the playing field' and ensuring fairness.

STAR2 grant partners may misuse funds	Medium	High	• Due diligence will be integrated more effectively in the grants process and provide basis for selection of grantees and post-grants CB support; • Mango, one of the consortium partners, will lead on continuous due diligence during lifetime of grants and strengthening financial management capacities of GPs;	STAR will work with GPs to ensure an improved mutual understanding regarding how to improve a focus on GESI. GESI criteria will be established and GPs will be expected to outline how they will comply. Grant partners will be included in the GESI annual audit and sanctions for mon-compliance applied.
Risks relating to transition to autonomous entity				
Sound legal and financial status.	Medium	High	• 3-year transition period to provide space for getting all the building blocks in place; • Technical assistance from SD Direct to support the SC develop and implement roadmap to autonomous entity;	It is important to ensure that all GESI-related requirements comply with legal and financial requirements.
Ability of the Steering Committee to take on the full additional responsibility	Medium	High	• Three-year transition will enable a gradual handing over of responsibility as capacity is developed; • SD Direct will be critical friend and technical advisor to SC during the transition.	SD Direct's role as critical friend and technical advisor will include support regarding the institutionalisation of GESI into STAR.
Ability to source future funding	Medium	High		Funding will be sought from individuals and institutions that understand the importance of GESI. Increased funds will not come at the expense of STAR's strong commitment to GESI.
Risks connected to the separation of authority and	Medium	High	• Development of a shared vision and strategy between the SC, Christian Aid and	GESI objectives will be incorporated into log

responsibility			FC at the outset of phase two;. • Ensuring strong organisational development and technical support to the Steering Committee. • Further elaboration of the logframe and payment by results mechanism to ensure Christian Aid accountability for elements within its control.	frame and M&E plan. All future staff appointments will be assessed for commitment to GESI aims. The GESITAG is a very strong institutional component that will continue its ongoing guidance on GESI issues.

Annex 5: Scoping study

See separate document