GII STRATEGIC PLAN

2015 – 2019

We are recognised as the leading anti-corruption civil society organisation in Ghana

GHANA INTEGRITY INITIATIVE (GII)

FIVE-YEAR STRATEGIC PLAN (2015-2019)

FINAL REPORT

October 2014

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LIST OF ABBREVIATIONS

ALAC	-	Advocacy and Legal Advice Centre
CDD	-	Centre for Democratic Development
CHRAJ	-	Commission on Human Rights and Administrative Justice
CPI	-	Corruption Perception Index
CSOs	-	Civil Society Organisations
DANIDA	-	Danish International Development Agency
ECOWAS	-	Economic Community Of West African States
EOCO	-	Economic and Organised Crime Office
FATF	-	Financial Action Task Force
FIC	-	Financial Intelligence Centre
GACC	-	Ghana Anti-Corruption Coalition
GAPVOD	-	Ghana Association of Private Voluntary Organisations for Development
GCB	-	Global Corruption Barometer
GCR	-	Global Corruption Report
GDP	-	Gross Domestic Product
GIABA	-	Inter-Governmental Action Group against Money-Laundering in West Africa
GII	-	Ghana Integrity Initiative
IDEG	-	Institute of Democratic Governance
IMF	-	International Monetary Fund
M&E	-	Monitoring & Evaluation
MDAs	-	Ministries, Departments and Agencies
MDG	-	Millennium Development Goal
NACAP	-	National Anti-Corruption Action Plan
NCCE	-	National Commission on Civic Education
NGO	-	Non-Governmental Organisation
NGOs	-	Non-Governmental Organisations
NHIS	-	National Health Insurance Scheme
OECD	-	Organisation for Economic Co-operation and Development
PR	-	Public Relations
SAC	-	Social Auditing Club
STAR-Ghana	-	Strengthening Transparency, Accountability and Responsiveness in Ghana
TI	-	Transparency International
UN	-	United Nations
UNDP	-	United Nations Development Programme

1. EXECUTIVE SUMMARY

1. Introduction

Established in 1999, Ghana Integrity Initiative (GII) is a non-partisan, non-profit civil organisation focused on addressing corruption. GII is the Ghana Chapter of Transparency International (TI), the global, non-governmental, non-profit civil society organisation leading the fight against corruption through more than 90 chapters and over 30 individual members worldwide and an international secretariat in Berlin, Germany.

This five-year strategic plan, which covers the period 2015-2019, seeks to reposition GII at the forefront of the fight against corruption in society. It sets out the new vision, mission and core values that will drive GII's agenda during the next five years and identifies the programme themes, strategic targets and the new organisational arrangement, internal capacity and supporting systems to be implemented for GII to effectively contribute to reducing the incidence of corruption in society.

This strategic plan was preceded by two earlier strategic plans (2003-2008; and 2011-2015) and expected to consolidate the progress made by these earlier plans.

2. Context

Despite the significant gains Ghana has made in the area of governance over the past years, corruption remains a major developmental issue and contributes to the high poverty levels, erosion of political legitimacy and international credibility.

Progress in the fight against corruption in Ghana has been realised through enactment of various legislations, repealing the criminal libel law, stopping ongoing prosecutions of journalists, adopting drafts of access to information and whistleblower protection legislation developed by civil society. There is also improvement in the judicial system, opening up of the government to media scrutiny. The development of the National Anti-Corruption Action Plan (NACAP) is a major step as it provides a framework for anti-corruption activities in the public and private sectors for the ten-year period between 2012 and 2021. By integrating its action plans into national development planning, anti-corruption activities have become an integral part of the regular annual activities of public institutions including the Ministries, Departments and Agencies (MDAs).

One of the biggest challenges is that the several years of public education and awareness creation have not translated into behavioural change with the private sector continuously "patronising" corruption in public institutions. Public officials act with impunity and dissipate national resources without recourse whilst there is a general apathy with people unwilling to report corrupt officials. There is limited commitment to accountability at the local levels of governance as well.

There is strong commitment from international development agencies to support anti-corruption activities given the negative impact corruption has on economic growth, human

rights and poverty reduction as demonstrated by institutions such as International Monetary Fund (IMF) and the European Bank for Reconstruction and Development. As a result, anti-corruption activities are expected to remain a priority in most jurisdictions.

3. Strategic direction

Vision and mission statements

The vision of GII is *"a corruption-free society where all people and institutions act accountably, transparently and with integrity"*.

The mission of GII is *"to fight corruption and promote good governance in the daily lives of people and institutions by forging strong, trusting and effective partnership with government, business and civil society and engagement with the people"*.

4. Core values

The strategic direction of GII shall be guided by the following five core values:

- Integrity
- Accountability
- Independence
- Transparency Commitment

5. Programme focus

To be able to deliver appropriate programmes that will effectively contribute to reducing the incidence of corruption, GII shall focus on the following five areas:

- Research - Conduct detailed research to inform the development of interventions to effectively address the pertinent issue of corruption. This will foster a good understanding of the fundamental issues to be targeted by interventions.

- Public education and capacity building - Gll shall deepen public education and awareness creation programmes to reduce the tolerance and patronising of corrupt behaviours.

- Advocacy - The advocacy programmes focus on the passing of laws, transparency and accountability of public officers and private office holders, attitudes and behaviours of both appointed and elected officer holders as well as public and civil servants. It also includes enforcement considerations.

- Cultivate anti-corruption behaviour in everyday lives – Deliver programmes to drive behavioural change in attitudes towards corruption.

- Promote enforcement of laws and standards - Promote enforcement of laws and regulation through monitoring and direct engagement leading to the establishment of current benchmarks to help track progress into the future.

6. Strategic goals

Objective 1 - Undertake three major research work annually
Objective 2 - Increase awareness and knowledge of corruption by 40% in 5 years
Objective 3 - Reduce corruption behaviour in the public sector by 20% in 5 years.
Objective 4 - Increase corruption reporting by 40% in 5 years
Objective 5 – Implement a fully functional M&E system
Objective 6 - Achieve financial sustainability

7. Strategies

The strategies that GII will implement to achieve the strategic goals are:

- Evidence-based programming requires through proactive research initiatives such as baseline studies, sector studies, etc will allow GII to established benchmarks against which progress and impact can be measured.

- GII's organisational arrangement shall be improved through filling of complementary positions such as Finance and Administrative Manager, M&E Manager, Communications and Knowledge Management Manager as well as Resource Mobilisation Manager. As part of this new organisational arrangement, Resource Mobilisation will become a full time activity to raise the needed funding to achieve financial sustainability.

- The governance regime will be strengthened through expansion in the number of members, improve communication and active participation of Members in the activities of the GII Secretariat. These positions have been added to the organisational structure. The Board of Directors shall be expected to play a high level role in promoting the GII brand, participate in resources mobilisation at the highest level and renew their commitment to effectively participate in the governance activities of the organisation.

- The human resource function shall be improved by providing orientation to all personnel, enhancing internal communication, regular review of the Conditions of Service, training and capacity development of personnel and strengthening supervision across all functional areas and performance measurement to improve performance.

- Complementing these will be an improvement in systems and processes including review and enhanced the Human Resource Manual, improve ICT facilities environment regularly and establish a monitoring and evaluation system to monitor performance against benchmarks and also to regularly evaluate to track the impact and outcome of GII's activities.

8. Investment requirements

To successfully implement this 5-year strategic plan, the funding gap and funding requirements of GII is estimated at GH¢12.0 million (US $4.0 million)

The annual requirements are shown in Table 01.

Table 01: Funding requirements (2015 – 2019)

Item	2015 (GH¢)	2016 (GH¢)	2017 (GH¢)	2018 (GH¢)	2019 (GH¢)	TOTAL (GH¢)
Property, plant and equipment	100,000					
M&E System	40,000					
Motor vehicle	100,000					
Fittings and furniture	40,000					
Working capital	1,000,000					
Gants/donations	1,402,202	1,682,643	2,019,171	2,423,006	2,907,607	
Total funding requirements	2,682,202	1,682,643	2,019,171	2,423,006	2,907,607	11,714,629

9. Financial summary

The forecast financial summary is presented in Table 02:

Table 02: Financial summary (2015 – 2019)

	2015 Annual (GH¢)	2016 Annual (GH¢)	2017 Annual (GH¢)	2018 Annual (GH¢)	2019 Annual (GH¢)
INCOME					
Grants/ donations	1,402,202	1,682,643	2,019,171	2,423,006	2,907,607
Research/Projects	150,000	1,400,000	1,590,000	1,638,000	2,145,600
Total Income	1,552,202	3,082,643	3,609,171	4,061,006	5,053,207
Direct cost	771,211	925,454	1,110,544	1,332,653	1,599,184
Gross income	780,991	2,157,189	2,498,627	2,728,353	3,454,023
EXPENDITURE					
Personnel cost	1,125,536	1,350,643	1,620,772	1,944,926	2,333,911
Governance	68,760	82,512	99,014	118,817	142,581
Office running expenses	93,840	107,916	124,103	142,719	164,127
Equipment and logistics	20,000	24,000	28,800	34,560	41,472
Gen. & Admin Expenses	173,196	151,565	174,300	200,445	230,512
Total expenditure	1,481,332	1,716,637	2,046,990	2,441,468	2,912,603
Net Surplus/(Deficit)	(700,341)	440,553	451,637	286,885	541,420

10. Conclusion

This five-year strategic plan offers GII an opportunity to deliver programmes that will make incremental contributions in reducing the incidence of corruption in Ghana. Among others, the implementation of the Monitoring and Evaluation system will allow the tracking of progress and capacity to measure GII's impact on the reduction of corruption in society.

2. BACKGROUND

2.1 Introduction

Ghana Integrity Initiative (GII) was established in December 1999. It is a non-partisan, non-profit civil organisation focused on addressing corruption in all its forms. GII is the Ghana Chapter of Transparency International (TI). TI is the global, non-governmental, non-profit civil society organisation leading the fight against corruption through more than 90 chapters and over 30 individual members worldwide and an international secretariat in Berlin, Germany. TI raises awareness of the damaging effects of corruption and work with partners in government, business and civil society to develop and implement effective measures to tackle corruption. Transparency International's vision is a world in which government, politics, business, civil society and the daily lives of people are free of corruption while Transparency International's mission is to work to create changes towards a world free of corruption.

2.2 Development of strategic plan

GII has developed and implemented two strategic plans. These are:

- 5-year Strategic Plan 2003-2008
- 5-Year Strategic Plan 2011-2015

After reviewing the performance of the organisation under the current five-year Strategic Plan (2011-2015) and taking into consideration developments in the external context, it has become necessary to develop a new five-year strategic plan (2015-2019) to reposition GII at the forefront of the fight against corruption in society.

This strategic plan sets out the new vision, mission and core values that will drive GII's agenda for the next five years. It also identifies the programme themes, strategic targets and the new organisational arrangement, internal capacity and supporting systems that shall be implemented to win the fight against corruption in Ghana.

2.3 Constitutional mandate

The bedrock of anti-corruption activities in Ghana is the1992 Constitution of the Republic of Ghana. Chapter 24 of the Constitution deals with code of conduct for public officers. Two Articles (Articles 284 and 286) under that Chapter deal with public officers holding public office.

Article 284 stipulates that: "a public officer shall not put himself in a position where his personal interest conflicts or is likely to conflict with the performance of the function of his office".

Article 286 provides a list of public officers who shall make written declaration of all property or assets owned, or liabilities owed by them whether directly or indirectly. The same

article requires certain categories of public officers to take and subscribe to an appropriate Oath of Office. The oaths they take include commitment to do right to all manner of persons; truly and faithfully perform the functions of public office without fear or favour; affection or ill-will; and freely give counsel and advice for the good management of the public affairs of the country.

Currently, there are three legally established state institutions vested with the power to tackle various issues of crime, human rights abuse and corruption. These institutions are the Commission on Human Rights and Administrative Justice (CHRAJ), the Economic and Organised Crime Office (EOCO) and the Financial Intelligence Centre (FIC), which are the foremost anti-corruption institutions in Ghana. These institutions exist alongside the traditional crime combating institutions such as the Ghana Police Service and the Bureau of National Investigations.

CHRAJ was established in October 1993 by the Commission on Human Rights and Administrative Justice Act, 1993 (Act 456). Among the principal functions of the CHRAJ is the investigation of "all instances of alleged or suspected corruption and the misappropriation of public moneys by officials". In addition, by virtue of Articles 218 (b) and 287 (1) of the Constitution, the CHRAJ is mandated to investigate "complaints of corruption" as well as non-compliance with the provisions of the Code of Conduct for Public officers.

EOCO was established in September 2010 by Economic and Organised Crime Act, Act 804 (2010) with the object of preventing and detecting organised crime and facilitating the confiscation of proceeds of crime. In order to achieve its objectives, the EOCO, among other functions, is mandated to investigate and on the authority of the Attorney-General prosecute serious offences involving: financial or economic loss to the Republic or any state entity or institution in which the state has financial interest; money-laundering; human trafficking; prohibited cyber activity; and other serious offences.

FIC was established by the Anti-Money Laundering Act, 2008 (Act 769) and started operations in January 2010. The function of the FIC is to receive suspicious transaction reports, disseminate financial intelligence and other information related to money laundering and terrorist financing to relevant institutions to address corruption and illicit acquisition of wealth.

The anti-corruption work of GII complements the work of the constitutionally mandated institutions in addressing the negative impact of corruption on the country's socio-economic development and growth.

3. CONTEXT AND EXTERNAL REALITIES

After making significant gains up to 2010, Ghana's economy has faced challenges both from within the country (governance of the economy) as well as external shocks from the global economic decline. These have affected economic growth and increased the level of hardships at a time when people had very high expectations for wealth creation and advancement of the country's economy and developmental realities.

Corruption remains a major developmental issue in Ghana. Indeed, corruption is seen as the major factor in the country's governance system. There is a general perception that corruption is high among public office holders and politicians and the lack of accountability and transparency has resulted in the dissipation of national resources, a situation which has continue to undermine socio-economic development and the welfare of the population. The implications include increases in general poverty levels, erosion of political legitimacy and international credibility.

Ghana has made notable progress in governance and the fight against corruption in areas such as repealing the criminal libel law, stopping ongoing prosecutions of journalists, initiating the process of enacting an Access to Information law and the passage of the Whistleblower Act, 2006 (Act 720) protection legislation developed by civil society. There is also improvement in the judicial system, opening up of the government to media scrutiny and providing more resources to the security services. Despite these modest gains, public sector corruption remains a serious problem in Ghana. It is also notable that the several years of public education and awareness creation have not translated into behavioural change. The private sector continues to "patronise" corruption in public institutions and the general population is unwilling to sacrifice to reduce corrupt activities. There is a general apathy with people unwilling to report corrupt officials. Public officials act with impunity and dissipate national resources without recourse. There is limited commitment to accountability at the local levels of governance as well. The current economic difficulties facing the country have been attributed to corruption and dissipation of national resources.

There are both public and non-public organisations undertaking various forms of activities to address corruption and related issues in Ghana. Their progressive efforts and observed results are yet to make significant impact by reducing corruption.

The economic challenges, waning confidence in public officials, stagnation in economic development, general lack of improvement in the wellbeing of Ghanaians, greed and gluttony on the part of office holders, failure to bring corrupt persons to account for their misdeeds, lack of faith in the legal system, failing moral values, unwieldy bureaucratic system among others have been attributed to corruption.

The most striking major national step in the fight against corruption is the development of the National Anti-Corruption Action Plan (NACAP) which provides a framework for anti-corruption activities in Ghana for the ten-year period between 2012 and 2021. NACAP's greatest strength is the direct integration of its action plans into national development planning, making the plan an integral part of the regular annual activities of public institutions

including the Ministries, Departments and Agencies (MDAs). NACAP also covers the private sector.

Internationally, corruption remains a major issue because of its corrosive impact on economic growth, human rights and poverty reduction. Among several studies, the International Monetary Fund (IMF) indicates that corruption can reduce a country's Gross Domestic Product (GDP) by more than 0.5%[1] and has emphasised the need to help countries ensure the rule of law, improve the efficiency and accountability of their public sectors, and tackle corruption[2]. The European Bank for Reconstruction and Development also acknowledges that corruption weakens the state's ability to gain consent for, and enforce compliance with, rules and institutions by undermining the public's trust[3].

Corruption currently ranks very high on the international agenda and global efforts have led to the adoption of the following instruments and processes, among others:

- The UN Convention Against Corruption;
- The African Union Convention on Preventing and Combating Corruption;
- UN Convention Against Transnational Organised Crime;
- UN Declaration Against Corruption and Bribery in the International Commercial Transactions;
- International Code of Conduct for Public Officials;
- OECD Convention on Combating Bribery of Foreign Public Officials in International Business Transactions;
- Financial Action Task Force (FATF) 40+9 Recommendations; and
- Establishment of ECOWAS Inter-Governmental Action Group against Money-Laundering in West Africa (GIABA).

There is consensus among local and international development stakeholders that anti-corruption activities shall remain a priority in most jurisdictions. As a result, the 5-year strategic plan (2015-2019) should reposition GII to deliver anti-corruption programmes and interventions in which government, politics, business, civil society and daily lives of people shall be free of corruption and thus effectively promote the realisation of the country's developmental goals.

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[1] International Monetary Fund., Also see Navil Mansur CHOWDHURY (2007). An Empirical Analysis Of Selected Factors Affecting Corruption In The Asia-Pacific Region
[2] The IMF's Approach to Promoting Good Governance and Combating Corruption: A Guide. IMF, Washington DC; IMF (2005)

[3] European Bank European Bank for Reconstruction and Development, (1998).Transition Report, 1998. London, 1998

4. ANALYSIS OF PAST PERFORMANCE

4.1 Programmes

GII's activities are delivered under the following two programme areas:

Research and advocacy programmes

GII conducts evidence-based research on corruption related issues. The findings from the research activity conducted by GII forms the basis for its advocacy support activities or programmes. Three notable corruption-related surveys have been conducted by GII. These are the GII 'Voice of the People' survey (2005), the 'Voice of the People' survey (2011) and the Judiciary Watch Project (Monitoring Judiciary corruption in Ghana) (2005-2007). GII has also undertaken research into Financing Basic Education in selected districts in Ghana and another research into "Transparency and Integrity in Service Delivery in Africa" with a focus on water delivery in Ghana as part of its advocacy work on service delivery. GII is also doing a similar study of the National Health Insurance Scheme.

The advocacy support programmes have continued to remain the linchpin of GII. Some of the activities undertaken in this regard include

- Mobilising and empowering citizen groups to demand transparency, responsiveness and accountability from service providers as well as report acts of corruption.
- Lobbying, petitioning and dialoguing with decision makers to press for legislative reforms of anti-corruption rules and enforcement of procedures.
- Partnering with other civil society organisations who are concerned with tackling corruption to embark on various assignments in the interest of the public.

In delivering its services, GII partners with state agencies such as the CHRAJ, the Attorney General's Department, the National Commission on Civic Education (NCCE) and the Audit Service as well as with Civil Society Organisations (CSOs) such as CDD-Ghana, SEND-Ghana and the Ghana Anti-Corruption Coalition (GACC).

Public education and capacity building programmes

As part of its public education programme, GII organises anti-corruption sensitisation workshops at various levels of government and various categories of citizens – political parties, religious and traditional groups, CSOs, the media, etc. – and employs various forms of media including the TV and radio stations as well as publishing of quarterly newsletters to educate the general public. GII also publishes annual reports to educate the public on the causes, effects and solutions to the problem of corruption.

4.2 Achievements

In the past decade, GII has delivered several programmes and activities including:

- Organising sensitisation workshops, seminars, press conferences, etc. on the causes, effects and solution to corruption;
- Engaging student bodies in schools and identifiable youth groups to talk about the canker and possible remedies;
- Conducting advocacy for the passage and/or amendment of transparency-enhancing and anti-corruption legislations:
  - Freedom of Information Law (pending bill);
  - Whistle-blower Law (need amendments);
  - Assets Declaration Law (Regulations still pending).
- Holding and participating in nation-wide radio programmes to educate the public on the importance of anti-corruption legislations in the fight against corruption
- Conducting Corruption-related surveys:
  - GII "Voice of the people Survey (2005 & 2011);
  - Judiciary Watch Project – monitoring corruption in the Judiciary in Ghana (2005-2007);
  - The Africa Education Watch – Financing Basic Education in Ghana;
  - Transparency and Integrity in Service Delivery in Africa – A Focus on the water sector;
  - Promoting Transparency and Accountability in the NHIS and other MDG-related interventions (ongoing).
- Launching Transparency International's annual reports including:
  - Corruption Perception Index (CPI);
  - Global Corruption Report (GCR);
  - Global Corruption Barometer (GCB).
- Publishing quarterly newsletter "GII Alert" that highlights GII and TI activities as well as best practices and significant happenings in anti-corruption in Ghana and around the world.
- Establishing Advocacy and Legal Advice Centre (ALAC) to provide support to victims and witnesses of corrupt practices to pursue the cases with the appropriate authorities.

4.3 Programmes design and development

GII's programmes and interventions are usually developed in line with the priority areas set out in its strategic plan. The execution of the programmes is, however, tied to the availability of funds. Therefore, most programmes executed by GII are driven by solicited calls from providers of funds to the organisation. About 90% of projects undertaken by GII are solicited. The current interventions of GII are:

- Democratic Governance project - STAR Ghana
- Further Support to GII's Anti-Corruption Work (Social Auditing Clubs (SAC), Community-based Monitoring and Evaluation Teams and the GII Alert) – MISEREOR;

- Local Employment, Accountability and Revenue Mobilisation (LEARN) project (European Union through Christian Aid);
- Climate Change Finance Project (REDD+);
- Promoting Transparency in Health Care Delivery (STAR Ghana and UNDP)Open Governance Project;
- Emerging Tax Justice Initiative (Christian Aid).

4.4 Partners

GII works with individuals and local institutions of integrity in Ghana. Since its inception, GII has worked with and continues to work with state agencies. GII is also a member of, and works with, the Ghana Anti-Corruption Coalition (GACC) as well as the Media and other civil society organisations including Centre for Democratic Development (CDD-Ghana), Institute of Democratic Governance (IDEG), among others. GII also belongs to other networks such as Publish What You Pay (PWYP) Coalition, the Right to Information (RTI) Coalition, the CSO platform on Oil and Gas, etc. The main state organisations GII works with are:

- Commission for Human Rights and Administrative Justice (CHRAJ):
- Attorney General's Department:
- National Commission for Civic Education; and
- Audit Service.

4.5 Fundraising

GII tried raising funds from the private sector sometime last year and the result was positive. Unfortunately, there was no one to follow up when the lead / focal person left somewhere along the line. Even though there is a volunteer – Jessica Lee (supported by staff) – assisting, that opportunity has been lost. The then fundraising committee was made up of staff.

The staff also decided to help raise funds by donating a token (from salary) every month. This, however, could not be sustained as some staff felt cheated as they all contributed same amount irrespective of how much each individual earned.

4.6 Organisational arrangement

The governance and organisation arrangements of GII are at three levels.

4.6.1 Members

GII is a membership organisation and has been undertaking a membership recruitment exercise in the past five years. It currently has 30 individual members. Membership is voluntary and by invitation. Membership is also open to individuals interested in the fight against corruption. Such individuals can apply to become members. The Members are expected to promote anti-corruption activities in their communities.

The Members meet once every year at the Annual Membership Meeting (AMM) to elect the board members and ratify major decisions such as approving of a strategic plan and the audited Financial Statements.

4.6.2 Board of Directors

GII is currently structured to have a nine-member Board of Directors. However, there are 7 Board members in office following the resignation of one and the death of another.

Table 1: Composition of Board of Directors

Name	Position	Profession
M.A.K. Gyasi	Chairman	Accountant
Most Rev. Charles Palmer-Buckle	Member	Reverend Minister
Augusta Sena Gabianu	Vice chair	Consultant
Prof. Audrey Gadzekpo	Member	Communication Consultant
Abdallah Ali Nakyea	Member	Lawyer And Tax Consultant
Elsie Bunyan	Member	Accountant
Rev. Dr. Kojo Osei-Wusuh	Member	Reverend Minister
Vitus Azeem	Secretary	Executive Director

From GII's Manual of Procedures and Policies, the roles and responsibilities of the Board of Directors are:

- Develop and maintain focus on mission and vision and purpose of the organisation;
- Establish and oversee the strategic direction of GII;
- Monitor programmes and evaluate outcomes and progress;
- Articulate, safeguard, model and promote organisational values as well as enhance the organisation's public image;
- Consider and decide matters and issues of importance to the organisation;
- Attend scheduled Board meetings regularly;
- Receive information about the workings of the organisation and its finances;
- Serve on sub-committees;
- Identify human and financial resources for realising mission and establishing policies for how these resources are to be acquired;
- Ensure that the necessary resources are made available (participate in fundraising);
- Ensure compliance with applicable laws and ethical standards;
- Understand Board and Staff relationship;
- Select and orient new Board Members;
- Approve the appointment of the Executive Director;
- Approve the annual work plan and budget for the business year;
- Make decisions on any other matters of particular importance, and make decisions on specific matters where requested to do so by the Secretariat.

4.6.3 Secretariat

The GII secretariat is responsible for the management, administration and financial matters of the operations of GII. The Secretariat is headed by an Executive Director supported by a team of ten (10) professionals. There are also three (3) Volunteers. The current personnel positions in GII are presented in Table 2.

Table 2: Personnel complement

No.	Grade/Position
1	Executive Director
2	Programmes Manager
3	Senior Finance Officer
4	Senior Programmes and Research Officer
5	National Coordinator (Climate Change Finance Project - CCFP)
6	Project Coordinator (Open Governance Project OG-P)
7	Programmes Officer Climate Change Finance Project (CCFP)
8	Assistant Finance Officer
9	Administrative Officer
10	Project Support Assistant
11	Utility Assistant

Top management has three (3) members whilst the management team has six (6) members.

Three of the personnel are project-specific personnel who coordinate particular programmes of GII.

The specific projects are:

- Open Governance Project (OGP) – 1 personnel
- Climate Change Finance Project (CCFP) – 2 personnel

4.7   Past financial performance

The past performance of GII from the audited financial statements for the periods 2009, 2010, 2011, 2012 and 2013 are presented below.

4.7.1 Income statement

The income of GII is mainly derived from grants from donors and income from other sources. The grants received originate from core funding and programme-based funding. The consolidated donor grant received by GII increased from GH¢775,000 in 2009 to GH¢ 814,000 in 2010. This however decreased to GH¢784,000 in 2011 and increased marginally to GH¢790,000 in 2012. Grants then increased again to GH¢1.0 million in 2013. Other incomes by GII increased steadily by an annual growth rate of 47%.

GII's consolidated expenditure is classified into direct project expenses, administrative expenses and travelling expenses. Total consolidated expenditure for the year 2009 accounted

for 86% of income generated. GII's expenditures, however, exceeded incomes in years 2010, 2011 and 2012 by 9%, 2% and 14 %, respectively resulting in deficits. In 2013, expenditure increased to 89% of total incomes.

GII recorded surpluses in 2009 and 2013 while recording deficits for three years running from 2010 to 2012. Details of the surplus and deficit figures as well as other components of the income statement are provided in Table 3.

Table 3: Income statement (in GH¢)

	2009	2010	2011	2012	2013
Grants received	774,555	813,597	783,961	791,612	1,009,469
Other income	-	27,497	28,647	31,477	86,911
Total income	**774,555**	**841,094**	**812,608**	**823,089**	**1,096,380**
Expenditure					
Direct project expenses	145,546	256,200	265,011	356,622	354,235
Administrative expenses	416,592	612,687	505,087	575,706	596,757
Travelling expenses	26,903	40,534	55,908	9,138	26,198
Property, plant and equipment	19,819	10,283	-	-	-
Ongoing projects	58,722	-	-	-	-
Total expenditure	**667,582**	**919,704**	**826,006**	**941,466**	**977,190**
Surplus/(Deficit) for the year transferred to the accumulated fund	**106,973**	**(78,610)**	**(13,398)**	**(118,377)**	**119,190**

4.7.2 Statement of financial position

The net asset position of GII decreased from GH¢ 518,990 in 2010 to GH¢ 505,592 in 2011 before dipping further to GH¢ 283,174 in 2012. However, it increased to GH¢ 402,365 in 2013. From the analysis of the statement of the financial position of GII, cash and bank balances constituted 70% of total assets between 2010 and 2013.

A summary of the statement of financial position of GII is presented in Table 4

Table 4: Statement of financial position (in GH¢)

	2010	2011	2012	2013
	GH¢	GH¢	GH¢	GH¢
Property, plant and equipment	52,290	32,689	14,525	65,496
Current assets				
Short term investment	99,999	100,778	97,923	97,923
Accounts receivables	7,200	20,410	9,232	1,012
Bank and cash balances	371,195	392,318	230,925	437,114
	478,394	513,506	338,080	536,049
Current liabilities				
Account payables	11,694	40,603	69,431	199,180
Inter project payables	-	-	-	-
	11,694	40,603	69,431	199,180
Net current assets	466,700	472,903	268,649	336,869

Total Assets	518,990	505,592	283,174	402,365

4.7.3 Financial performance analysis

Income utilisation ratios

This ratio highlights the ratio of expenditure to total incomes received by GII. The trend of this ratio shows that, expenditures incurred by GII have been either very high or exceeded the incomes received. Apart from years 2009 and 2013 where this ratio was less than 100%, income utilisation ratio has exceeded 100% in years 2010, 2011 and 2012, a threat to sustainability.

The majority of the expenditure ratio has been related to administrative expenditure as seen in Table 4. Administrative expense ratio has been fluctuating over the period and has averaged 63%.

The average direct project expenditure ratio recorded over the period is 32%. It indicates the ratio of direct project expenses to the total income earned by GII. This ratio is comparatively lower than the administrative expenditure ratio. From the administrative expense to programme expense ratio, administrative expenses in 2009 were three times more than direct project expenses. In the subsequent years, however, administrative expenses were maintained at two times more than direct project expenses.

Donor income to total income

This ratio indicates how much of the incomes earned by GII have been received from donors. Donor funding have been consistently high over the period under review with annual donor incomes exceeding 90% of total incomes.

Current ratio

GII has a very strong liquid position derived from the current ratio computation. Current assets held by GII were about 41 times more than current liabilities in 2010, 13 times more than current liabilities in 2011, 5 times more than current liabilities in 2012 and 3 times more than current liabilities.

Table 5: Selected financial ratio analysis

	2009	2010	2011	2012	2013
Income utilisation ratio	86%	109%	102%	114%	89%
Direct project expenditure ratio	19%	30%	33%	43%	32%
Administrative expenditure ratio	54%	73%	62%	70%	54%
Travelling expenditure ratio	3%	5%	7%	1%	2%
Administrative expense to programme expense ratio	3%	2%	2%	2%	2%

Donor income to total income	100%	97%	96%	96%	92%

4.8   Operations and procedures manual

Policies and Procedures Manual

The current Policies and Procedures Manual of GII was developed in January 2004 and revised in 2010. The manual provides information on the basic structures and procedures in GII and outlines the characteristics, roles and responsibilities of the various organs of the organisation and lays out the code of conduct of members and staff in relation to GII work.

Included in the Manual is a Board Member Commitment form as well as the Board Member Evaluation form.

Financial Management System

The financial management function of GII is delivered through VT Transactions accounting software. This software was implemented in replacement of SAGE software in 2012.

From the review, the VT Transactions software is adequate for the generation of timely financial reports.

GII developed a Financial and Administration Manual in 2005 which documents all the finance and administration procedures to be followed by every staff member of the organisation. This Manual details the various processes and procedures to be followed which every staff of the company is aware of and duly complies with. The manual covers various aspects of financial management including:

- Budget and budgetary control;
- Preparing monthly, quarterly, and year-end accounts and reports which aid financial planning;
- Payroll management and accounting;
- Recording, verification and timely reporting of transactions;
- Procurement, purchasing, tendering and contracting;
- Inventory accounting and control; and
- Internal and external audit.

One of the major requirements by donors for accessing core funding as well as demand based funding is the operation of an effective financial management system. Reviews conducted by DANIDA and MISEREOR have concluded that the financial management of GII is satisfactory.

Performance management

Staff performance evaluation is done annually by Supervisors and forwarded to the Executive Director. The Supervisors are also evaluated by the Executive Director who is evaluated by the Board of Directors.

Information technology and knowledge management

GII has computers, printers and networked environment with a Local Area Network (LAN). There is also internet connectivity using the Wi-Fi. GII also has a website. GII has engaged an IT Consultant who is currently working on updating the website.

5. SWOT ANALYSIS AND KEY ISSUES

5.1 Strengths

The strengths of GII are summarised as follows:

Capacity and expertise

Capacity and expertise in anti-corruption underscored by qualified and experienced personnel are major assets for GII.

Strong brand

GII has a strong brand reinforced by its affiliation with Transparency International (TI). GII is the **leading** organisation in Ghana that focuses all its activities 100% on anti-corruption. GII has gradually made inroads into the mind space of stakeholders. For example, GII is the first place of contact by the media houses when they require responses to some forms of corrupt practice of a public official or other major governance issues.

Systems and procedures

Over the years GII has progressively developed internal systems and processes to guide its operations. These include Terms and Conditions of Service, Policy and procedures Manual and a Finance and Administration Manual.

Relevant Programming

Corruption remains a major challenge for Ghana's economic development agenda and all stakeholders welcome efforts by organisations such as GII to lead the fight against corruption.

Good relationship with development partners

GII has incrementally developed good relationships within the donor community and funding partners. This can be deepened through the renewal and strengthening with GII's new strategic plan and programme approach to generate new interests to promote its position among these organisations to eventually translate into new funding opportunities.

Impacts of the strengths

These strengths are the source of the core competence of GII which set it apart from the others. These shall be consolidated to reposition GII as the leading organisation at the forefront of anti-corruption activities in Ghana.

5.2   Weaknesses and issues

Governance

The current voluntary arrangement for recruitment of membership has resulted in the low commitment levels. Most members are not taking initiatives to promote anti-corruption activities in their localities and do not participate effectively in GII's programmes. The members meet only once a year and there are no follow up actions on potential activities until the following year.

Even though the Board of Directors are required to meet four times in a year, many of the members have very busy schedules and are unable to attend Board meetings and other GII activities regularly.

Human resource issues

The main human resource issues facing GII are:

- Salary levels fall short on inflation resulting in decreases in incomes;
- Inadequate performance management and perceived limited opportunities for career advancement;
- Inadequate communication regime resulting in delay in information flow to some key personnel;
- Inadequate coaching and mentoring of Junior personnel;
- Personnel inadequacy with critical positions such as a Communications expert, M&E personnel and a Resource Mobilisation personnel. For example, the Executive Director currently handles administrative and human resource tasks;
- Inadequate entry process (limited absence of orientation for some personnel) has resulted in incoherent knowledge and understanding of GII and its operations.

Systems and processes

Even though the internal systems and processes for service delivery are in place, there are inadequacies in some areas requiring improvement. Gaps exist in the following areas:

- Inadequacies of the working environment, especially reliable internet.
- Inadequate performance management function.
- Limited M&E with absence of a comprehensive M&E framework and set of indicators to track progress.
- Promotional activities are generally lacking resulting in low visibility of GII with no individual dedicated to carry out public relations and media relations.
- Limited functionality of the website with out-dated information.
- Out-dated Financial and Administration Manual.
- Out-dated Conditions of Service and Policies and Procedures Manual.

Mechanism for resource mobilisation and funding

The financial sustainability problem arises from the fact that funding is not a dedicated task within GII with no department or personnel fully dedicated to executing resource mobilisation tasks. GII relies on traditional funding sources for its core functions and programme. GII has no core funding source from 2015. In addition, the sources of funding is limited with the organisation relying on a few funding partners. The lack of diversified funding source poses a major risk to GII. In addition, the Board is also currently not involved in the mobilisation of resources.

GII currently lacks a comprehensive internal capacity to fully raise funding. The implications are inadequate funding which presents a risk to the financial sustainability of its operations. A comprehensive and new strategic approach to resource mobilisation is required if GII is to become financially sustainable.

Impact of weaknesses

These weaknesses undermine the internal capacity, efficiency and effectiveness of GII and need to be addressed.

5.3   Opportunities

- Increasing global focus on corporate social responsibility may open up new funding sources, especially in the private sector.

- Increased citizen engagement online and through social media, opens up new opportunities to raise awareness about GII and its anti-corruption efforts and enable it to access individual donors.

- Ghana signing on to new initiatives like the Open Government Partnership (OGP) and Parliament's adoption of the NACAP shall strengthen GII's programmes and efforts.

- The deepening of corruption in Africa has raised the interest of development partners in good governance and anti-corruption activities.

- The increasing global dissatisfaction with poor governance and corruption is creating similar sentiment in Ghana that will compel government to act.

- The deepening of ICT and smart phones presents opportunities for sensitisation and fundraising.

- With corruption becoming a bigger issue in Ghana, the private sector is inclined to respond to appeals to support anti-corruption activities.

- There are several untapped funding sources available for GII.

Impact of the opportunities

These opportunities affirm the relevance of GII offering prospects for new funding to scale up anti-corruption activities being executed by the organisation. When effectively harnessed, the capacity and competencies of GII will be enhanced for the organisation to become stronger and make incremental contribution to Ghana's socio-economic advancement by minimising the incidence of corruption.

5.4   Threats

The main threats facing GII are:

- **Economic situation**

  o   Donor funding continues to dwindle affecting funding opportunities for GII.
  o   Depreciation of the cedi and increased inflationary tendencies are affecting budgeting and escalating operating cost.
  o   Donors moving away from providing core institutional funding to CSOs.

- **Competition by organisations doing similar activities**

There are other NGOs that are becoming strong and competitive on governance and corruption in Ghana. They are the Institute of Economic Affairs (IEA), CDD, Imani Ghana and IDEG. These are sourcing financing from the same sources like GII and have strong image, visibility and credibility with the development and funding partners.

- **New funding regime by development partners**

One of the challenges facing resource mobilisation for NGO activities in Ghana is the new arrangement where development and funding partners are pooling resources. These new arrangements make it more difficult as there is limited flexibility in funding. Prior to these arrangements there has been greater flexibility in dealing with individual development and funding partners. The processes have also become cumbersome, further constraining access to resources for NGO activities.

- **Socio-cultural recognition of wealth irrespective of its source**

There is a high tolerance of corruption in most communities with common instances where communities view corrupt officials as "good and helpful people". Wealth is generally accepted with little interest in questioning the source of such wealth. This makes the fight against corruption difficult and GII may not receive the needed support from ordinary citizens.

- **Non enforcement of laws by enforcement agencies**

Non-enforcement of laws and standards is a major impetus for continuing corruption with impunity by public officials. This fuels apathy in reporting corruption cases against public

officials with the perception that the enforcement agencies are unlikely to pursue the reported cases. There is, therefore, unwillingness on the part of the citizenry to go through the inconveniences associated with reporting such cases.

- **Institutional and system indiscipline**

Weak institutional systems and associated abuse by public officials and politicians pose threats to anti-corruption activities in Ghana. When there is gross abuse, the perpetuators go unpunished when they manipulate the system to their advantage. Cases where exposed or implicated public officials owning up to resign their positions are rare, often supported by the system.

Impact of the threats

The above threats impose further constraints on the work of GII and require concerted effort if incremental progress is to be seen from the efforts and activities of GII in reducing the incidence of corruption in Ghana.

6. STRATEGIC DIRECTION

6.1   Vision

The vision of GII is *"a corruption-free society where all people and institutions act accountably, transparently and with integrity"*.

6.2   Mission

The mission of GII is **"to fight corruption and promote good governance in the daily lives of people and institutions by forging strong, trusting and effective partnership with government, business and civil society and engagement with the people"**

6.3   Core values

The current strategic direction of GII is guided by five core values which are at the heart of the mission and essential to the success of this strategic plan. These core values, which are embedded in the way work is done and in the attitudes and relationships between GII and all stakeholder communities, are shown in Table 6.

Table 6: Core values

Value	Implication
Integrity	A fundamental principle of GII is to be straightforward and honest in the conduct of its affairs, exercise due care, fairness and truthfulness at all times, and doing what is right and not what is easiest. We aspire to work with the highest ethical standards and act with professionalism.
Accountability	We take full responsibility for our actions and work assiduously towards achieving the highest value for money. We shall continuously demonstrate the ownership necessary for achieving desired results. We understand accountability as the process of seeing it, owning it, solving it, and doing it, and requiring a level of ownership that includes making, keeping, and answering for all commitments.
Independence	GII's governance, programmes and policies are non-partisan and independent of specific governments, political parties and the business sector. Independence shall allow GII to carry out its work freely and objectively. Objectivity shall ensure that GII shall have an impartial, unbiased attitude and avoid prejudice and conflicts of interest.
Transparency	GII is committed to openness and honesty on its organisation, structures, policies and activities and communicates actively to stakeholders both internally and externally, and make information publicly available
Commitment	We are passionate about tackling corruption and helping to address its negative impacts on Ghana's socio-economic development and growth.

6.4 Prioritised programme areas

The strategic direction of GII seeks to place the organisation at the forefront of the fight against corruption in Ghana. In recognition of this, GII's programmes and interventions shall be informed by, and support the advancement of, national anti-corruption programmes and targets. From the progress made in the past decade and lessons learnt, GII shall scale up its programmes to address all spectrums of corruption to effectively impact socio-economic development through progressively reducing corruption. In the next five years, the programmes of GII shall focus on the following five areas:

i) Research

Evidence-based programming requires the conduct of detailed research to inform the development of interventions to effectively address the pertinent issue of corruption. GII shall step up its research activities. This shall include the conduct of baseline studies with detailed stakeholder consultations to enable GII to gain a good understanding of issues to be addressed but more importantly establish benchmarks with indicators against which the impact and outcome of anti-corruption interventions can be measured.

GII shall conduct national baseline studies to establish a contextual understanding of corruption among the broad spectrum of socio-economic groupings and enterprises and establish corruption baselines for all sectors of the economy. These shall be the reference points and benchmarks against which the progress, impact and outcomes of anti-corruption interventions can be measured.

ii) Public education and capacity building

Despite the awareness creation and anti-corruption programmes delivered by GII and other anti-corruption agencies, corruption remains very high in Ghana. The levels of ignorance of corruption among a large section of the Ghanaian population remains high and accounts for the high tolerance of corruption and the patronising of corrupt behaviours.

GII shall deepen its pursuit of building informed and knowledgeable citizenry on corruption in Ghana through the scaling up of its awareness creation and public education programmes on corruption. This is to ensure that the entire citizenry of Ghana understand corruption (its forms and effects, national anti-corruption efforts, compliant related issues). Through these outreach programmes, GII shall create and enhance wider awareness among the general population to cultivate the sense of intolerance and resistance to corruption, inform people on their basic rights and duties enabling them to demand greater transparency and accountability in the delivery of public services. This is expected to strengthen good governance in Ghana.

GII shall consolidate the gains made over the past decade in awareness creation by expanding the scope of public education and awareness creation activities while promoting and supporting communities to stand up against corruption and report it. In line with this, GII will complement the efforts of state and government anti-corruption agencies by reactivating its Advocacy and legal Advice Centre to receive and help address complaints and reports of corruption.

iii) A dvocacy

The overall objective of the advocacy programme is to increase demand-side pressures from individuals, public and private sector institutions to reduce systemic corruption. This will focus on passing of laws, promoting transparency and accountability of public officers and private office holders, changing attitudes and behaviours of both appointed and elected officer holders including public servants and politicians. It will also prompt public and civil servants to reduce the tendencies to create conditions that promote corruption.

iv) Cultivate anti-corruption behaviour in everyday lives

Even though awareness creation will feature significantly in the programmes of GII, a fair amount of programmes will focus on triggering behavioural change in attitudes towards corruption in Ghana. Specific emphasis shall be placed on action-driven programmes that will drive the attitudes of different social and economic groupings to uphold their rights and accountability from public office holders at all levels of governance. Targeted attitudinal changes include:

- Refusal to pay bribes;
- Refusal to seek bribe;
- Willingness to work with others to campaign against corruption;
- Willingness to speak out against corruption and report on abuse;
- Willingness to support candidates for public office who say no to corruption and demonstrate transparency, integrity and accountability

Programmes are to be targeted at students in educational institutions at all levels and other youth groups with the view to begin a process of building a new generation of individuals with very low tolerance for corruption.

v) Promote enforcement of laws and standards

The 1992 Constitution of the Republic of Ghana and a large number of laws can significantly reduce the level of corruption if these were to be fully enforced. However, there is weak or non-enforcement of most of these constitutional and legal provisions. In fact, weak enforcement and in some instances non-enforcement of the constitutional and legal provisions account for the high prevalence of corruption across several spheres and sectors of society and across the governance spectrum from Central Government to Local Government.

GII will re-orient its working relationship with the enforcement agencies and monitor the level of enforcement of the law over time. This will be achieved through direct engagement leading to the establishment of current benchmarks to help track progress into the future.

6.5   Strategic objectives

The six strategic objectives set out for the next five year are listed below:

1. **Objective 1 - Undertake three major research work annually**

2. **Objective 2 - Increase awareness and knowledge of corruption by 40% in 5 years**

3. **Objective 3 - Reduce corruption behaviour in the public sector by 20% in 5 years.**

4. **Objective 4 - Increase corruption reporting by 40% in 5 years**

5. **Objective 5 – Implement a fully functional M&E system**

6. **Objective 6 - Achieve financial sustainability**

Financial sustainability requires that by the end of every financial year, GII should guarantee funding for the next two years.

Development of action plans

Out of the above strategic objectives, annual action plans shall be developed, adequately budgeted for and implemented, monitored and evaluated continuously.

6.6   Strategies

The strategies for achieving the above targets are presented below:

Evidence based approach to programming

Deepen GII's research activities to ensure that all programmes are backed by strong evidence. This is to be achieved through proactive research initiatives in different areas of corruption which will offer a good understanding of the context of corruption in Ghana and its root causes, highlighting the reasons for the high levels of tolerance. When programmes are informed by evidence and targeted at root causes, they are likely to make a significant impact. Evidence-based proactive programming will place GII at the helm of anti-corruption activities in Ghana and be the reference point in the fight against corruption. Through this, GII can issue white papers and press releases on anti-corruption to place important issues at the forefront to policymakers and other stakeholders.

Improve organisational arrangements to fulfil operational requirements

The organisation of GII shall be strengthened to support the new strategic direction of the organisation. Among the key areas to be dealt with, the following positions will be filled:

- Finance and Administrative Manager (Provided for in existing Organisational Chart but is vacant).
- M&E Manager with responsibility for Knowledge Management.
- Public Relations Manager.
- Resource Mobilisation Manager.

These positions have been added to the organisational structure.

Strengthen governance regime

Members

- Increase the number of Members from the current 30 to 50.
- Improve the level of communication between the Secretariat and the Members.
- Institute a system for Members to undertake activities and report to the Secretariat on activities executed in their communities quarterly.
- Institute a mechanism for Members to actively participate in all activities of the Secretariat to which they are invited.

Board of Directors

- Board members will be required to commit to effective participation in the activities of GII and the Secretariat.
- Board Members are to commit to the promotion of the brand and mobilisation of funding for GII.

Improve human resource function
- Provide orientation to all personnel to understand and appreciate the work of GII.
- Improve communication within the organisation.
- Periodic review of the Conditions of Service.
- Top management to incrementally delegate to team members.
- Institute a mechanism to motivate and reward performance.
- Improve the level of supervision across all functional areas.
- Provide training and career development opportunities

Improve systems and processes

- Review and enhance the Terms and Conditions of Service and the Manual of Policies and Procedures;
- Renew ICT facilities regularly.

- Improve the performance management systems.

Position resource mobilisation a full time function

Appoint a full time Resource Mobilisation Manager to execute fundraising activities on a full time basis.

Establish a monitoring and evaluation system

Develop and implement an M&E Framework to monitor performance against benchmarks and also to regularly evaluate to track the impact and outcome of GII's activities.

7. RESOURCE MOBILISATION STRATEGY

The resource mobilisation strategy of GII is directly drawn from the Strategic Plan. The overall purpose is to mobilise the needed resources for full implementation of the new strategic plan (2015-2019). The resource mobilisation strategy of GII is underscored by the appointment of the Manager to handle fundraising and resource mobilisation in general on a full time basis.

Creativity and innovation: Fundraising is about 'selling' an idea, that the donor can make a difference rather than just asking for money. Successful fundraising depends upon the ability to get people to do something to help provide a solution to an existing problem. The more creative and innovative an approach is, the more likely it shall attract the needed funding.

GII shall therefore be innovative in its resource mobilisation undertakings.

7.1 Funding categories

The funding needs of GII fall under the following three categories:

- Funding for capital investment: This covers expenditure on assets such as building, vehicles, logistics and equipment.

- Funding for core expenditure: This covers expenditure to sustain GII's operations such as salaries, general running expenses and other related costs, which are not dependent on programmes being implemented.

- Programme funding – This covers the cost of programmes being executed by GII.

7.2 Non-traditional funding sources

In addition to solicited and unsolicited proposals from traditional funding sources such as donor institutions and private foundations, the continuation of efforts to implement sustainable initiatives to provide a steady source of income from the private sector and other lesser known donor organisations shall continue. Similarly, project-based engagement with the private sector shall also be focus of GII's resource mobilisation activities. Further, GII shall work towards developing the requisite structures, tools and materials to facilitate access to online donations and to capitalise on the potential of fundraising drives, both on and offline.

These activities and efforts will be spearheaded by the Resource Mobilisation Manager.

7.3 Resource mobilisation approach

The actual strategy for raising funds shall entail the following:

i) Development of a Case for Support

The most important tool for any organisation for fundraising and communication is to have a good case for support. The case for support is a statement that explains in detail why a donor should give to a certain organisation. It states clearly the organisation's aim, mission and vision, presents the case for its current programmes while at the same time showing the impact and outcome the programme shall achieve. It demonstrates dramatically the organisation's impact on the community economically, socially, artistically, spiritually, and/or historically for today and tomorrow. The case could include success stories and also a statement of achievement.

It is important to keep in mind while preparing a case for support that it is not a straightforward description of the institution written from the viewpoint of those within. It is also not a list of achievements though that should be included as a part of the case. Lastly, it is not a public relations document though that could be created out of it. The "Case for Support" is an expression of the cause, or a clear, compelling statement of all of the reasons why funders should consider making a contribution in support of or to advance the cause of anti-corruption in Ghana through GII. The case is a 'database', a compilation of information that shall support the preparation of various documents and publications that shall explain the organisation's work."

The case for support is once again the starting point of the fundraising cycle explaining to the development and funding partner the reason to support GII. The case would contain enough information to the development and funding partner to make an informed decision to support anti-corruption activities in Ghana through GII.

GII's case for support shall cover the following key areas about its identity. For example:

- Who GII is?
- Why GII exists?
- What is distinctive about GII?
- What does GII want to accomplish?
- How does GII intend to accomplish it?
- How shall GII hold itself accountable?

ii) Research and analysis of development and funding partner

The second stage of a funds' mobilisation process is the 'Research and Analysis' task which is essential for GII to understand the current landscape of development and funding partners - individuals, companies or trusts may be interested in anti-corruption activities in Ghana and are likely to respond positively to the case for support and making sure that their needs are met by choosing the most appropriate fund raising approach. The "donor mapping" shall help GII to understand which sources of funding can potentially be available and also identify organisations funding NGO activities in Ghana, especially in the area of governance.

This stage shall involve a detailed international research to develop a database and credible list of development and funding partners worldwide. This shall detail the programmes and funding priorities of each of these. Out of this broad list, a specific list of development and

funding partners with an interest in governance and anti-corruption activities shall be developed. This shall cover their current programmes, future programmes, fund activities, cycle of funding, past programmes funded, funding amounts, etc.

iii) Development of programmes and projects (Unsolicited Proposal Development)

This stage shall involve proactive development of proposals for each activity or programme that GII seeks to undertake annually in the next five years. This shall cover projects under each of the five programme thematic areas: Research; Advocacy; Public Education and Capacity Development; Behavioural Change and Enforcement of Laws and Standards or a combination of these.

iv) Proposal development (solicited)

In addition to developing unsolicited proposals, the development of solicited proposals shall be a major fundraising activity in GII. This shall involve direct responses to calls for programmes and funding proposals by development agencies or potential funding partners. This sub-area is very competitive and the success of GII shall depend largely on its capacity and quality of proposals it presents. In view of this, the Resources Mobilisation Manager should be expected to have a good track record in proposal development and supported through capacity development, coaching and guidance to establish a strong internal capacity to achieve this objective.

v) Planning and implementation

This stage of the fundraising cycle is "doing" the fundraising. This involves turning the strategy into a fundraising plan with specific objectives and action plans that contain a timetable and milestones along the way to tell you how well the fundraising is doing. The planning and implementation of the fundraising activities are geared at ensuring that they are adequately resourced, cost effective and efficient and help reduce and manage risks.

The deployment of the funding strategy shall involve:

- **Networking & establishing credibility**

The deployment and implementation of the resource mobilisation strategy shall commence with the promotion of the credibility of GII. Networking shall be an important channel for establishing the credibility of GII for successful fund-raising. GII shall consolidate and establish new relationships (formal and informal) with local NGOs and International NGOs, local UN offices, CSOs, etc.

GII shall arrange and meet face-to-face with these organisations, whenever possible, to share its programmes and activities and the positive contribution it is making in fighting corruption. GII shall also share printed information with the organisation.

These would be pursued to lead to formal associations/affiliations in the form of Memoranda of Understanding (MOUs), collaborative activities or shared resources. Potential funders view all such associations very favourably when considering who to fund.

Further credibility-building shall be achieved through:

- Membership in formal networks and associations – e.g., continued membership of GACC.
- Excellent online profile – of sites such as www.google.com, www.onlinevolunteering.org, www.developmentgateway.org, www.eldis.org and www.comminit.com. www.worldvolunteerweb.org, etc
- Clear, complete, easy-to-use web site free of advertising for profit-oriented companies and misspellings. The web site shall be complete, with a listing of personnel and Board of Directors.

- **Materials package**

All of the following shall be ready to share on demand.

References – GII shall develop a list of key individuals and organisations, and their contact information as references to affirm its work and credibility.

Official papers - Copies of GII's official documentation / registration papers and budgets/financial statements would be made readily available to other organisations.

- **Contact making**

In addition to direct contacts to prioritised list of preferred development and funding partners, GII shall contact embassies some of which may have grants or provide contact list of organisations in their home countries that shall be interested in supporting GII's activities. GII shall also deepen relations with the UN Agencies for small grants that can lead to more grants, and sometimes, bigger grants, in the future.

- **Monitoring and evaluation**

The implementation of the resource mobilisation shall be monitored with periodic evaluation conducted to appreciate the lessons learnt and how to incorporate the same into future fundraising cycles to make the activity bigger, better and increase the success rate.

The monitoring and implementation of the resource mobilisation activities shall fall directly under the M&E Framework of GII.

The success of the resource mobilisation strategy shall depend entirely on the quality of proposals developed, demonstrated capacity of GII and the prioritised programmes that are to be executed.

The development and implementation of the Resource Mobilisation Strategy shall be coordinated by the Resource Mobilisation Manager.

8. ORGANISATION & HUMAN RESOURCES

Human Resource (HR) planning is a process of generating a plan showing the demand for staff over a period of time, based on assumptions about productivity and costs associated with the employee. It describes an integrated approach to performing the planning aspects of the personnel function in order to have a sufficient supply of adequately trained and motivated personnel to perform the duties and tasks required to meet organisational goals.

In order to have an effective management, it is essential that certain policies be formulated. These would include the following:

- High quality standards in line with international best practice;
- Consistency of performance;
- Measurement of quality and performance ;
- Motivation of staff;
- Accounting for performance, quality and budgeted level of attainment;
- Performance-based remuneration.

8.1 Organisation and corporate governance

New organisational chart

To effectively achieve the strategic targets for the next five years, the organisational structure of GII has been revised. The new organisational chart is presented on the next page.

Members

An expanded Membership shall be required to promote anti-corruption activities within their local communities and also participate in the programmes of GII.

Board of Directors

There shall be active participation of all Board Members in the governance and activities of GII.

Management and staff

The personnel shall be progressively boosted by the following positions:

- Finance and Administrative Manager (Currently vacant).
- M&E Manager with responsibility
- Communications and Knowledge Management Manager
- Resource Mobilisation Manager.

The job description and related roles and responsibilities are listed below:

Communication and Knowledge Management Manager

The Communications and Knowledge Management Manager shall be responsible for planning and directing the creation of materials to promote the public image of GII. Public relations managers typically do the following:

- Write press releases and prepare information for the media;
- Identify and segment main stakeholders and determine the best way to reach them;
- Develop GII's corporate image and identity;
- Assist and inform an organisation's executives and spokespeople;
- Devise promotion programmes;
- Attend functions and participate in activities of stakeholders to promote GII;
- Support the Resource Mobilisation Manager to execute funding strategy;
- Develop corporate collaterals and promotional materials;
- Handle internal communications, such as company newsletters and help financial managers produce an GII's reports;
- Help the top management by drafting speeches, arranging interviews and maintaining other forms of public contact; and
- Undertake public perception surveys on GII.

Knowledge Management Role

- Undertake an assessment to take stock and document lessons learnt in all areas of GII;
- Document lessons learnt and good practices and share them with the broader organisation and stakeholders;
- Identify "centres of excellence" across the GII and for each area of work and document them;
- Promote cross-learning among area programmes;
- Support other Managers in the promotion of internal mechanisms enhancing knowledge generation and cross-learning;
- Disseminate and promote the utilisation of key research and case studies both internally and to the external world; and
- Promote the replication of documented best practices among stakeholders and partner organisations in Ghana, Africa and internationally.

Resource Mobilisation Manager

The Resource Mobilisation Manager shall coordinate the raising of funding to support GII's operations. The role and responsibilities of the Resource Mobilisation Manager shall be to

- Manage progress towards achieving GII's fundraising goals;
- Develop and execute fundraising strategies;
- Identify and contact potential development and funding partners;
- Meet face-to-face with development and funding partners;
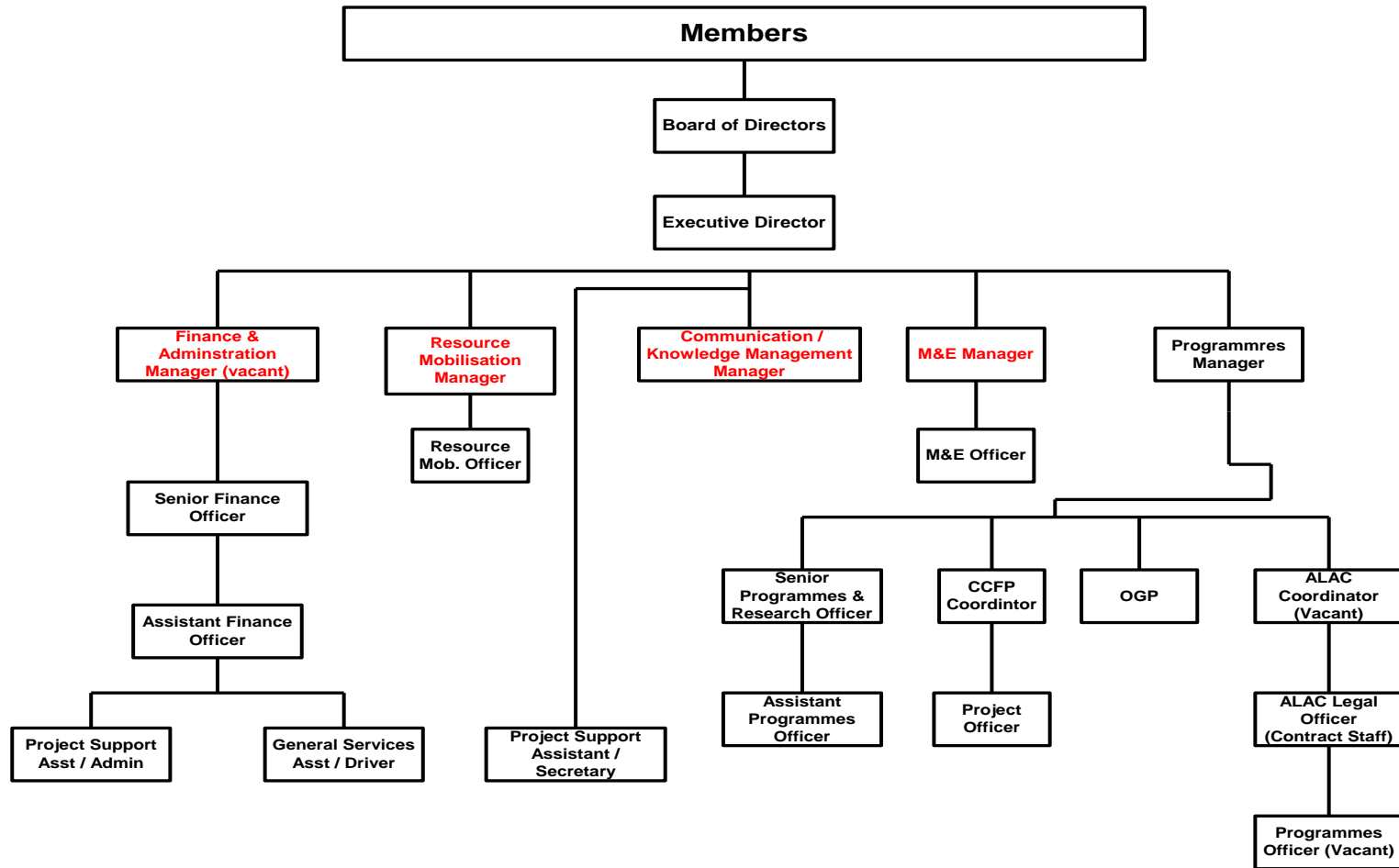- Search for new funding opportunities regularly;

- Coordinate proposal development;
- Provide leadership in the development of funding proposals; and
- Apply for grants.

8.2   Monitoring, Evaluation and Knowledge Management

Monitoring and Evaluation Role

- Establish monitoring and evaluation system;
- Lead the development and implementation of the M&E plan;
- Design the monitoring and evaluation tools and forms;
- Develop data collection procedures;
- Lead the development of the evaluation design, tools, protocols and procedures;
- Oversee monitoring and evaluation data collection activities, including logistics of form distribution and collection;
- Oversee data processing, including data transfer, entry, verification and cleaning;
- Oversee internal communication on M&E progress and results;
- Manage M&E staff and consultants as and when the need arises;
- Train data collection and other M&E staff as needed;
- Conduct data quality assurance checks;
- Oversee M&E database setup and management;
- Generate data reports;
- Lead preparation of evaluation reports;
- Develop and implement a research agenda;
- Prepare communications for stakeholders based on M&E data; and
- Provide other management and support to M&E team as needed.

Organisational Chart

Members

Board of Directors

Executive Director

Finance & Adminstration Manager (vacant)

Resource Mobilisation Manager

Communication / Knowledge Management Manager

M&E Manager

Programmres Manager

Resource Mob. Officer

Senior Finance Officer

M&E Officer

Assistant Finance Officer

Senior Programmes & Research Officer

CCFP Coordintor

OGP

ALAC Coordinator (Vacant)

Project Support Asst / Admin

General Services Asst / Driver

Project Support Assistant / Secretary

Assistant Programmes Officer

Project Officer

ALAC Legal Officer (Contract Staff)

Programmes Officer (Vacant)

9. FINANCIAL FORECAST

9.1 Financial assumptions

The funding requirements and associated financial forecast are based on the following assumptions.

- Grant support will increase by 20% annually from 2014.

- Direct cost represents 55% of income.

- Salaries will increase by 30% in 2015 and then 20% annually thereafter.

- Running and general administrative cost will increase by 15% annually.

- Income shall be generated from unsolicited research activities from 2016.

Other assumptions are presented in the financial spreadsheets (Appendix 1) as they relate to the analysis.

9.2 Funding requirements

To successfully implement this 5-year strategic plan, the funding gap and funding requirements of GII is estimated at GH¢12.0 million (US $4.0 million). The annual requirements are shown in Table 7.

Table 7: Funding requirements (2015 – 2019)

	2015	2016	2017	2018	2019	TOTAL
Item	(GH¢)	(GH¢)	(GH¢)	(GH¢)	(GH¢)	(GH¢)
Property, plant and equipment	100,000					
M&E System	40,000					
Motor vehicle	100,000					
Fittings and furniture	40,000					
Working capital	1,000,000					
Gants/donations	1,402,202	1,682,643	2,019,171	2,423,006	2,907,607	
Total funding requirements	**2,682,202**	**1,682,643**	**2,019,171**	**2,423,006**	**2,907,607**	**11,714,629**

In addition to this, GII expects to generate income internally to support its operations as shown in the following subsections.

9.3 Income

Income will come from two sources. The first is Grants/Donations which is forecasted at GH¢1.4 million in 2015 to GH¢2.0 million in 2017 and then to GH¢2.9 million in 2019.

The second source of income is from research and projects which are forecasted to generate GH¢150,000 in 2015, increasing to GH¢1.6 million in 2017 and then to GH¢2.1 million in 2019.

The total forecasted income is estimated at GH¢1.6 million in 2015 with a forecast to GH¢3.6 million in 2017 and then to GH¢5.1 million in 2019.

The five-year income forecast is shown in Table 8.

Table 8: Income forecast (2015 – 2019)

	2015	2016	2017	2018	2019
	Annual (GH¢)	Annual (GH¢)	Annual (GH¢)	Annual (GH¢)	Annual (GH¢)
INCOME					
Grants/ donations	1,402,202	1,682,643	2,019,171	2,423,006	2,907,607
Research/Projects					
*Target no. of Large Research Programs	-	3	3	3	4
Income/project	300,000	400,000	450,000	450,000	450,000
Income from small projects	150,000	200,000	240,000	288,000	345,600
Sub-total	**150,000**	**1,400,000**	**1,590,000**	**1,638,000**	**2,145,600**
TOTAL INCOME	1,552,202	3,082,643	3,609,171	4,061,006	5,053,207

Assume no major resreach acvities will materialise in 2015, the first year of the strategic plan implementation

9.4 Direct and operating cost

Direct cost is estimated at 55% of income and is forecasted to increase from GH¢771,211 in 2015 to GH¢1.1 million in 2017 and then to GH¢1.6 million in 2019.

Operating expenditure, which covers personnel, governance, general and administrative expenses, etc is forecasted at GH¢ 1.5 million in 2015, increasing to GH¢2.0 million in 2017 and then to GH¢2.9 million in 2019.

9.5 Net surplus/(deficit)

Based on the forecast incomes and provisions for direct cost as well as personnel and general and administrative expenses, GII's forecast show a net deficit of GH¢700,341 in 2015, increasing to a net surplus of GH¢451,637 in 2017 and then to GH¢541,420 in 2019.

The full financial forecast is presented as Appendix 1.

10. MONITORING AND EVALUATION FRAMEWORK

Monitoring is the process of "measuring progress in delivering a plan, project or programme implementation and operation with the view of learning and correction at a time. Evaluation is a periodic review of the performance of a plan, project or programme".

An effective M&E system is more than a statistical task or an external obligation. It must be planned, managed, and provided with adequate resources. Managing research projects for impact implies that the M&E system shall be linked to overall operations, as well as with outputs, outcomes, and impact normally summarised in the Project Log Frame.

A critical initial task in the design of an M&E system is to identify the information needs of stakeholders. This guides project strategy, ensure effective operations and meet external reporting requirements. Research managers have to decide on how to gather and analyse the information as well as document a plan for an M&E system. Setting-up an M&E system in a participatory way helps to build stakeholders' understanding of the project and creates a learning environment.

10.1 Conceptual framework

The process of establishing an M&E system for GII shall cover the following steps:

1. Goal/overall objectives/development objectives:

The highest level of objectives is the overall goal, which states the direction the project/programme shall take, i.e. the changes which shall take place in the long term partly as a result of the project/programme. The goals constitute the long-term vision for the project/programme.

2. Project purpose/immediate objective:

The project purpose is the very reason why the project is needed. The purpose describes the situation which is expected to prevail if the project delivers the expected results, and the assumptions made of the external factors, which must act together with the project. The project purpose and the results shall meet the SMART criteria (Specific, Measurable, Attainable, Realistic and Time-bound). The project purpose is the objective that should have been achieved directly or one to three years after the end of the project. If it is achieved, the causes of the problem would have been eliminated and, hence, the focal problem itself would disappear.

3. Results/outputs

The outputs are the direct results of the activities that are implemented within the framework of the project. The outputs/results are a description of the value of the services/products produced by the project within the framework of what the project stakeholders can guarantee. Outputs are actual, tangible results that are a direct consequence of the project's activities.

Several activities may be required to achieve one result/output. There shall be a clustering and mapping of the activities with the outputs.

4. Plan of activities – means to achieve the objectives, means to eliminate the causes of the focal problem

Activities constitute the means to achieve the goals. This task shall identify and list work steps for planning and implementing activities effectively so the expected results shall be achieved. This, in turn, shall lead to the achievement of the project purpose and, in the long term, shall also influence the overall objectives. The activities shall target the root causes/reasons of the core issues.

5. Plan of resources, inputs in order to implement the activities

This shall involve a detailed plan of the resources that shall be needed to implement the project/programme. This shall include:
* Technical expertise (local and/or foreign expertise: what kind of know-how is needed to support the development of capacity);
* equipment /spare parts /training in the use of the equipment;
* premises;
* funds; and
* time.

6. Indicators – measurements of results

This requires identifying indicators which make it possible to measure the progress of the project at different levels. Establishing a suitable indicator for an objective is a way of ensuring that an objective becomes specific, realistic and tangible. There should be at least as many indicators as there are results and some for the project purpose. An indicator may be, for example, a statistical source – if it is possible to see from the statistics that a change has occurred as a result of the project. Indicators may be in fulfilment of several objectives and results including:

– What shall the project achieve in terms of quality?
– What shall the project achieve in terms of quantity?
– During which period of time? When shall the fulfilment of objectives have taken place?
– Which group is the target group?
– Which geographical region or sector is affected by the project?

The process of setting up indicators reveals whether the objectives are non-specific and unrealistic. The project owner, the cooperation partner, is the stakeholder that can best establish indicators. GII shall define indicators to measure each result and the project purpose. The indicators shall be objectively verifiable and anybody should be able to measure the results. Among others, the sources of verification shall be detailed.

In order to see if the situation has improved as a result of the project, baselines shall be conducted to establish the picture before commencement, what values exist and to measure the results after the project/programme has been implemented.

7. Planning for quality communication and reporting

This task requires the determination of what, how and to whom to communicate project results, formats and templates, report structure, timing, etc. It leads to the development of an effective communication system that supports stakeholder engagement, feedback and provision of required information to support the entire M&E arrangement.

8. Risk analysis and risk management – analysis of the risks affecting the project's objectives and plans to avoid these risks.

This task shall identify, analyse and assess different factors, which, in different ways, affect the possibilities available to the project to achieve its objectives. An analysis of possible critical external and internal factors /risks gives an opportunity to assess the conditions that the project is working under. In the risk analysis it can be the case that so-called "killing factors" arise, i.e. factors that make goal fulfilment in a project impossible, for example, political developments in the country.

The risk analysis requires to be followed by the development of a risk management plan, i.e. a plan of how to avoid the potential risks. This includes risk management in the project plan, as activities to overcome risks.

9. Assumptions- factors important for goal fulfilment, but outside the project's scope

This shall involve development and analysis of comprehensive group assumptions through the problem analysis before the project is started.

GII's M&E framework is summarised in Table 9.

Table 9: Summary of M&E framework

No	Step	Summary
1	**Overall objectives/development objectives/goals:**	This captures the long-term social and/or economic (impact) benefits to which the project/programme shall contribute, and shall describe why the project/programme is important for the targets and wider public.
2	**Project purpose / immediate objective:**	This shall detail the expected outcomes, or direct effects, of the project. These are the benefits derived from the project/programme. The purpose states why the project is needed by the beneficiaries.
3	**Results/output**	This shall clearly identify the service(s) the beneficiaries shall receive from the project. What the project shall be responsible for delivering.
4	**Plan of activities**	This shall establish the means to achieve the objectives, means to eliminate the causes of the focal problem.
5	**Plan of resources**	Inputs to implement the activities.
6	**Comprehensive list of indicators**	List of indicators for the measurement of results.
7	**Planning for quality communication and reporting**	Determine what, how and to whom to communicate project results, formats and templates. Report structure, timing, etc.
8	**Risk analysis and risk management**	Analysis of the risks affecting the project's objectives and plans to avoid these risks.
9	**Comprehensive list of assumptions**	Identification of factors important for goal fulfilment, but outside the project's scope.

10.2 Other relevant M&E requirements

From the Paris Declaration and Accra Agenda for Action, issues such as r**elevance, effectiveness, feasibility and sustainability** have become critical elements of development and implementation of projects/programmes in contributing to long-term overall success. The Logical Framework Approach (LFA) provides a means for monitoring and evaluation of the success of projects/programmes based on these indicators.

- **Relevance:** From steps 1–4 (context, problem analysis, stakeholder analysis, objective analysis), the intervention can assess whether the right thing is being done by involving the relevant stake-holders, dealing with the right problems and establishing the correct objectives, which enables the selection of the right activities at a later stage. These steps ensure that the project idea is relevant in a problem-solving perspective.

- **Feasibility**: (Activity plan, resource planning, indicators of objective fulfilment), helps in assessing whether things are being done in the right way, that the programme is feasible, with the right activities and with sufficient resources (personnel, equipment, budget, time) to solve the problem.

- **Effectiveness:** (Activity plan, resource planning, indicators of objective fulfilment), helps in assessing whether the implementation strategy offers the best alternative and is effective in terms of cost.

- **Sustainability**: With the aid of steps 8–9 (analysis of risks and assumptions), it can be assessed whether the project can continue by itself, without external support, and that the project purpose is sustainable in the long-term.

The log Frame is shown in Table 10.

Table 10: Log Fame

Narrative Summary	Verifiable Indicators	Means of Verification	Important Assumptions
Developmental Goal - Ghana's developmental goal that GII's programme shall contribute to.	Measures (direct or indirect) to show what progress is being made towards reaching the developmental goal.	Sources of information and methods used to show progress against targets.	Important events, conditions or decisions beyond the project's control, which are necessary if achieving the objectives is going to contribute towards the overall goal.
Objective/Outcome - The new situation which GII's project/intervention seeks to bring about.	Measures (direct or indirect) to show if the project outcomes are being realised.	Sources of information and methods used to show progress against targets.	Important events, conditions or decisions beyond the project's control, which are necessary if achieving the outcomes is going to contribute towards the overall goal.
Outputs - The result areas which are within the control of GII's project.	Measures (direct or indirect) to show if the project outputs are being delivered.	Sources of information and methods used to show progress against targets.	Important events, conditions or decisions beyond the project's control, which are necessary if achieving the outputs is going to contribute towards the overall goal.
Activities - The things which have to be done by the project to produce the outcomes.	Measures (direct or indirect) to show the extent to which the project activities are delivered.	Sources of information and methods used to show progress against targets.	Important events, conditions or decisions beyond the project's control, which are necessary if delivering the activities is going to contribute towards the overall goal.

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Baseline	Focal Areas	Objective	Strategy	Target Group	Expected Outcome
	Legislative and policy framework	To influence public policy towards greater transparency and accountability	Research Education Advocacy	• Policy makers and Implementers • Parliamentarians • Politicians	• Asset declaration law passed • Freedom of information bill passed into law • Conduct for public officers bill reviewed with inputs from CSOs and passed and implemented
GCB 2013	Institutional Strengthening	To institutionalise transparency and accountability in selected public institutions	Targeted, strategic and sustained relationship building with the leadership of the selected institutions Joint research and advocacy	• The Police Service • The Judiciary • DAs in the Health Service • MMDAs	• Strategic reflection platforms established for dialogue and consensus-building on corruption issues (Police Service, Judiciary, DAs and MMDAs) • Trust built between above institutions and anti-corruption CSOs • Concerted action against corruption within selected institutions • NACAP operational at the selected institutions • 20% reduction in the CPI score of Ghana

GCB 2013	Citizen awareness and behavioural change	To promote citizens participation in governance and cultivate anti-corruption behaviour in everyday lives	Nationwide campaigns Sustained media campaigns Sustained social media engagement		Increased corruption reporting

11. APPENDIX