

A Framework for Strategy Formulation and Implementation for effective  
programme delivery for ActionAid Ghana

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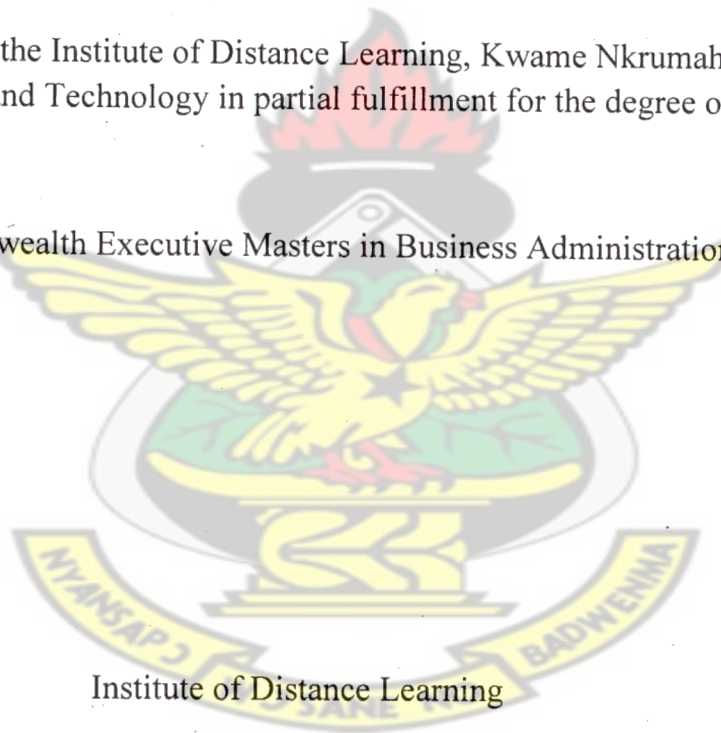
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A Thesis submitted to the Institute of Distance Learning, Kwame Nkrumah University of  
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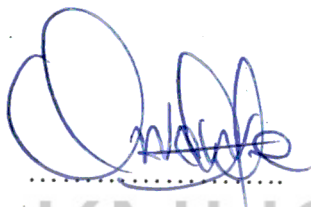
## Certification

I hereby declare that this submission is my own work towards the Commonwealth Executive Masters in Business Administration Degree and that, to the best of my knowledge, it contains no material previously published by another person nor material which has been accepted for the award of any other degree of the University, except where due acknowledgement has been made in the text.

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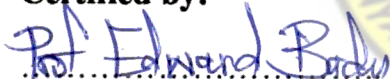


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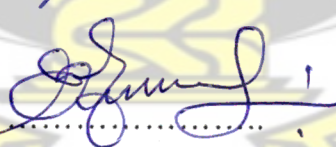
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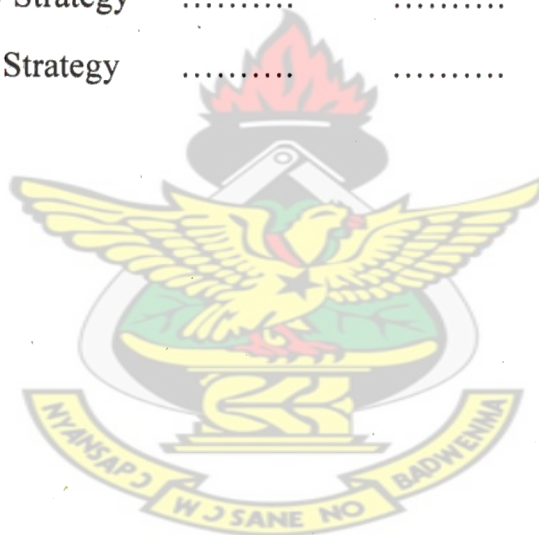
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## List of Abbreviations

AAG	-	ActionAid Ghana
AAI	-	ActionAid International
ALPS	-	Accountability Learning and Planning System
BARDP	-	Brong Ahafo Regional Development Programme
CBOs	-	Community-Based Organisations
CD	-	Country Director
CEMBA	-	Commonwealth Executive Masters in Business Administration
CSP	-	Country Strategic Paper
DA	-	Development Area
DFA	-	Development Focus Area
DfID	-	Department for International Development
EMT	-	Executive Management Team
FARM	-	Food Security and Agricultural Recovery Management
GIMPA	-	Ghana Institute of Management and Public Administration
HoF	-	Head of Finance
HROD	-	Human Resource and Organisational Development
IDL	-	Institute of Distance Learning
INGOs	-	International Non-Governmental Organisations
KNUST	-	Kwame Nkrumah University of Science and Technology
LOB	-	Lines of Business
MDPI	-	Management Development and Public Institute
NRDP	-	Northern Regional Development Programme
RBA	-	Rights-Based Approach to Development
SMT	-	Senior Management Team
SWOT	-	Strengths, Weaknesses, Opportunities and Threats

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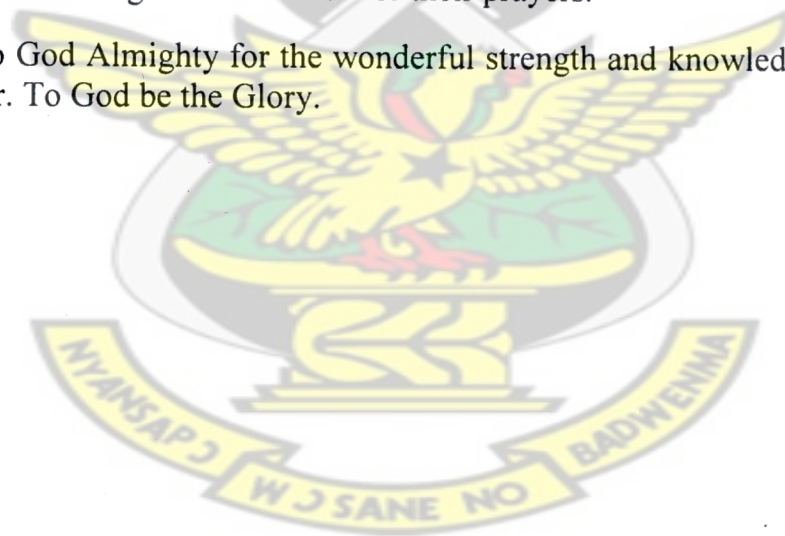
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## Abstract

The important role of strategic management in any organisation's development cannot be over emphasised. This thinking has propelled many organisations to adopt strategic management processes to enhance their operations. The operations of ActionAid Ghana (AAG) have been guided by Country Strategic Papers which cover five-year periods and currently AAG is implementing its third Strategic Paper. The strategic paper serves as the development framework for AAG's operations and this assists it to be focused on what it does within the five-year period. A look at any good strategic management process reveals that it goes through three main phases which are formulation, implementation and evaluation and this has gone well as far as AAG is concerned.

A critical look at AAG's strategic management operations shows that all is not well because there are some few areas that are not doing very well. A look at the process shows that there are some few bottlenecks which include lack of appropriate steps to review strategies mid-way during the implementation of such strategies. It also shows that AAG does not indicate what exactly it does every year during the implementation of its strategies so at the end of every year it becomes a bit of a worry on what exactly has been done previously and what is being done to build on to enhance performance to achieve stated strategic objectives.

The researcher set himself to look at how AAG has formulated and implemented strategies, the main actors who have been involved in the whole process over the years, whether AAG was able to achieve its objectives, the major philosophies that have guided AAG over the years and the key methods used over the years to monitor and evaluate strategies.

The study used a research design which included the types of data collected and analysed, sampling techniques, data collection processes and analytical tools used for the whole process. It also included the use of primary data which was collected among all the key actors, use of non-probability sampling techniques, use of simple questionnaires and also the use of secondary data from the work done over the years and also from other sources. The analysis of the collected data assisted in the interpretation of the results which served as the basis for the recommendations made.

The recommendations covered the content of future strategies which should be based on the existing contextual analysis which should also be adopted within the framework of ActionAid International's strategic framework and also work to achieve ActionAid's vision. It also indicated improvement in the processes that are used in the formulation and implementation of strategies. The study recommended that AAG should strengthen its partnership arrangements so that the partners' capacity could be improved to enhance their performance. The recommendations also include the need to deeply involve all the key actors in the process so they can own the process and work assiduously to enhance their operations in the whole process. The recommendations also touched on the enabling factors which include developing attractive packages to attract and maintain the staff who should be seen by management as the most valuable asset and be treated as such. The study ended with a proposed framework which details the issues that needs to be considered by AAG if it wants to improve on its strategic management process.



## CHAPTER ONE

### GENERAL INTRODUCTION

#### 1.1 Background to the study

Over the last three decades, organisations have been undertaking strategic management where the emphasis has been put on the direction to move the organisation to achieve the corporate objectives. This has allowed organisations to be more proactive than reactive in shaping their own future and also enabled them to initiate and influence activities and also exert control over their own destiny. All types of leaders of organisations have recognized and realized the benefits of strategic management which include helping organisations make better strategies through the use of more systematic, logical and rational approach to strategic choices. It has also assisted managers and employees to become committed to supporting organisations' understanding and commitment and also become creative and innovative when they understand and support organisation's vision, mission, objectives and strategies to empower individual's sense of effectiveness. A critical look at strategic management shows that if carried out very well, it can support organisations to make maximum benefits in their operations but it must be emphasised here that things need to be done right to enable organisations accrue all the benefits associated with it. One thus sees from the above that strategic management is a very good practice if carried out clearly and systematically by an organisation. Two major activities in strategic management are the formulation and implementation of strategies by organisations. These are core management functions that need the attention of all corporate governance levels in any organisation.

Among all the things managers do, nothing affects an organisation's ultimate success or failure more fundamentally than how well its management team charts the organisation's direction, develops competitively effective strategic moves and business approaches that pursues what needs to be done internally to produce good day-in-day-out strategy implementation which are very critical for the existence of an organisation. Whether an organisation wins or loses in the market place is directly attributable to the strategy it has developed and the proficiency with which it is implemented. Therefore the important role of a strategy to guide the operations of organisations cannot be over emphasised hence, modern day leaders put in more effort and extra resources to ensure that organisations have a well-prepared strategy that serves to guide organisations' operations irrespective of whether they are profit-oriented or not to ensure that they work and achieve their stated objectives at the end of the strategy period. In this direction, all modern-day organisations have made it a point to prepare strategic papers to guide their operations for specific periods. At the end of such periods, reviews are done and lessons learnt are incorporated into the next strategy. The essence of all these steps is to ensure that organisations are able to meet the aspirations of all stakeholders within and outside the organisation and the broader objective is to fully satisfy all such actors. This therefore goes a long way to enhance the organisation's operations whilst at the same time improve upon its image within the environment in which it operates.

This study was undertaken to assist processes to design a framework that can be used by my organisation, ActionAid Ghana (AAG), to formulate and implement its future strategies. AAG is an affiliate of a Global organisation, ActionAid International (AAI), an International anti-poverty agency working in over 40 countries, taking sides with poor people to end poverty and injustice together.



It was established in the United Kingdom in 1972 but started operating in Ghana in 1990. Within the period it has operated, AAG has worked with three strategies however one realizes that there are always major challenges with respect to the formulation and implementation of the strategies. The major challenges AAG has been facing include the absence of a clear framework for the formulation of strategies, absence of a plan to assist it in implementing the strategy over a period of time, absence of a framework to review strategies especially during mid-term reviews and the absence of an appropriate framework for the assessment of the impact made during the operationalisation of strategies.

It is with this background that the researcher decided to undertake this study to facilitate processes that would result in an appropriate framework that can assist AAG greatly to formulate and implement future strategies. The study covered processes that will assist AAG to formulate and implement its upcoming strategy and beyond and also take a brief look at the content to be included since that one is also critical at this point in its operations. It has to be indicated here that the core business of AAG is to develop programmes whose successful implementation will go a go long way to fully satisfy its customers who are mostly residents in the rural communities. Thus for effective programmes to be developed and implemented there is the need for AAG to have implementable strategies that could guide its operations for a period of time hence this study.

## 1.2 Problem Statement

The operations of AAG over years have been guided by strategies which give direction on how it should operate over a period of time. A critical study of AAG's strategic papers over the period showed that the strategic directions had always been modified based on what transpired during the implementation of previous strategies.

It was however realised that such strategies were in most cases not complete because they did not show clearly how such strategies were to be implemented.

In addition, a critical study of the current strategy shows clearly that there were no clear-cut processes that allowed for the mid-term review of the strategy to enable the organisation know whether it was on course in the implementation of the strategy or not. This showed clearly when the organisation decided to do a mid-term review of its current strategy in 2007 but at the end of the review the document could not be used. It is because the review was not planned as part of the whole process, so the facilitators could not do any meaningful work to enable AAG strengthen its systems to improve on its performance. In addition the review was based on organisational development processes thus relegating the core business, which is programming to the background. This was one of the main reasons why AAG could not use the output of the 2007 review report because it fell outside the core business of AAG.

If one interacts with staff in the organisation, he/she gets the impression that what was agreed on as the current strategy was not what they discussed from the beginning of the strategy formulation process due to reasons which according to them was beyond their control.

They therefore did not understand the issues and thus failed to fall in line with the strategic direction and were always having challenges when issues were being dealt with as part of the implementation of the strategy.

Another dimension of the problem was that during the formulation of the current CSP, there was no agreement on a methodology for the mid-term review of the strategy hence during the review in 2007, a different approach was adopted and this did not in any way assist AAG to improve on its implementation strategy to the end of the implementation period. In effect the output of the mid-term review could not be used due to the omission made at the beginning of the whole strategy formulation and implementation processes.

The above shows that AAG was not in a situation to fully implement the strategy to accrue all the benefits that was due her and this called for redress as the organisation prepares to go through another cycle to prepare a new strategy to guide its operations between now and beyond.

The problem for the study is that there is no clear-cut framework for the formulation and implementation of a strategy for AAG's operations hence things do not go on as expected so this study is to come out with such a simple framework which can assist it greatly to formulate and implement future strategies to enhance effectiveness of its core business which is programming.



### 1.3 Objectives of the Study

Based on the problem stated above, the prime objective of the research was to assess how AAG has been formulating and implementing strategies over the period it has operated.

The specific objectives were as follows;

- i. To assess how AAG has been formulating and implementing its strategies
- ii. To identify the gaps and weaknesses inherent in the processes AAG uses in formulating and implementing strategies and
- iii. To make recommendations to improve strategy formulation and implementation in AAG

### 1.4 Relevance of the Study

The literature review showed that not much work had been done in the area of strategy formulation and implementation for not-for-profit organisations so the study will not only assist AAG as an organisation but serve as a reference point for most of the organisations in the development field in Ghana in particular and the developing world as a whole. It will also serve as a basis for AAG to review its current strategy and develop the next strategy for AAG for the period 2010-2014. The study will also be very useful for use by AAG as it prepares to review its current strategy and develop a new one soon. Thus the Board being in-charge of strategic leadership would have a document that would serve as a reference point for their discussions to make some input into the upcoming strategy review and formulation process.

This is very important because this will be the first time the Board will be taking part in such a process and thus the output of this report will go a long way to assist the members to support strategy formulation processes in AAG. The Board was formed when the current strategy had been formulated and implementation started so they did not have any stake in the whole formulation process.

The research would also give the Executive Management Team (EMT) an avenue for discussion on how to carry out all the processes that would be used to enable AAG get a new strategy in the not-too-distant future. This will help the EMT to know much about the processes to enable members agree and take appropriate actions towards the whole process of strategy formulation and implementation.

The research will also serve as a basis for the Board members, Staff, Partners and Community members to get the opportunity to contribute their quota to the initial discussions being made to get a new strategy for the AAG family now and beyond.

This has affected their understanding of certain key concepts and reasons why certain actions were taken in the strategy. The study will therefore serve as a springboard for them to have a fair idea of the whole process of formulating and implementing strategies. They would also be in a position to provide the needed support when the time comes for AAG to go through another cycle of strategy formulation and implementation.

The staff on the other hand, have been deeply involved in strategy formulation and implementation over the period that AAG has been operating.



The unfortunate situation is that a greater percentage of the current staff were not in the organisation when the current strategy was formulated but they found themselves being part of the implementation. They have been having some challenges in the implementation so with this study; staff would now be in a position to have a firm understanding and be guided by a framework which can serve as a basis for future strategy formulation and implementation.

The Partners and Communities had been involved in strategy formulation and implementation but without a guide so such a group that is very vital in the operations of AAG, has not been contributing effectively to the whole strategy formulation and implementation process. With this study, the Partners and Communities would now be in a position to contribute their quota to such processes effectively in the future.

The above has shown clearly that the study is very relevant, timely and appropriate to all the stakeholders who work with and for AAG.

### **1.5 Scope of the Study**

The study was carried at two levels both spatial and organisational. In terms of the spatial dimension, it covered all the operational areas of AAG namely Upper East, Upper West, Northern, Brong Ahafo, Greater Accra and Volta regions.

The second level of the study was that it was carried out within AAG as an organisation with all the key actors playing major roles.

The reason was that at the end of the process the actors were to buy into the key processes of the framework that was to serve as the basis for the formulation and implementation and mid-term review of strategies within the organisation between now and beyond.

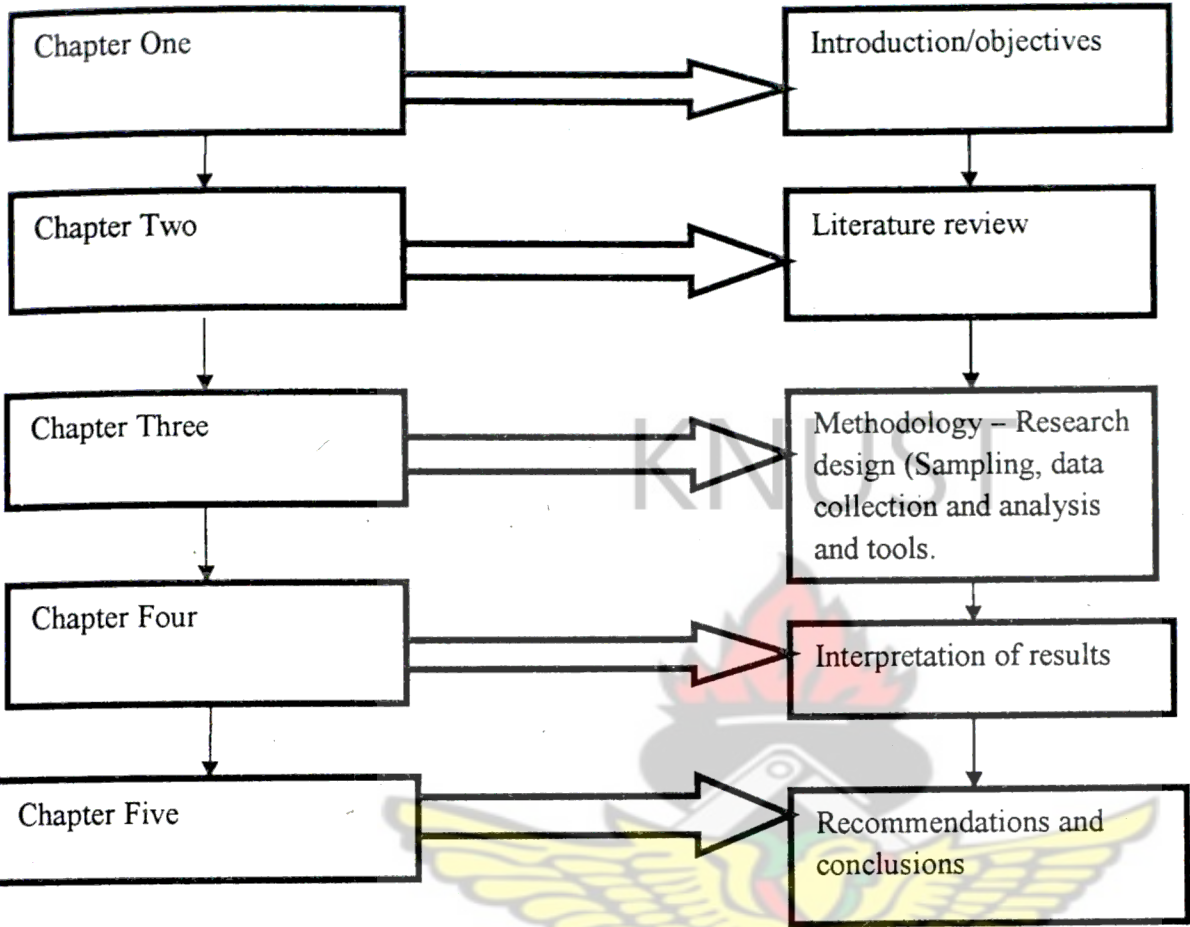
The study thus covered all the key actors in AAG who operate in six administrative regions in Ghana and recommended a simple framework for strategy formulation and implementation and also go a step further to consider some few areas for consideration in the upcoming strategy for AAG. It is hoped that the outcome will be very useful not only to AAG but also to other similar organisations who also operate in the development field in the developing world.

### **1.6 Organisation of the report.**

The report is organised into five chapters of various sections. The first chapter deals with the general introduction to the study whilst the second chapter deals with the literature review. The third chapter explains the methodology used for the study. It discussed the research design, which included, sampling procedures and tools, data collection instruments and procedures and data analysis tools. The fourth chapter deals with the analysis of the field data and interpretation of the results whilst chapter five ended the study with recommendations and conclusions.

The organisation of the study report is presented schematically as figure 1.1 below;

**Figure 1.1 Schematic presentation of the organisation of the report**



**Source: Researcher’s own construct, Accra, February 2009**

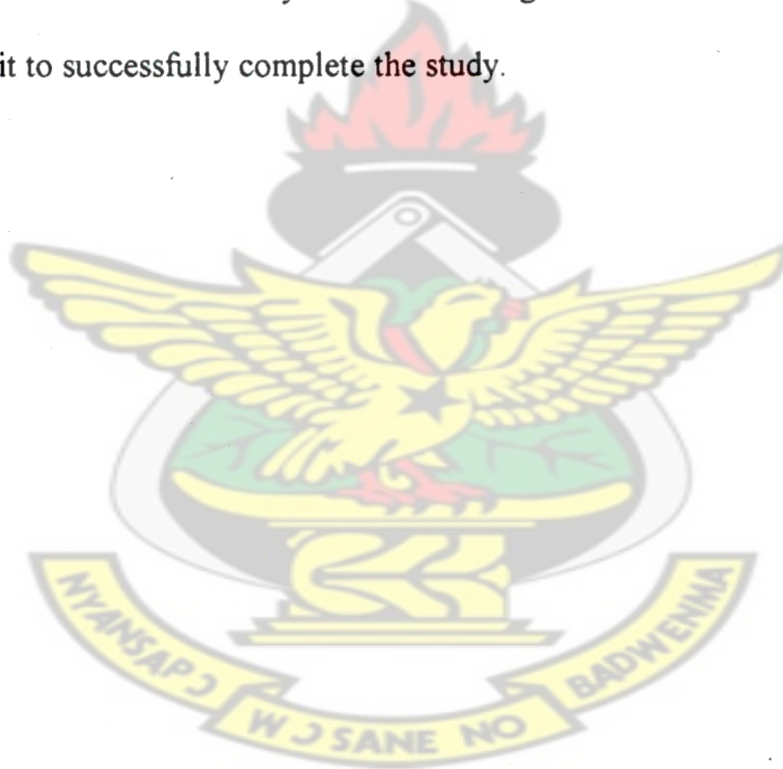
**1.7 Limitations of the Study**

The study as indicated covered only the operations of AAG. It would have been very good to investigate operations in peer International Non-Governmental Organisations (INGOs) like Plan Ghana, Oxfam, World Vision and Care International in the study but getting information about these organisations was not possible.

This is due to the fact that these organisations are in the same industry and considering the fact that I am a staff of AAG they thought the study was a ploy by AAG as a benchmarking strategy to improve on its competitive advantage in the industry.

Another limitation of the study was that not much has been done in the area especially with respect to strategy formulation and implementation for non-profit making organisations like AAG so getting adequate and relevant information to assist in the study was really a key challenge. All the same these propelled the author to go ahead to carry out the study as a way to fill in the gap to a large extent.

In addition the researcher was constrained by time due to organisational commitments but he managed to work around it to successfully complete the study.





## CHAPTER TWO

### LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK FOR THE STUDY

#### 2.1 Introduction

This chapter discusses the definitions of basic concepts within the context of strategic management and also shows the important role strategic management plays in the operations of organisations. It takes a look at the generic framework of strategy formulation and implementation and ends with discussions of the experience of AAG in strategy formulation and implementation over the period it has operated in the country.

The purpose of this chapter therefore is for readers to have a clear understanding of the important role effective strategic management plays in any organisation's development and how it can propel such organisations into greater heights with the prime objective of gaining adequate competitive advantage in the industry within which they operate.

This chapter also provides the conceptual framework for the study and also gives a sense of how organisations generically formulate and implement strategies and ends with a description of what has been done over the period AAG has operated and draws inferences to enrich the study.

#### 2.2 Definition of Concepts

In strategic management there are quite a number of concepts that are used generically irrespective of the industry one is looking at. The major concepts include strategic management, strategy, mission, vision and objectives.



The understanding of these concepts and words places one in a position to have a full understanding of the issues related to strategy formulation, implementation, monitoring and evaluation.

### **2.2.1 Strategic Management**

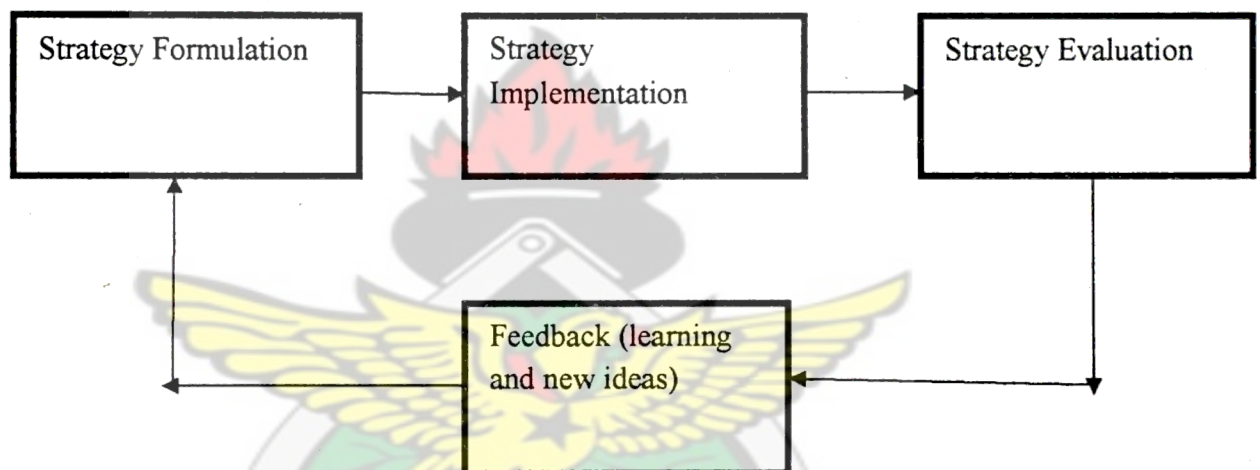
Strategic management has been defined by various people and institutions in various ways. Pearce and Robinson (2009), defined strategic management as the set of decisions and actions that result in the formulation and implementation of plans designed to achieve a company's objectives. According to the writers, strategic management comprises nine critical tasks which include formulating the company's mission including broad statements about its purpose, philosophy and goals, conducting an analysis that reflects the company's internal conditions and capabilities and assessing the company's external environment including both the competitive and general contextual factors. The others are to analyse the company's options by matching its resources with the external environment, identify the most desirable captions by evaluating each option in the light of the company's mission and select a set of long-term objectives and grand strategies that will achieve the most desirable captions. The remaining tasks are to develop annual objectives and short-term strategies that are compatible with the selected set of long-term objectives and grand strategies, implement the strategic choices by means of budgeted resource allocations in which the matching of tasks, people, structures, technologies and reward systems is emphasized and evaluate the success of the strategic process as an input for future decision-making (Pearce and Robinson; 2009; 3).

Strategic management is an ongoing process to develop and revise future-oriented strategies that allow an organisation to achieve objectives, considering its capabilities, constraints and the environment in which it operates. It provides the route map for the organisation. It also lends a framework, which can ensure the decisions concerning the future are taken in a systematic and purposeful way. Strategic management also serves a hedge against uncertainty, a hedge against totally unexpected developments on the business horizon. It lends a frame of reference for investments decisions. It aids the concentration of resources on vital areas of best potential. It offers a methodology by which the organisation could concentrate and project the future and be internally equipped to face it. It helps to develop processes, systems, mechanisms and managerial attitude that are essential for this purpose.

The strategic management process consists of three stages which are strategy formulation, implementation and evaluation and control. The strategy formulation stage is made up of strategic analysis and crafting. It includes developing a mission and vision, carrying out both internal and external analysis, developing strategic options evaluating the alternatives and choosing particular strategies to pursue. The strategy implementation stage requires preparing strategic plan, establish annual objectives, devise policies, motivate employees, and allocate resources so that implementation strategies can be executed. It also includes developing a strategy supportive-culture, crafting and effective organisational structure, redirecting efforts, preparing budgets, developing and utilizing information systems and linking employee compensation to organisation. The stage is also known as the administrative stage of strategic management (Kyeremanteng, 2008:13).

The strategy evaluation stage is the last but not the least stage in the strategic management process. This stage is the primary means for obtaining information about whether a particular strategy is working well or not and whether achieving its objectives or not. All strategies are subject to future modification because external and internal factors are constantly changing. Evaluation has three fundamental activities and they are reviewing external and internal factors, measuring performance by matching actual performance with planned objectives and taking corrective actions to fill in the performance gaps. (Kyeremanteng, 2008: 14).

**Figure 2.1: The stages in the Strategic Management Process**



**Source: Kyeremanteng, 2008**

### **2.2.2 Definition of Strategy**

The word 'strategy' has also been defined in various ways by different writers. Pearce and Robinson, defined strategy as large-scale, future-oriented plan for interacting with the competitive environment to achieve organisational objectives. It is also seen as an organisation's game plan. Although the plan does not precisely detail all future deployment of people, finances and materials, it does provide a framework for managerial decisions.



A strategy thus reflects an organisation's awareness of how, when and where it should compete, against whom it should compete and for what purposes it should compete (Pearce and Robinson; 2009; 3). This definition thus shows how organisations want to carry out their operations to outpace their competitors in the industry in which they operate. It also shows where an organisation wants to be within a period of time and also how it wants to get to where it wants to be. These actions are however planned and carried out within an appropriate institutional framework which is normally agreed on by all the key actors in the organisation.

Thompson et al (1996, 25), defined strategy as management's action plan for running the business and conducting operations. The formulation of a strategy represents a managerial commitment to pursue a particular set of actions in growing business attracting and pleasing customers, competing successfully, conducting operations and improving the organisation's financial and marketing performance. Thus a company's strategy is all about how management intends to grow the business, how it will build a loyal clientele and outcompete rivals, how each functional piece of the business will be operated, how performance will be boosted.

Thompson et al (2005, 13) observed further that there is a compelling need for managers to proactively shape or craft how the company's business will be conducted and also a strategy-focused organisation is more likely to be a strong bottom-line performer hence the need for a well-focused strategy for implementation. They indicated again that a well-concerned strategy prepares a company for the future, establishes long term direction and indicates the organisation's intent to stake out a particular business position.



They stated further that a strategy is dynamic emerging in bits and pieces as the enterprise develops, always subject to the revision whenever managers see avenues for improvement or need to adopt business approaches to engaging conditions.

Thompson et al (1996: 48) pointed out that in picking and choosing among the menus of strategic options, there are four pitfalls that organisations should avoid and they mentioned them as designing an overly ambitious strategic plan – one that overtaxes the company's resources and capabilities and selecting a strategy that represents a radical strategy change need not be rejected automatically but it should be pursued only after careful risk assessment. The others are choosing a strategy that goes against the grain of the organisation's culture and be willing to commit wholeheartedly to one of the five competitive strategies – picking and choosing features of the different strategies usually produces so many compromises between low cost, best cost, differentiation and focusing that the company fails to achieve any kind of advantage and ends up stuck in the middle.

It is a fact that after strategy formulation there should be an effective way to ensure that it is well implemented. Thus Thompson and Strickland (1996) stated that strategy-implementation task is easily the most complicated and time-consuming part of strategic management. It cuts across virtually all facets of managing and must be initiated from many points inside the organisation. The strategy implementers' agenda for action emerges from careful assessment of what the organisation must do differently and better to carry out the strategic plan proficiently. It is fundamentally an action-oriented, make-it-happen activity, organising, budgeting, policy-making, motivating, culture-building and leading are all part of achieving the target results.

The real strategy implementing skill is being good at figuring out what it will take to execute the strategy proficiently.

Thompson and Strickland (1996, 57) went further to indicate that for effective work to be carried out by organisations as far as their strategies are concerned, there is the need for a capable organisation to carry it out successfully and also supportive policies should be put in place to enhance implementation.

Hitt et al (2001, 26) made a very important point by stating that 'we strategise beautifully, we implement pathetically' and this I agree perfectly well with them in relation to strategies formulated and implemented by most business entities irrespective of their location.

Generally, strategy can be defined as competitive moves and business approaches to produce successful performance of a firm. It is the management's 'gameplan' for running the business, strengthening firm's competitive position, satisfying customers and achieving performance targets. Strategy is needed to proactively shape how a company's business will be conducted and also to mould actions and decisions of managers and employees in a coordinated company-wide game plan. Without a strategy, the organisation is like a rudder, going around in circles (Ross and Kami adopted by Kyeremanteng in 2008:8)

### 2.2.2.1 Types and levels of Strategies

In diversified, multi-business companies the strategies of several different businesses have to be managed, the strategy-making task involves four distinct levels of strategy, each of which involves different facets of the company's overall strategy. The types of strategies are corporate, business and functional.

The corporate strategy describes a company's overall direction in terms of its general attitude towards growth and management of its various business and production lines. It deals with three key issues facing the organisation as a whole namely directional, portfolio analysis and parenting strategy. The directional strategy is the organisation's overall orientation towards growth, stability and retrenchment. The two basic growth strategies are concentration and diversification. The growth of a company could be achieved through mergers, acquisitions, takeover, joint ventures and strategic alliances. Turnaround, divestment and liquidation are the various type of retrenchment strategy. It is orchestrated by the leadership of the company and shows the game plan for managing a set of businesses. Portfolio analysis on the other hand shows the industries and markets in which the organisation competes through its productions and business units. In portfolio analysis, top management views its production levels and business units as a series of portfolio investment and constantly keep analyzing for a profitable return. Two of the most popular strategies are the BCG growth share matrix and GE business screen. The parenting strategy shows the manner in which the management coordinates activities and transfers resources and cultivates capabilities among production lines and business units (Thenmozhi, 2002: 7).



Corporate level strategies are concerned with broad decisions about the total organisation's scope and direction. Basically, we consider what changes should be made in our growth objective and strategy for achieving it, the lines of business we are in and how these lines of business fit together. Corporate strategy involves four kinds of initiatives;

i. Making the necessary moves to establish positions in different businesses and achieve an appropriate amount and kind of diversification. A key part of corporate strategy is making decisions on how many, what types and which specific lines of business the company should be. This may involve deciding to increase or decrease the amount and breadth of diversification. It may involve closing out some lines of business (LOB's), adding others and or changing emphasis among LOBs.

ii. Initiating actions boost the combined performance of the businesses the company has diversified into. This may involve vigorously pursuing rapid-growth strategies in the most promising LOB's, keeping the other core businesses healthy, initiating turnaround efforts in weak-performing LOB's with promise and dropping LOB's that are no longer attractive or don't fit into the organisation's overall plans. It also may involve supplying financial, managerial and other resources or acquiring and or merging other companies with an existing LOB.

iii. Pursuing ways to capture valuable cross-business strategic fits and turn them into competitive advantages, especially transferring and sharing related technology, procurement leverage, operating facilities, distribution channels and or customers.



iv. Establish investment priorities and moving more corporate resources into the most attractive LOB's. It is also useful to organise the corporate level strategy considerations and initiatives into a framework with the following three main strategy components: growth, portfolio and parenting (Mitchell, 2004: 2).

The next level is the business strategy orchestrated by general managers of each of the company's different lines of the business but often with advice and input from heads of functional area activities within each business and other key people. It shows how to strengthen market position and build competitive advantage and actions to build competitive capabilities. The next level is functional area strategies which are crafted by heads of major functional activities within a particular business – often in collaboration with other key people. It adds relevant details to the how of overall business strategy and provides a game plan for managing a particular activity in ways that support the overall business strategy.

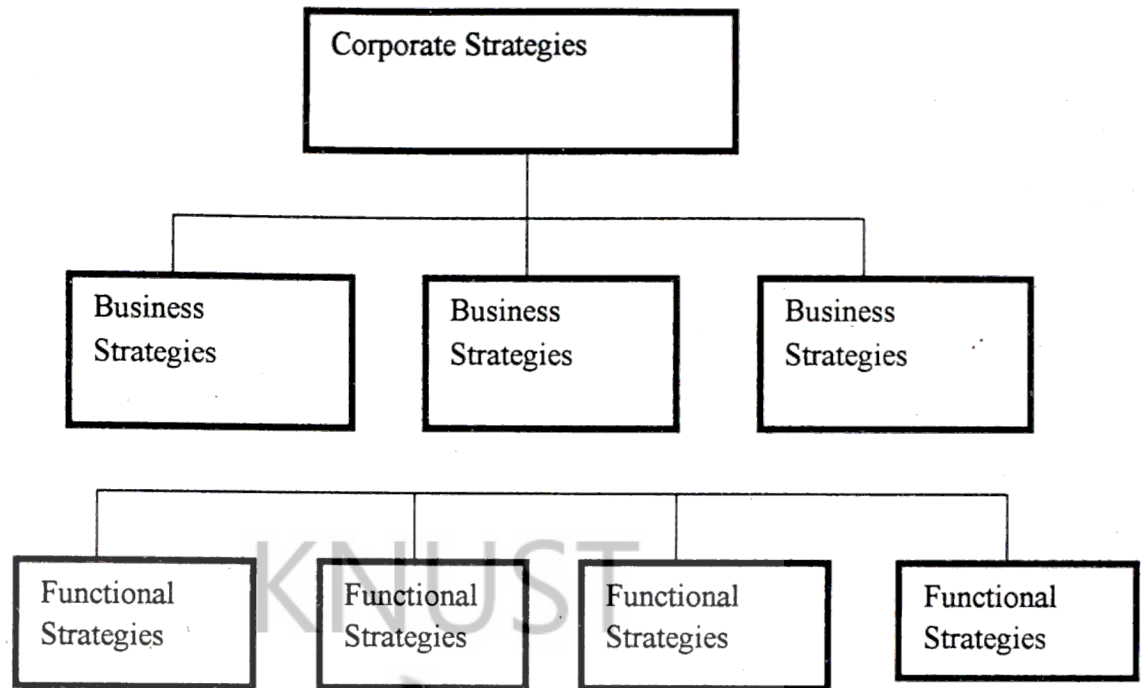
The business strategy usually occurs at the business unit or production level and it emphasises improvement of the competitive position of a corporation's products or services in the specific industry or marketing segment served by that business unit. It may fit within two overall categories of competitive or corporate strategies. Competitive strategy is the strategy battle against all competitors for advantage. Michael Porter developed three competitive strategies called generic strategies. They are cost leadership, differentiation and focus. Cooperative strategy is to work with one or more competitors to gain advantage against other competitors (Thenmozhi, 2002:8).

The next level of strategy is the functional level which is an approach taken by factual area to achieve corporate and business unit objectives and strategies by maximizing resource productivity. It is concerned with developing nurturing a distinctive competence to provide a company or business unit with a competitive advantage. It is also known as operating strategies which is concerned the relatively with narrow strategic initiatives and approaches for managing key operating or functional units. They are crafted by brand managers; the operating managers of plants, distribution centres and geographic units and the managers of strategically important activities like advertising and web site operations – often key employees are involved. They add detail and completeness and functional strategy and provide a game plan for managing specific lower-echelon activities with strategic significance.

Functional strategies are relatively short-term activities that each functional area within a company will carry out to implement the broader, longer-term corporate level and business level strategies. Each functional area has a number of strategy choices that interact with and must be consistent with the overall company strategies. Three basic characteristics distinguish functional strategies from corporate level and business level strategies; shorter time horizon, greater specificity and primary involvement of operating managers. A few examples follow of functional strategy topics for the functional areas of marketing, finance, production/operations, research and development and human resource development (Mitchell

A hierarchy of strategy is the grouping of strategy types by levels in the organisation. This hierarchy of strategy is a nesting of one strategy within another so that they compliment and support one another. Functional strategies support business strategies in turn support the corporate strategy.

**Figure 2.2: Strategic Management Structure showing levels of Strategies**



**Source: Pearce and Robinson, 2009**

#### **2.2.2.1.1 Thinking Strategically**

There are four big questions that are asked as organisations strategise to improve their performance. They are where are we now? where do we want to go? how will we get there and how do we know that we have gotten to where we decided to go?

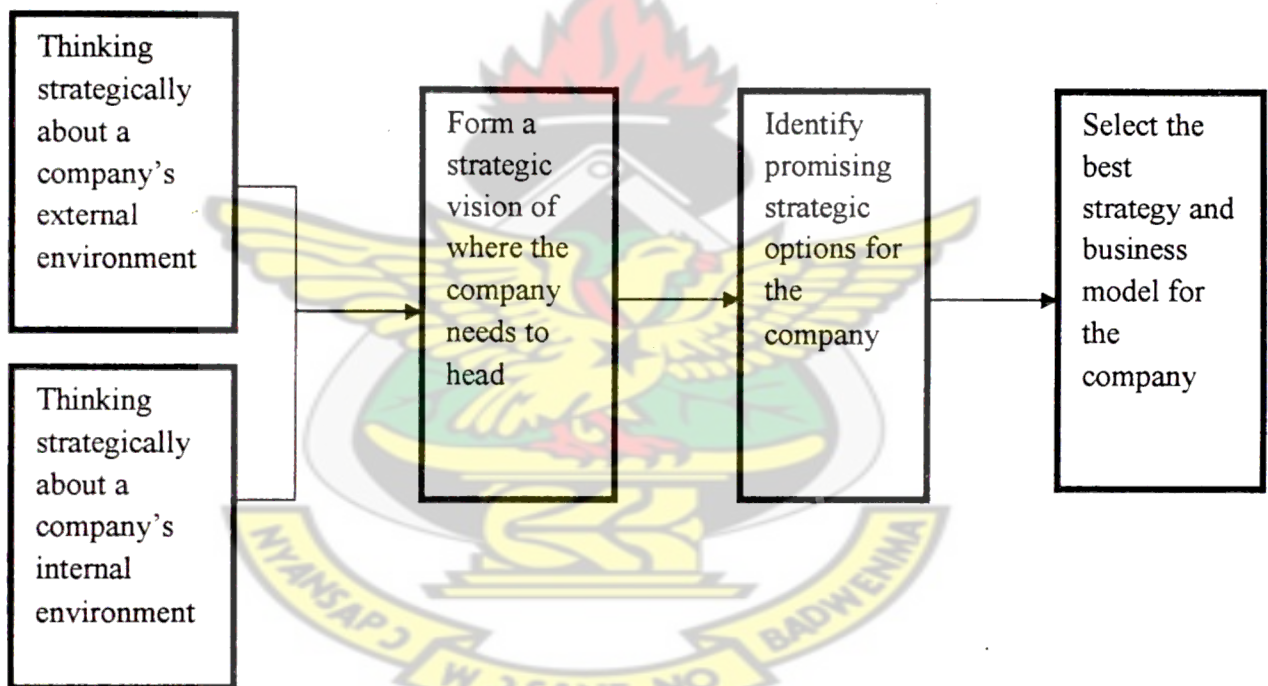
The question of where we are now looks at the current situation of the organisation in terms of strengths, weaknesses, opportunities and threats (SWOT) analysis.

On where we want to go, the emphasis is the direction of an organisation, businesses the organisation wants to be in and market positions it wants to stake out and buyers needs and groups the organisation wants to serve.



On how will we get there, the emphasis is on the means to get to where it wants to get and how does the organisation know that it has gotten to where it decided to move to, there is the need for control and evaluation to assess the extent to which the organisation has achieved its strategic objectives. Strategic thinking therefore enables an organisation to become proactive and innovative, ensure efficient allocation of resources, the organisation becomes focused, capitalize on opportunities available, have control over its own destiny and to achieve strategic fit etc. (Kyeremanteng, 2008).

**Figure 2.3: Thinking Strategically about the company's situation to choosing a strategy**



**Source: Pearce and Robinson, 2009.**



### 2.2.3 Vision

A vision delineates management's aspirations for the business, providing a panoramic view of 'where we are going' and a convincing rationale for why this makes good business sense for the company. A strategic vision thus puts points an organisation in a particular direction, charts a straight path for it to follow in preparing for the future and moulds organisational identity. A clearly articulated strategic vision communicates management's aspirations to stakeholders and helps steer the energies of company personnel in a common direction. It is a road map showing the route a company intends to take in developing and strengthening its business. It paints a picture of a company's destination and provides a rationale for going there. (Thompson et al, 2005:18).

The vision statement of an organisation is developed to express the aspirations of the executive leadership. A vision statement presents the firm's strategic intent that focuses the energies and resources of the company on achieving a desirable future. In some cases the vision and mission are combined into a single statement. However when they are separated, the vision statement is often a single sentence, designed to be memorable. (Pearce and Robinson, 2009:37)

The vision of the organisation encapsulates its values and aspirations in the most general terms, without specific statements about the strategies used to attain them. It provided a big picture perspective of Who we are, What We do, Where We are headed etc. It is the management dream of the best state where they want the business to get to. It sets the boundaries and stretch the organisation as it develops its mission and objectives. Shared visions in organisations create a sense of commonality that permeates the organisation and gives coherence to diverse activities.

As a result, “work becomes part of pursuing a larger purpose embodied in the organisation’s products and services” (Kyeremanteng, 2008:69).

#### **2.2.4 Mission**

A firm’s mission is a broad statement providing a general direction for business activities and a basis for the coherent selection of desired ends (goals and objectives) and means to achieve the strategies. It defines why it exists and why it competes in certain selected markets or industries and not in other. It is an enduring statement of purpose that distinguishes one organisation from similar enterprise. It is sometimes called a creed statement, a statement of purpose, of beliefs, a statement of business principles or a statement defining a business. The mission flows from the values of stakeholders, the people and groups with an interest in the organisation including the public and their representatives (government). The mission statement therefore is the first key indicator of how an organisation views its stakeholders. It is visionary in the sense that it is not a statement of where the organisation is not or is expected to be a point in time but a statement of where the organisation is conceived to be throughout time. It also reveals the long-term vision of an organisation in terms of what it wants to be and whom it wants to serve and also describes the organisation’s purpose, customers, products or services, markets, philosophy and basic technology. (Kyeremanteng, 2008:68).

An organisation's mission is also defined as the purpose or the reason for the organisation's existence. A well-concerned mission statement defines the fundamental, unique purpose that sets a company apart from others of its type and identifies the scope of the organisation's operations in product, market and technology terms. It is broadly framed but enduring the statement of a firm's intent. It embodies the business philosophy of the firm's strategic decision makers, implies the image the firm seeks to project, reflects the firm's self-concept and indicates the firm's principal product or service areas and the primary customer needs the firm will attempt to satisfy. In short it describes the firm's product, market and technological areas of emphasis and it does so in a way that reflects the values and priorities of the firm's strategic decision-makers. (Pearson and Robinson, 2009:25).

A mission is what one's business is and what industry an organisation is in. A mission can be defined in terms, of the products/services being provided, dominant characteristics or principal ingredient in their products, technology which spawns the product and the customer groups being served. It is also seen in terms of specific product/service aimed at a specific buyer segment, customer needs and wants being met and the scope of activities within an industry – specialised each providing a defined type of service or function. Others are that a mission can be seen in terms of creating a diversified enterprise which engages in a group of related businesses, built around a core skill, technology, complementary relationships between products, common customer groups and also in terms of creating a multi-industry portfolio of unrelated businesses (CEMBA Lecture Notes in Strategic Management, 2003, 105).



### 2.2.5 Goals

A goal is also seen as an open ended statement of what one wants to accomplish with no quantification of what is to be achieved and no time criterion for completion. The areas in which a company might establish its goals and objectives are profitability, growth, shareholder's wealth utilization resources (Thenmozhi: 2002: 6).

All organisations need goals because they represent the core agreements on action and purpose around which the organisation can pattern its behavior and development. They provide the key parameters on which good strategy may develop. Such strategy in turn becomes a source of future goals. Ideal conditions for setting and achieving goals include acceptance by and motivation of subordinates as achieved by the following;

- i. Commitment to goals by the superior
- ii. Communication and acceptance of the goals throughout the organisation
- iii. A clear understanding of the implication of the goals for each individual and working groups
- iv. Feedback of results achieved towards goals for both strategy appraisal purposes as well as for performance improvement at the operational level
- v. Competition among subordinates towards goal achievement that allows the individual human resource agendas and energies to be captured and deployed in a positive rather than in a negative manner.



Managers achieve several purposes in using goals because;

- i. Goals help develop and shape the organisational structure – this can be best pictured through the transforming effects that goal stretch may have on an organisation, forcing it to reconfigure (restructure and reposition) itself to accommodate the dictates of the goals
  - ii. Goals help motivate and guide the behavior of staff – especially when linked to personal rewards, social and economic
  - iii. Goals measurement and assessment provide the basis for the control of organisational activities – goals that are not measured are not managed and by extension, neither are such organisations that employ unmeasurable goals
  - iv. Goals also provide the signposts on which organisational activity and purpose should be based. They are or should be the integrating factor around which a consensus on corporate ‘futures’ can develop and
  - v. Goals are influenced and shaped by external as well as internal forces and conditions. They are embedded in the landscape and as the landscape evolves, the goals will evolve with them
- (CEMBA Lecture Notes in Strategic Management, 2003, 109).

### 2.2.6 Objectives

The managerial purpose of setting objectives is to convert the strategic vision into specific performance targets – results and outcomes the company's management wants to achieve – and then use these objectives as yardsticks for tracking the company's progress and performance. Well-stated objectives are quantifiable or measurable and contain a deadline for achievement. They are organisation's performance targets – the results and outcomes it wants to achieve. They function as yardsticks for tracking an organisation's performance and progress. Ideally, managers ought to use the objective-setting exercise as a tool for truly stretching an organisation to reach its full potential. (Thompson et al, 2005:26).

The purpose of objectives is to convert the strategic vision into specific performance targets – results and outcomes the organisation's management wants to achieve. They represent a managerial commitment to achieving particular results and outcomes. Well-stated objectives are quantifiable or measurable and contain a deadline for achievement.

They function as yardsticks for measuring how well the organisation is doing and also they relate to target outcomes that indicate a company is strengthening its market standing, competitive vitality and future business prospects. They are the specific and unambiguous 'action initiators' that drive organisations along their selected mix of strategic pathways. They operationalise strategic thought and convert it into measurable actions. Objectives should be strategic to an organisation, action initiators, specific and unambiguous, concise and easily understood and widely communicated and communicable. Objectives should also have content, a measure or indicator, a level and a time period for achievement.

They also provide a decision and action matrix around which organisational structure and culture can be built and also provide the decision points from which flow the performance assessment and evaluation data for the organisation. Objectives also give form to and also operationalise strategies.

They are the end results of planned activity. They state what it is to be accomplished by which and should be quantified if possible. The achievement or corporate objective should result in the fulfillment of a corporate mission (Thenmozhi, 2002:6).

Objectives are also seen as specific and unambiguous 'action initiators' that drive the organisation along their selected mix of strategic pathways. They operationalise strategic thought and convert into measurable actions. Objectives should be strategic to the organisation, action initiators, specific and unambiguous, concise and easily understood and widely communicated and communicable. They should have content, a measure or indicator, a level and a time period for achievement. Apart from providing traction for strategic action, objectives also provide a decision and action matrix around which organisational structure and culture can be built. When poorly defined, partially understood, or not fully agreed to by individuals and interest groups, the objectives may become dysfunctional in their application and use. Getting the objective properly defined is an important first step. They must however be accompanied by an understanding and agreement amongst the members of the organisation. Objectives also provide the decision points from which flow the performance assessment and evaluation data for the organisation (CEMBA Lecture Notes, 2003, 112).



### 2.2.7 Values

An organisation's values are the beliefs, traits and behavioural norms that company personnel are expected to display in conducting the company's business and pursuing its strategic vision and strategy.

## 2.3 Formulating and Implementing Strategy

Formulating and implementing strategy are very critical for an organisation and are top priority managerial tasks for two very big reasons. There is a compelling need for managers to proactively shape or craft how the company's business will be conducted. A clear and reasoned strategy is management's prescription for doing business, its road map to competitive advantage, its game plan for pleasing customers and improving financial performance.

Secondly, a strategy-focused enterprise is more likely to be a strong bottom-line performer than a company whose management views strategy as secondary and puts its priorities elsewhere. There is no escaping the fact that the quality of managerial strategy making and strategy execution has highly positive impact on revenue growth earnings and return on investment.

It has been established by writers in the strategic management field that for the best course of actions to be taken the competitive edge of the company, best strategy alternative, competitive advantage and defensive actions needed to protect against rivals need to be critically considered.



They however went further to indicate that for organisations to have well-prepared strategies without hitches, there is always the need to avoid the designing of an overly ambitious strategic plan, selecting a strategy that represents a radical strategy change and a strategy that goes against the organisational culture.

The organisation should however be willing to commit wholeheartedly to one of the five competitive strategies – picking and choosing features of the different strategies usually produces so many compromises between how cost, best cost, differentiation and focusing that the company fails to achieve any kind of advantage and ends up stuck in the middle.

In tailoring an organisation's strategy to fit into specific industry and company situation the writers have observed that there was the need for top priority to be placed on crafting and executing strategic moves to enhance the company's competitive position for the long-term and be prompt in adopting to changing market conditions, unmet customer needs, buyer wishes for something better, emerging technological alternatives and new initiatives or competitors.

They also include the need to invest in creating a sustainable competitive advantage, avoid strategy capable of succeeding only in the most optimistic circumstances and consider that attacking competitive weaknesses is usually more profitable and less risky than attacking competitive strength. There is also the need to strive to open up very meaningful gaps in quality or service performance features when pursuing a differentiation strategy, be wary of cutting pieces without an established cost advantage and not to underestimate the reactions and the commitment of rival firms.

The indicated again that there is the need to avoid stuck-in-the middle strategies that represent compromises between lower costs and greater differentiation and between broad and narrow market appeal and be judicious in employing aggressive moves to invest market share away from rivals often provoke retaliation in the form of escalating marketing and sales promotion, a furious race to be the first with next-version products or a price-ware to the detriment of every one's profit. (Hitt et al, 2001).

The above shows clearly that for an organisation to start the process of strategy crafting, there is the need for adequate and serious preparations to be made to ensure that at the end of the process, the agreed objectives are achieved to the advantage of the organisation however there is the need to ensure that adequate preparations are also made to fully implement the strategy.

Strategy implementation is the process by which strategies and policies are put in to action through the development of programmes. This might involve changes within the overall culture, structure and or management system of the entire organisation. Strategies are implemented through a set of programmes, budgets and procedures (Thenmozhi, 2002:9).

The strategy implementation task is the most complicated and time-consuming part of strategic management. It cuts across virtually all facets of managing and must be initiated from many parts inside the organisation. The strategy implementer's agenda for action emerges from careful assessment of what the organisation must do differently and better to carry out the strategic plan proficiently. It is fundamentally an action-oriented make-it-happen activity, organizing, budgeting, policy-making, motivating, culture-building and teaching are all part of achieving the target results.

Also it tests a manager's ability to direct organisational change, design and supervise business processes, motivate people and achieve performance targets. Experience manager savvy in strategy-making and implementation are emphatic in declaring that it is a whole lot of easier to develop a sound strategic plan that is to make it happen.

According to one executive, "it has been rather easy for us to decide where we want to go. The hard part is to get the organisation to act on the new priorities".

What makes strategy implementation a tougher, more time-consuming management challenge than crafting is the wide array of managerial activities that have to be attended to the many ways managers can proceed, they demanding people management skills required the perseverance it takes to get a variety of initiatives launched and moving, the number of bedeviling issues must be worked out and the resistance to change that must be overcome just because managers announce a new strategy does not mean subordinates will agree with it or cooperate in implementing it.

According to Hitt et al (2001), implementing a strategy is considered within a framework made up of building a capable organisation, allocating ample resources, establishing strategy-supporting policies and the exercising of effective leadership. The others include instituting best practices and mechanism for continuous input, shaping the corporate cutting to fit the structure, tying rewards and incentive to achievements of key strategy targets and also install supporting that enable organisational personnel to carry out their strategic roles proficiently. The strategy implementers' action agenda should include what to do now or later, what requires much time and personal attention and what can be delegated to others in the whole process.



Ronald W. Allen, Chief Executive Officer of Delta Airlines (adopted in by Pearce and Robinson, 2005) observed that while a company can come up with a plan for the future, it takes everybody's help and commitment to implement.

For a strategy to be implemented successfully by an organisation there is therefore the need for quite a number of actions to be taken especially by the management of the organisation.

The organisation's management need to take a critical look at an effective and open leadership and also reflective and use an appropriate organisational culture, define an appropriate organisational structure that is not too rigid and bureaucratic, put in place adequate measures as policies and procedures and others are to look for and develop the appropriate human resource. Also for a strategy to be implemented effectively, there are some managerial components that management need to consider. They include building an organisation capable of carrying out the strategies successfully, developing budgets to steer ample resources into those value-chain activities critical to strategic success and establishing strategically appropriate policies and procedures. (Thompson and Strickland, 1996).

The others include instituting best practices and mechanisms for continuous improvement, installing support systems that enable organisational personnel to carry out their structured roles successfully day-in-day-out and tying rewards and incentives to the achievement of performance objectives and good strategy execution.



The others are creating a strategy-supportive work environment and corporate culture and exerting the internal leadership needed to derive implementation forward and to keep improving on how the strategy is being executed.

It must be stated clearly that the real strategy implementing is being good at figuring out what it will take to execute the strategy proficiently. There is therefore the need for management to build capable organisations to handle the implementation of strategies. By this, it is expected that management should select able people for key positions, making certain that the organisation has the required skills, core competencies, managerial talents, technical know-how and competitive capabilities it needs. (Thompson and Strickland, 1996).

Also management should organise business processes and decision-making in a manner that is conducive to successful strategy-culture fit are powerful levers for influencing people to do their jobs better. This occurs in two ways; a work environment where the culture matches well with the conditions for good strategy execution provides a system of informal rules and peer pressures regarding how to conduct business internally and how to go about doing one's job and a strong strategic-supportive culture nurtures and motivates people to their best, it provides structure, standards and a value system in which to operate and it promotes strong organisation identification among employees. (Thompson and Strickland, 1996).

## **2.4 Culture in Strategy formulation and implementation**

A strong culture and a tight strategy-culture fit are power levers for influencing people to do their jobs better. A strong culture is a valuable asset when it matches strategy and a dreaded liability when it doesn't. Three factors are said to contribute to the development of strategically supportive strong cultures. They are a founder or strong leader who establishes values, principles and practices that are consistent and sensible in the light of customer needs, competitive conditions and strategic requirements, a sincere, long-standing organisation commitment to operating the business according to those established traditions, thereby creating an internal environment that supports decision-making based on cultural norms and a genuine concern for the well-being of the organisation's three biggest constituencies-customers, employees and shareholders continuity of leadership, small group size, stable group membership, geographic concentration and considerable success all contribute to the emergence of a strong culture. Adaptive culture is a strategy-implementers best ally whilst awards ceremonies, role models, and symbols are a fundamental part of a strategy-implementation culture-shaping effort. (Hitt et al, 2001).

## **2.5 Researcher's view on the available literature**

The above discussion shows the generic framework for strategy formulation and implementation that can relate to any organisation whether a profit-making or non-profit making type.

It shows how the organisation organises itself to prepare and implement strategies to make the maximum use of the available inputs to reap the expected output with the relevant managerial competencies being applied to get the required results for the organisation in question.

The work that has been done by various writers however has not considered non-profit organisations as shown in the discussions so far. Thus it is very difficult to lay hands on work that has been done to reduce poverty in communities other than working to get more profits and also gain competitive advantage over its competitors in the industry.

The above has shown that for a very good strategy to be formulated and successfully implemented, organisations should see it as serious business that needs the attention of all the key actors in the organisation. Also the management of the organisation in question should have it as a top priority and also ensure that adequate resources are provided for the whole process. In addition adequate preparations should be made to also ensure that the organisation recruits the right caliber of staff with the relevant knowledge, skills and abilities and that an appropriate organisational structure is in place for the whole process.

Also to be in place should be a strong organisational culture that should emphasise effective teamwork and also management should provide effective leadership to lead the processes. According to the writers, with these, organisations should be able to formulate and implement strategies without much difficulty.

In conclusion, one sees clearly that the work done so far on strategy formulation and implementation has been very general and the emphasis is always on profit-oriented organisations.

This study therefore will be very useful especially in the development field where the emphasis will be on not-for-profit-making entities and on top of all in a developing country like Ghana in Africa where most of the International Non-Governmental Organisations (INGOs) operate. It is hoped that the output could be used to improve on strategy formulation and implementation processes in these organisations.

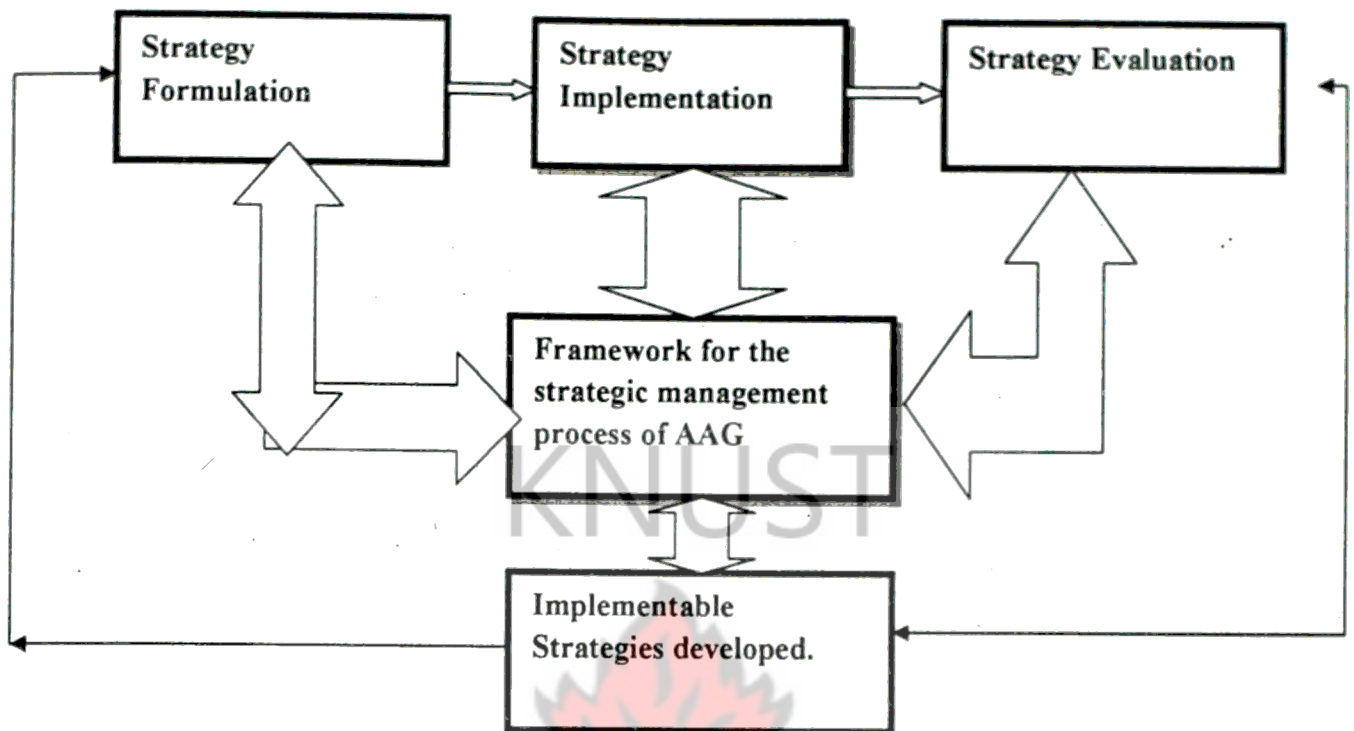
## **2.6 Conceptual Framework for the study**

The basis of this study is informed by what has been done in the field of strategic management and the experience AAG has acquired in the field over the period it has operated. The study will therefore look at the processes AAG uses in the three main stages of strategy formulation, implementation and evaluation, identify the challenges and on that basis develop a framework for future processes.

The whole process is presented below in figure 2.4.



**Figure 2.4: Schematic presentation of conceptual framework for the study**



Source: Researcher's own construct, Accra, February 2009.

## 2.7 ActionAid Ghana and Strategy formulation and implementation experience

AAG is an organisation is an affiliate of a Global Organisation, ActionAid International, an anti-poverty agency working in over forty countries, taking sides with poor people to end poverty and injustice together.

AAG started operating in the Bawku East district of the Upper East region in 1990 and has over the years expanded its operations to six other regions in the country.

The regions are Upper West, Northern, Brong Ahafo, Greater Accra and Volta. AAG works with partner organisations made up of poor and excluded groups and currently has a constituency of over million people in the country who benefit directly and indirectly from its operations.

Currently AAG is working with its third Country Strategic Paper which is has 2009 as its last year. The first CSP was prepared and guided the operations of AAG between 1996 and 2000. The history of AAG's performance informed the first CSP. It identified AAG as an NGO which had consent to focus on northern Ghana and its poorest and most neglected parts and had a responsibility to strengthen the north's ability to secured increased levels of development assistance. The strategy was implemented based on consolidation of experience of working in some of the poorest and most neglected parts of northern Ghana coupled with a new flexibility in programming as outlined in the global corporate strategy and establishing a more diversified programme, long-term emergency work; development area and non-development area activities. The others are the diversification of funding base with the goal of 60 – 80% sponsorship income and 20 – 40% from official donors and private fundraising, development of phase-out strategies with partners and increasing allocation of resources to influencing work in advocacy work on behalf of northern Ghana.

The others are sub-regional expansion; Africa Regional strategy to recognize potential of the more stable Ghana to form a base for expansion in West Africa including Francophone West Africa, development of clear strategies for and focusing on health and education with minimum standards of delivery agreed with line Ministries and working through local partners (District Assemblies, District Departments, NGOs).

While remaining operational (i.e. working directly with communities and other structures where reliable partner agencies do not exist. The remaining objectives were to build a northern NGO network and prioritisation of human resource development in the organisation.

The above was followed with a considerable degree of success however, a better understanding of the nature and causes of poverty threw up a new challenge which was not addressed in the first Strategy. This led to the preparation of the second Strategy with a consideration of a new understanding of the nature of causes and characteristics of poverty attained through years of research and experience from DA and non-DA micro-projects threw up new challenges that the first Strategy did not address. Government policy on poverty alleviation as outlined in the 'Vision 2020' document created an enabling environment that AAG took advantage off in shaping its programmes and AAG incorporated lessons from impact assessments and reviews for effective programming that were to revamp its programmes. The changes in the wake of rapid globalisation in technology, capital, and other economic and social factors called for review and necessary adjustment of strategies as AAG kept pace with changing trends in development.

Within this context, AAG decided to specialise in three thematic areas namely; education, food security and institutional capacity building, invest more time and resources on advocacy – as part of our commitment to a rights-based approach to development and work in partnership with others.

Also AAG decided to undertake a strategic growth, working in Development Focus Areas (DFAs), assuming a national character and working with others in the sub-region of West Africa and mainstreamed cross-cutting issues of gender and emergency preparedness.



Having gone through the second Strategy, the need arose for AAG to develop and operate the third Strategy for the period 2005 – 2009. The approach the Strategy adopted during this period included a rights-based approach (RBA) to development, using gender analysis and promoting women's rights and gender equality, partnerships, people centred advocacy and addressing the root causes of poverty while not ignoring the symptoms. AAG decided to work in the areas of education, food rights, gender and women's rights, HIV/AIDS, governance and human security in conflict and emergencies.

The strategic objectives that were developed under the third Strategy are;

- i. to build and strengthen poor people's power to claim their rights and live a life of dignity
- ii. Challenging the injustice and inequity within communities at the national level and globally that perpetuates power over poor people and other oppressed groups
- iii. to support and enhance civil society's power to work with others to develop collective strength against poverty and its causes and
- iv. to strengthen strong networks of women in peace building to nurture their confidence to engage in conflict resolution (CSP III, 2005:26)

In addition to the above some enabling objectives were also developed to support in the implementation of the CSP. They are;

- i. to ensure that resources are effectively and efficiently used to the benefit of the poor and marginalized
- ii. to increase and diversify our funding sources by fundraising locally and internationally



- iii. to ensure a well-trained, motivated and committed staff to deliver AAG goals
- iv. to ensure that there is continuous reflection and learning within AAG, with Partners and Communities and
- v. to ensure that AAG is accountable to communities, sponsors, donors and other stakeholders through an effective monitoring and evaluation system (CSP III, 2005:31)

The implementation of the third Strategy started in 2005 and it ends in December 2009. A review was carried out in 2007 but the output was not good enough due to an omission that was made during the formulation of the Strategy. The issue was that the parameters that were used for the review were not developed during the formulation stage so when it came for a review it became a difficult task so at the end of the process the output could not be used to improve the performance of AAG. This and other reasons have accounted for this study which would serve as a basis for the development of a framework that could be used to assist in formulating future Strategies.

The above has shown that AAG has a fair experience as far as strategy formulation and implementation is concerned. It is hoped that if the identified issues are handled well AAG can formulate and implement future Strategies without much difficulty to fully satisfy all its customers and continue to have a major competitive advantage in the industry. A further analysis of the experience of AAG in strategy formulation and implementation also shows that it goes through the strategic management process of formulation, implementation and evaluation.

The only snag is that strategic plans are extracted and implemented on yearly basis but mid-term reviews are not carried out in a systematic way since adequate preparations are not made during the formulation stage of the strategy. This is needs to be rectified if AAG is to benefit adequately from the strategic management process at every point in time since it will continue to have stiff opposition as far as it remains in the development field.



## CHAPTER THREE

### METHODOLOGY FOR THE STUDY

#### 3.1 Introduction

This chapter discusses the methodology or process used in the study. It shows the research design, sampling procedures and techniques, the data collection tools and procedures and the data analysis and presentation procedures.

#### 3.2 Research Design

The research designs spells out how the stated objectives of the study were achieved through the sampling procedures and also the data collection methods and instruments that were used in the study. It also indicates how the sampling, data collection and analysis were carried out in the study. The research design used for the study was made up of the data collection methods which were done in two major ways due to the fact that both primary and secondary data were used. The first was the use of questionnaires as data collection instruments to solicit for data from the field with particular reference to all the key actors in AAG. The second was the literature review during which information was extracted from documents of AAG and other relevant literature to get a deeper insight into what has been done by AAG as far as the subject matter was concerned. The documents included previous and current strategic papers, reports of various kinds and other documentation that AAG had developed over the period it had operated.



The combination of both primary and secondary data contributed immensely to the success of the study since each complimented the other to ensure a good blend for better results. The primary data was checked for legibility, completeness and consistency since there was quite a lot of such data for the study.

The secondary data on the hand was also checked for suitability, reliability, adequacy and accuracy when it was collected because there were different types of data available for the study but the author had to be very careful not to have collected inappropriate data for the study.

The research design also included the analysis that was used in processing the data for the study. With this, the secondary data was analysed as part of the review of literature which gave a clear picture of what had been done over the years in the area of strategy formulation and implementation. This analysis however revealed that not much had been done in the area as far as not-for-profit-making organisations were concerned.

The next stage was the use of a relevant instrument to collect data from the field and with this the questionnaire was adopted due to its numerous advantages and the fact that it was made very simple for use in the field and also for the fact that the author himself was on the field to administer the questionnaires. The respondents to the questionnaires were the Chairperson of the AAG Board of Trustees, the Country Director, Human Resource and Organisational Development Manager, the Head of Finance, some senior and junior staff, partner NGO staff and some members of the Communities AAG operates in.

A questionnaire is a proforma containing a sequence of questions to elicit information from the interviewees. It is used for personal interview. At the same time the questionnaire is also mailed to individuals who are requested to write the answers against each question and to return the completed proforma post. It is the heart of the primary data collection technique. Hence drafting requires utmost skill. The questions must be clear, simple and to the point. (CEMBA Lecture Notes in Research Methodology, 2003, 46).

The questions used were unstructured thus they gave the respondents the opportunity to provide additional information which were not captured in the questions asked in the questionnaires. The unstructured questionnaires were used in carrying out in depth interviews where the aim was to probe for attitudes and reasons as indicated in the study. In terms of the sequence of questions, it was done in a way that it conformed to the respondents' way of thinking and this was where the use of unstructured questions was highly advantageous. In terms of the wording, they were done in such a way that they were impartial so they did not give a biased picture of the true state of affairs as far as the study was concerned. The questions used were both closed and open-ended and to provide a more complete picture of the respondents' feelings and attitudes. The questionnaires that were developed were such that they had all the qualities of a good questionnaire. They were not ambiguous because they were capable of giving only one interpretation at a time, they were easily understood by the respondents, they did not contain words that did not have simple meaning, they covered the exact subject under study and they were not too long, in most cases they were not more than fifteen questions and they were really short questions. They were used was well-structured because they were the heart of the primary data collected for the study. The questionnaires were very clear and simple and also straight to the point so they made administration very easy.

Since part of it was mailed they were made very easy to understand so the respondents did not complain about it generally. They were also structured in a desired form to get the desired response.

The questionnaire was used for two groups of people in the study. The first set was administered by the author with the support of some research assistants and others were sent by mail to other respondents. Those who were interviewed directly included the field staff, partners and community members. Those who had the mailed questionnaires were the Chairperson of the Board of Trustees, the Country Director, the Human Resource and Organisational Development (HR/OD) Manager, the Head of Finance and the other senior staff who were also selected for interview as part of the study.

The questionnaires used in the study have been inserted as appendix one in this report.

### **3.2.1 Sampling Procedures and Techniques**

The study considered sampling procedures and techniques before arriving at the sampling size that was used. The process started with the identification of units for the sample. AAG has staff strength of 84 and considering the fact that one third of any population could be adequate for a study of such nature, a total of 28 of the staff were identified and interviewed for the study. The Country Director, Human Resource and Organisational Development Manager and Head of Finance were also part of this number.



The author then decided that the remaining number be split into two parts to cater for the two categories of senior and junior staff. Since the remaining number was a odd one it was decided for convenience sake to interview 13 senior and 12 junior staff.

The author however decided to use the convenience sampling method to identify the sampling units for the study. The reason was that it made the collection of data a bit simple because the author used his own discretion to select the individual staff who were available at the time of the interviews. The selection was such that it covered all the sub-categories of staff in the organisation which included drivers, administrators, programme staff, accountants and cleaners.

The next category of respondents was the partners that AAG works with. They are 19 in number so it was again decided that one third be interviewed for the study. With this one partner each was selected and interviewed in each regional programme area.

The last but not the least category of respondents for the study was members in partner communities where AAG operates. AAG operates in 60 communities but 10 of them were selected through a non-probability sampling technique due to the fact that almost all the communities have the same characteristics and similar issues to raise when such discussions are held. In the communities, a total of 5 respondents were also selected for the interviews.

With the above-described procedure, the author arrived at the sampling size for the study.

## **i.) Sampling Methods**

Due to the reason that the author wanted to have a balance in the category of people interviewed for the study, the non-probability sampling procedure was used. There are quite a number of non-probability sampling techniques; the convenience sampling method was used.

The simple reason was that it enabled the author to get people who were available during the time for the interviews. The method assisted the author to agree on those to be interviewed and also give advance notice to those who were available to enable them prepare for the interviews.

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### **3.2.2 Data Collection Tools and Procedures**

As already indicated, the types of data used for the study were primary and secondary. The main tool that was used to extract secondary data was desk study whilst the main instrument used to extract primary data was the questionnaire. It was used in two ways. The first was that those for community members and partners were administered by the author with assistance of some field staff whilst those for the Board Chairperson and all identified AAG staff were sent by electronic means for their response with their attendant challenges. In all fifty (50) questionnaires were administered in AAG partner communities, six (6) for partner organisations and twenty eight (28) among staff in the organisation. The most challenging aspect of this was that a lot of follow-up calls were made by the researcher to ensure that the questionnaires were completed and returned on time by the respondents. The response rate of the mailed questionnaires was 86%.



### 3.2.3 Data Analysis and Presentation Procedure

The analysis and interpretation of raw data of an investigation are the means by which the research problem is answered. Thus it is always important to ensure that the right tools are used to derive good results from such studies. In this regard the major tools that were used for the analysis of the data collected were tables, graphs and pie-charts.

These tools were used because of the nature of the research which was of qualitative nature. With these tools the author was able to simplify the presentations which made interpretation very simple for easy understanding by potential readers which include lecturers, students and development practitioners who might find the subject very interesting. It has to be indicated here that throughout the study it became very clear that AAG had done a lot in the area of strategy formulation and implementation so the primary data was to reinforce the point that some actions can be taken to ensure that there are improvements in the way AAG does her things to derive the maximum benefits during strategy formulation and implementation processes. The issue is that at the end of the day her constituents should derive the maximum satisfaction they were promised as captured in AAG's vision and mission and developed into its goals and objectives. The secondary data was also used because a critical study of AAG as an organisation showed that out of the 84 staff only two had been available in the last ten years so in terms of organisational memory it was very difficult so the author had to depend on the available documents on the organisation's activities and make contacts with some few old staff who happen to be working in some known organisations and having some working relationships with AAG.

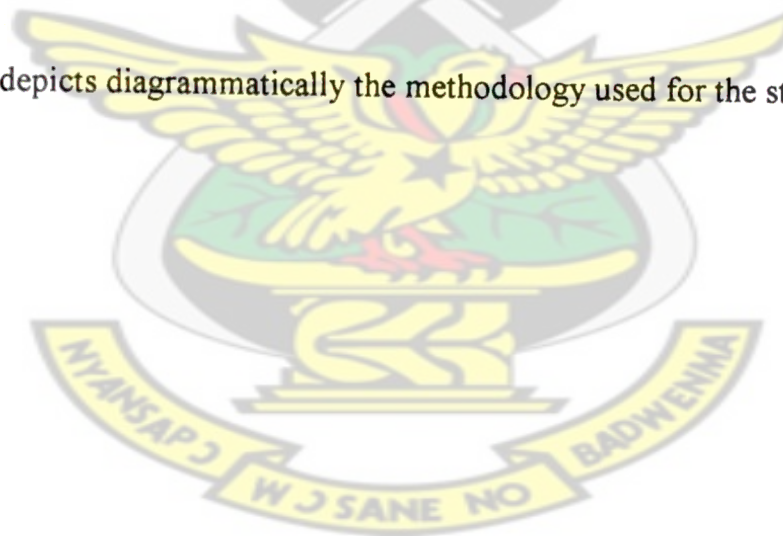


The study as mentioned earlier happened to be a qualitative one so simple data analysis tools and methods like tables, graphs and pie-charts were used and a few quantitative data were used to supplement the qualitative data collected.

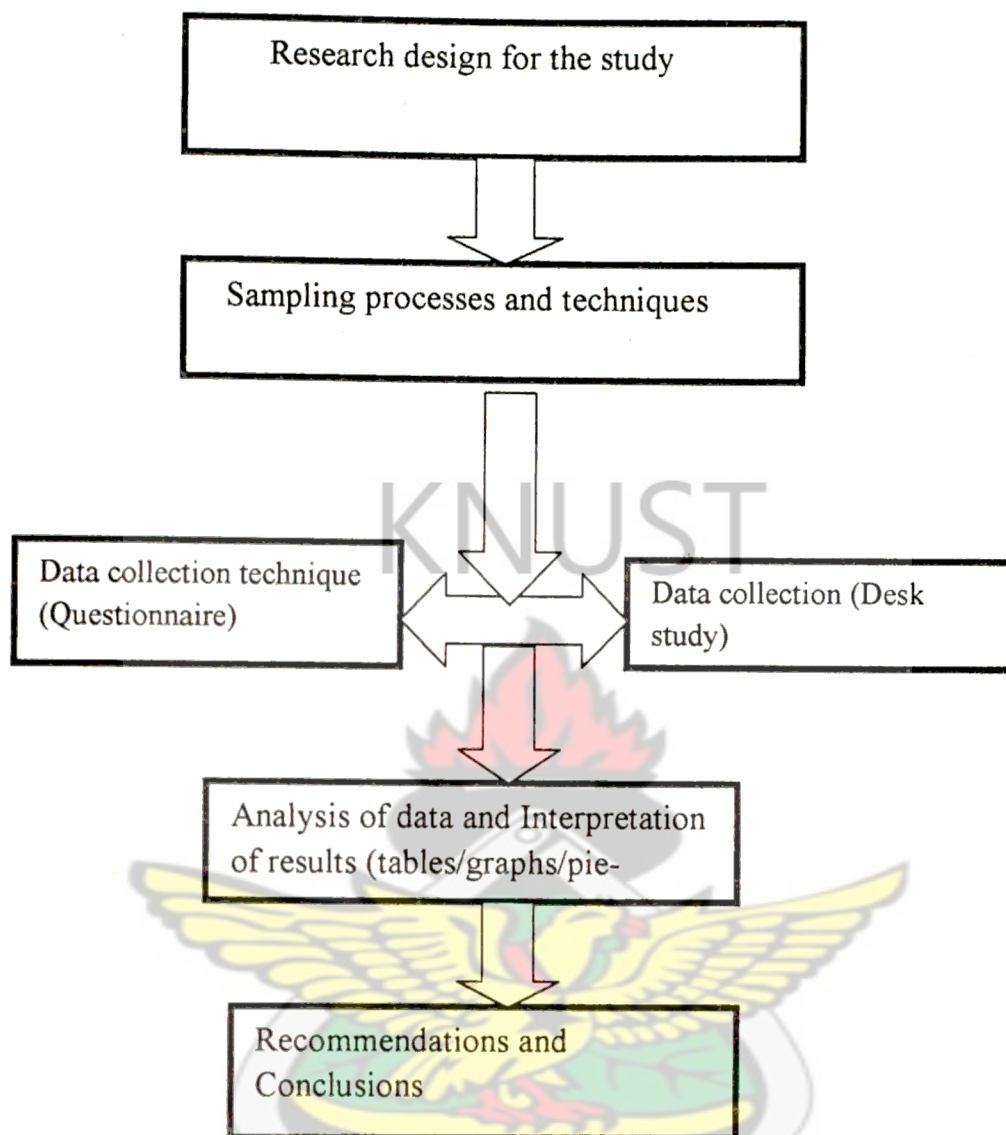
The study also considered three main areas namely the content, process for strategy formulation and implementation and the enabling factors which serve as the key factors that contribute to the successful formulation and implementation of strategies.

The content looks at what has to be captured and worked on in the strategy based on the context within which the organisation operates whilst the process looks at how the strategy is formulated and implemented and this also included partnership arrangement. The enabling factors on the other hand include the human resource, funding and logistics needed for the processes.

The figure below depicts diagrammatically the methodology used for the study.



**Figure 3.1: A schematic presentation of the methodology for the study**



**Source: Researcher's own construct, September, 2008.**

### **3.3 Challenges faced with the use of this methodology**

The major challenges faced with the methodology especially in the collection of primary data through the use of mailed questionnaires was that some of the questionnaire delayed a bit because some few senior staff had travelled so they could not complete and send them on time. This delayed the analysis because the questionnaires in question were not ready at the time the analysis should have started.

With the secondary data, it was very difficult getting access to some of the information which had been documented and needed to be retrieved. This could be attributed to the high staff turn-over which led to a situation where most of the present senior staff were not in the organisation during the formulation and implementation of previous strategies so it became a bit of a problem trying to confirm what was available to the researcher.

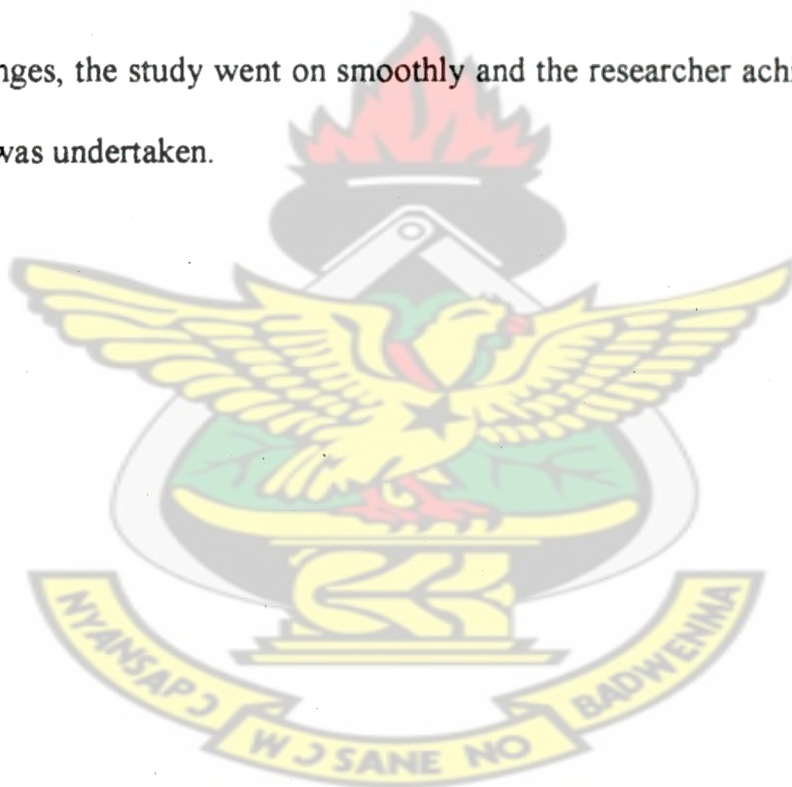
### **3.4 How the challenges were handled in the study**

The researcher had to send quite a number of emails to colleagues who had travel outside the country to attend to equally-important events to remind them to complete the questionnaires that were sent to them. The lesson that was learnt was that in future the researcher will find time and sit down with that category of people with interview question guides so that the mail questionnaires would not come into the picture. It is therefore not advisable to use the mailed questionnaires in this type of study where the time schedules are very tight.



It was a bit difficult but the researcher found some innovative ways to deal with the above mentioned challenges. The researcher took time to investigate to know some of the old staff who he could get in touch to confirm some of the findings that were made in the course of the study. This strategy assisted the researcher to get a list of some of the former staff he wanted to talk to and had to make a series of telephone calls to for the discussions. It must be emphasised here that this strategy though very expensive, was very successful since some of the critical issues that needed confirmation by former staff were confirmed or refined through such discussions.

Despite these challenges, the study went on smoothly and the researcher achieved the objectives for which the study was undertaken.



## CHAPTER FOUR

### ANALYSIS AND INTERPRETATION OF FIELD DATA

#### 4.1 Introduction

As indicated in chapter three, the study considered both primary and secondary data. The secondary data included processes used to formulate and implement strategies by AAG over the period it has operated in the country and other associated and relevant issues. The primary data on the other hand was collected from the current actors which operate within the jurisdiction of AAG. The essence was to identify the current processes used in strategy formulation and implementation and the challenges that AAG faced in general in order to find solutions to them to streamline the processes for strategic management in AAG. This chapter therefore is to show the results of the data that was collected and analysed and the interpretation made. This chapter also gives an indication as to how AAG could improve strategic management and this is elaborated in detail in chapter five of the report.

This chapter discusses the issues from both primary and secondary data and the interpretation given based on the various actors. In some sections there are discussions that concern all in a general manner whilst in others individual groups are dealt with in a manner that made the analysis especially simple for easy comprehension by readers. The analysis was done on the basis of the content and processes used for strategic management and also the human resource and funding needed to operationalise the activities agreed to achieve the organisational goals and objectives.

## **4.2 Data Analysis and interpretation**

### **4.2.1 Primary Data**

The primary data was collected from the Board, Management, Finance, Human Resource Development and Organisational Development, Staff, Partners and Communities and the analysis was done under those headings as a way of making things a bit simple for the readers of this report.

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#### **a.) Board**

The Board through its Chairperson observed that it came in at a time AAG was implementing CSP III so the members did not take part in its formulation. The Board observed further that it has discussed the priorities in detail and will participate actively in the whole strategic management process to ensure that their input was adequately considered. The Board gave an indication that it was prepared to provide strategic direction but observed again that it wanted HIV/AIDS to be made a thematic area in the new strategy. The Board also envisaged that the communities and management should take active part in the whole process and also stated that there should be a mid-term review that should be discussed as part of the whole strategic management process right from the formulation stage. The Board again gave an indication of that it wanted to see AAG making inroads in reducing poverty and exclusion and also ensuring that sustainability was made a key part of the whole planning process.

The Board stated further that child sponsorship and partnership funding would continue to be the main funding sources for AAG during the period of the new strategy.



The Board however observed that there was the need for more effort to be put in place for more funding sources to be identified as a way of diversifying the funding portfolio for AAG. The Board members gave an indication that they were prepared to make monthly contributions on their own to serve as a way of raising more funding from other sources for AAG's work. The Board however gave the assurance that it was prepared to give its full support for the fundraising effort of AAG so the organisation can have more funding for its work.

The above gave an indication that the Board was prepared to lead AAG's strategic management process to ensure that maximum benefit was derived from the whole process and also ensure that the constituents got maximum benefits from the implementation of the new strategy. The Board stated that it was expecting all key actors to play critical roles in the whole strategic management process to ensure that all relevant concerns were discussed for consideration in the next strategy and beyond.

#### **b.) Country Director**

The Country Director (CD) of AAG she said she came in mid-way through the implementation of the current strategy but showed that she had abreast with the critical issues in the strategy. She stated that the difference between the current strategy and the previous one was *power analysis* which was carried out in detail in the current strategy.

She observed that the current strategy had changed the focus of the work from dedicated service delivery to more of a rights-based approach to development with emphasis on empowerment as the core of what the organisation does.

She stated also that accountability was also a critical issue in the current strategy but gave the indication that the long-term impact of the strategy will be realised after a detailed reviewed to be carried out soon. She stated further that having implemented the current strategy there was the need for a new strategy to be formulated and implemented and explained that after the review it could be realised that there will not be the need to change significantly the direction of the strategy in future. She however observed that from her point of view there will not be a major shift in the new strategy because she thought AAG had not done much to achieve the stated objectives and also said it will take quite a lot of time to achieve results when using the rights-based approach to development as an approach.

The CD stated further that the only changes she envisages in the next strategy will be to make it more child/youth focused, focus on local fundraising, improve creativity and innovation in the way things are done in the organisation. She hinted again that the new strategy will be developed in-house unlike previous ones where people were contracted to develop them for AAG. This she observed was that the staff knew the programme best and have adequate knowledge on how things have gone especially during the implementation phase of the current strategy and also make good use of local organisational knowledge. She stated again that the key actors in the strategy formulation process would include the Communities, Management, Board, Staff and Partners.

With the Board, she said she was expecting members' views to be sought as part of both the external review and formulating processes to ensure that their concerns were fully integrated into the new strategy. The CD again stated that there was the need for a mid-term review of the strategy and it was to be done differently from how it was done with the current strategy.

strategy period unlike the current one where the partner organisations depend solely on AAG for their funding. She also expects the communities to be more independent from AAG and be highly self-reliant at all times because AAG would not be operating in communities forever.

The above response from the CD shows that she is committed to the course of AAG and prepared to support to ensure that AAG formulated good strategies that could be implemented to the maximum benefit of its constituents and this will go a long way to assist AAG to achieve its organisational objectives. She has given the indication that AAG has more to do if the current strategy is to be fully achieved so the new one will not be all that different but there will be some few additions to make the strategy complete and this the CD believes can go a long way to achieve the organisational objectives.

### **c.) Finance**

The main function of the finance unit in AAG include financial reporting, budgets and forecasts, auditing and verification, financial analysis and interpretation, corporate finance support training for staff and partners and risk assessment and analysis.

The unit has been playing a key role in the implementation of the current strategy and the unit sees its performance as being highly successful.



She observed that creative and innovative ways should be used in assessing progress as against clearly spelt out indicators which must be determined at the onset of the new strategy. She expects to see real impact and changes that could be assessed and evidenced at the end of the strategy period. She also indicated that she wanted to see a true form of partnership in the new



The unit however described the inflow of funds during the strategy period as been on a consistent decline and this was attributed to factors which were beyond the unit's control.

According to the current strategy, AAG agreed to diversify its income sources to get a ratio of 50% each of funding through child sponsorship and partnership income portfolio but it could not be achieved however the targets for expenditure has a higher probability of being achieved. The unit still believes there is the need for AAG to continue to diversify its funding sources which should now include donations and event hosting.

The unit believes that there is the need for new, competent and hardworking staff and well-trained and resourced staff to be recruited to handle the unit to bring about efficiency and effectiveness in its operations. It suggested that there was the need for AAG to have a flat structure to reduce personnel and associated cost and also to bring about innovation, improved quality and see the operations of AAG in a business-like manner to enhance its impact on her constituents. The finance unit observed that it will continue to play its major role during the next strategy period with much emphasis on corporate risk management and capacity building of partners.

It will continue to increase its support to partners to enhance their implementation capacity and also the personnel will learn from each other to enhance the effectiveness of individual members in the unit in particular and the country programme as a whole.

It is a fact that funding is very critical for the work AAG does so there is the need for adequate effort to be made to ensure that more funding is raised and also used prudently so AAG and all its actors would get value for money. This can also go a long way for AAG to gain the confidence of its donors who would continue to donate to its work.

#### **d.) Human Resource and Organisational Development**

The staff strength of AAG is 84 which is made up of 58 males and 27 females. The number of senior staff is 25 whilst the other categories made up of middle level and junior staff is totaled 59. AAG as part of building the capacity of its staff has two types of training programmes which include short-term and long-term programmes. The short-term programmes include short courses, seminars and workshops carried out by training Institutions like the Ghana Institute and Management Public Administration (GIMPA), Management Development Public Institute (MDPI) and other similar ones and the objective has always been to assist staff to build their capacity in knowledge and skills in order to deliver on what is expected from them. The long-term training on the other hand is the acquisition of either first or second degrees by staff as part of personal development. The training programmes for staff has been categorised based on the different staff categories in the organisation and they are the middle category and the junior category.

The middle category of staff have the opportunity to go for higher certificate, short courses, workshops, seminars and also they are mentored and coached by their supervisors.



The junior category on the other hand goes for short courses and on-the-job- training programmes and are also mentored and coached by their supervisors.

It must be explained that AAG is now discouraging the sponsorship of degree programmes because AAG believes that for one to be recruited, there is the need for such persons to have such certificates already so it can concentrate on the short-term ones which are carried out to enhance the capacity of staff to perform in the positions they find themselves in the organisation.

AAG has a body called Staff Council which is made up of representatives from all categories of staff in the organisation. The Staff Council receives applications from staff who express their interest to go for further training. The Council studies the request and use a set of criteria to select qualified one staff and this is recommended to the Country Director for approval before the selected staff are informed and asked to go for the agreed programme. The female staff do not have any special training programmes but if it becomes necessary for a female to be trained AAG does not hesitate to facilitate the process quickly to enable the said staff to have the training. In addition AAG ensures that staff get the requisite training to enhance their capacity to perform well in the organisation.

AAG has a modest package which serves as motivation for staff to give off their best in the organisation. The package includes attractive salaries with yearly inflationary adjustments, supply of free beverages, birthday celebrations, a package for staff on leave and a cultural and gender-sensitive working environment. The packages as compared with peer organisations which operate in Ghana can be described as good.

In terms of the role of the human resource and organisational development unit of AAG in the formulation of the next strategy it came out that the unit was preparing to formulate the human resource component of the strategy to ensure that attractive packages are designed to attract and maintain quality staff during the next strategic period of AAG. The unit will contribute in terms of content for the new strategy and also will be facilitating the whole CSP review and formulation process.

The issues the HR unit envisages for the new strategy include the use of a lean staff, attractive working conditions and the creation of a human-friendly work environment to enhance the performance of AAG staff.

On organisational culture for the next strategy, the HR unit stated that it was going to propose that the current culture should be maintained since it promoted unity among staff and this is always critical for the success of any organisation's performance. The current culture includes the point that AAG is a learning one and staff are always in a position to learn and share acquired knowledge with colleagues and the essence of this has always been to improve organisational performance. The unit indicated further the culture will be open, transparent, empowering and inspiring to enhance the performance of staff during the next strategy period and beyond.

AAG has an organisational structure that is boundaryless and enhances good interactions among the staff. It was developed during the formulation of the current strategy but the HR unit believes it needs to be carried on to the next strategy period since it has assisted AAG greatly during the implementation of the current strategy. The current organisational structure has the philosophy that there should not be obstacles for free interactions between staff irrespective of their positions in the organisation.

As depicted below in figures 4.1, the current structure does not show any form of bureaucratic hierarchy but shows a flexible one which allows for the free flow of information a vital resource for better performance in any organisation. It is described as a team-based structure which works on the premise that the organisation is seen as a team so each staff has a key role to play hence the borderless nature of the structure. It enhances shared leadership, accountability, work towards a specific purpose, delivers collective work products, ensures effective communication, brings about effectiveness on the part of members and also enhances a work style where staff discuss, decide and delegate but do the work together. The boundaryless organisation is usually dominated by cross-managing and cross-functional teams and also facilitates communication where information and knowledge is shared quickly through the organisation. It necessitates a cultural change within an organisation and it is often difficult to overcome the political and authority boundaries that shape organisations over the period an organisation operates. It therefore needs to be monitored so that what has been built over the years is not destroyed by the boundaryless structure as used by AAG.

The HR unit believes it will play a critical role in the formulation of subsequent strategies to ensure that AAG adopts critical human resource issues with the objective of attracting and maintaining high quality staff to enhance the operations of AAG.



Figure 4.1 ActionAid Ghana Team-Based Organisational Structure



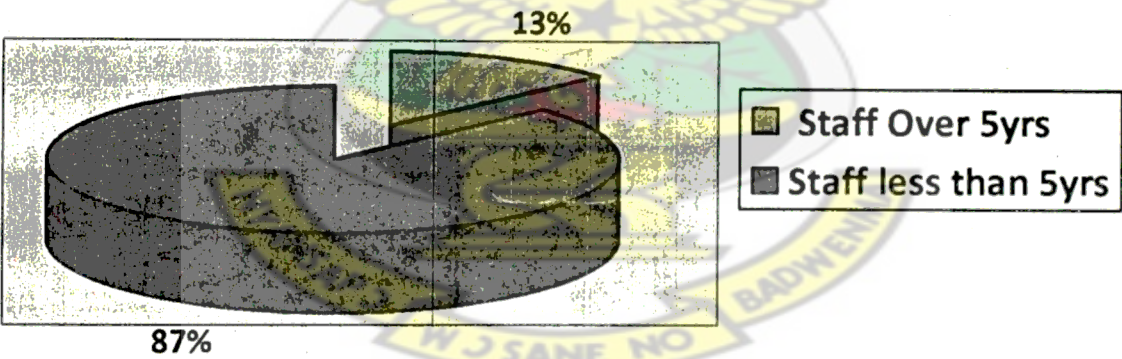
**d.) Other Staff**

This section shows the analysis of the data collected from other staff in AAG. It shows their length of stay through what they do to the role they expect to play in the formulation of a new strategy and what they expect to see incorporated into the new strategy.

**i.) Length of stay**

Out of the twenty eight members of AAG staff interviewed, only 13% had been with AAG over 5 years whilst 87% had worked for less than 5 years. This shows clearly that 87% of staff were not part of the formulation of the current strategy they are supporting to implement and this is a real challenge to the entire AAG family. If documentation is not done properly quite a lot of organisational memory could be lost.

**Length of stay of 28 AAG staff interviewed**



## ii.) Previous employment

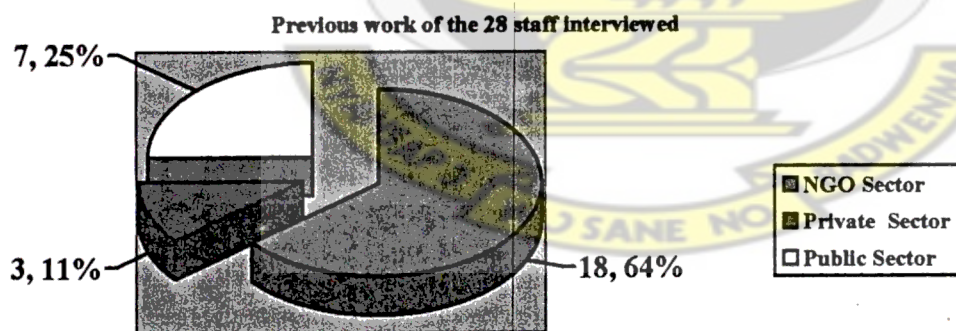
The responses to the questionnaires indicated that the staff joined AAG from various places like the Civil Service, Teaching, NGOs, Private sector and other Public services as shown in table 3.1 below;

**Table 4.1: Previous work of staff interviewed**

Sector	Number	Percentage (%)
NGO Sector	18	64%
Private Sector	3	11%
Public Sector	7	25%
Total	28	100%

Source: Researcher's own construct, April 2009.

**Figure 4.3**





This shows clearly that quite a number of AAG staff had NGO work experience before joining the organisation and this added a wealth of experience to the organisation. There will however be a challenge especially with the implementation of the strategy.

### iii.) Roles of staff in AAG

The staff interviewed work in various capacities in the organisation as follows;

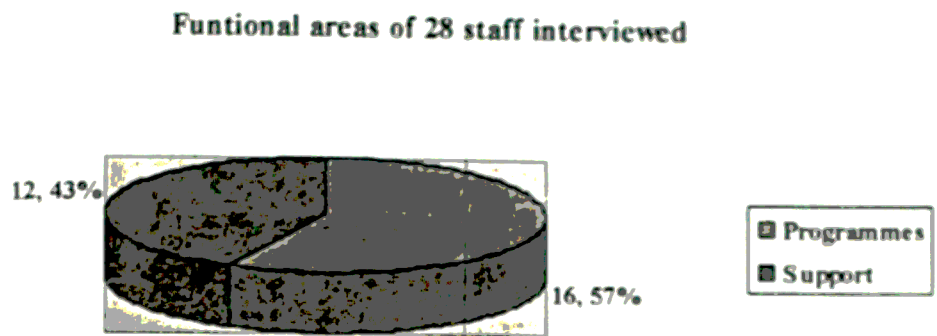
**Table 4.2 Functional areas interviewed staff operate in AAG**

Functional Areas	Number of Staff	Percentage
Programmes	16	57%
Support (Finance, human resource, impact assessment, information technology, communications etc).	12	43%
Total	28	100%

**Source: Researcher's own construct, April 2009.**

It shows that most of them are in the core business, which is programmes whilst the others are in the support function which includes finance, human resource, administration, information technology, impact assessment and shared learning and communication public relations.

Figure 4.4: Functional areas of 28 staff interviews



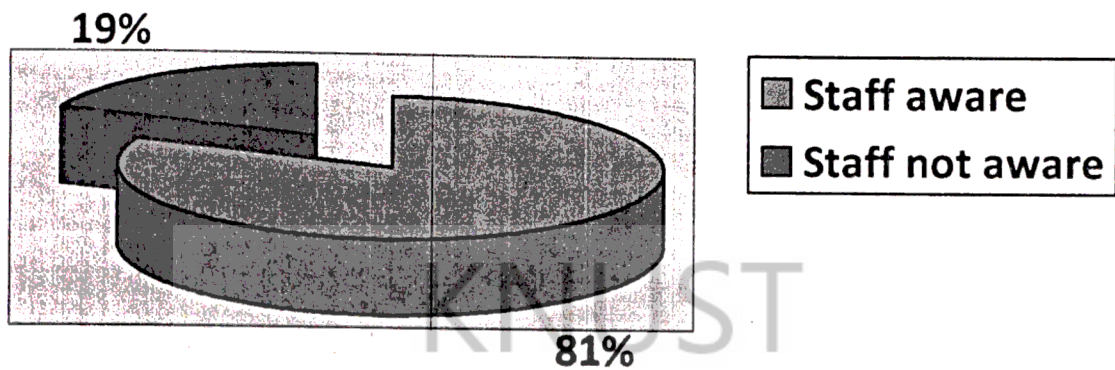
iv.) Awareness that CSP III was in its last year

Of the twenty eight staff interviewed 81% of them are aware that CSP III was in its final year and there was the need for steps to be taken to evaluate it and formulate a new one for the next strategic period.

This also gives an indication that staff AAG are following keenly the implementation of the current strategy with much interest and need to continue to show that interest in all aspects of the organisation's activities.

Figure 4.5

**Awareness of the 28 staff interviewed  
that CSPIII was in the Final yr**



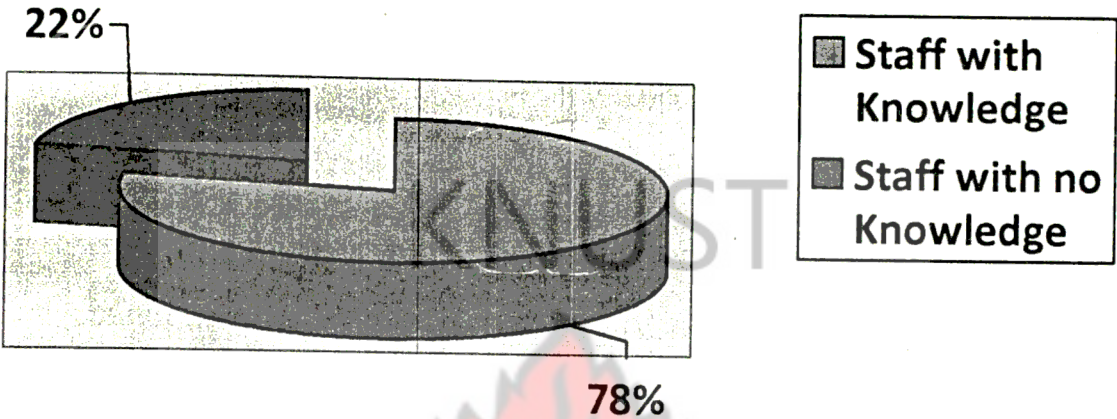
**v.) Knowledge of plans put in place for a new CSP**

Out of the 28 staff interviewed, 78% had knowledge of the plans put in place to review it and develop a new one and this also goes to strengthen the point that majority of the staff are aware of what is being done. They however did not give any indication that they took part in the preparations of the plans for the CSP processes. The remaining 22% did not have any idea about plans put in place for the CSP processes with the explanation that they have not received any communication to that effect. They however observed that it is likely that they would get the information with time.



Figure 4.6

Knowledge by the 28 staff interviewed,  
of plans for new CSP



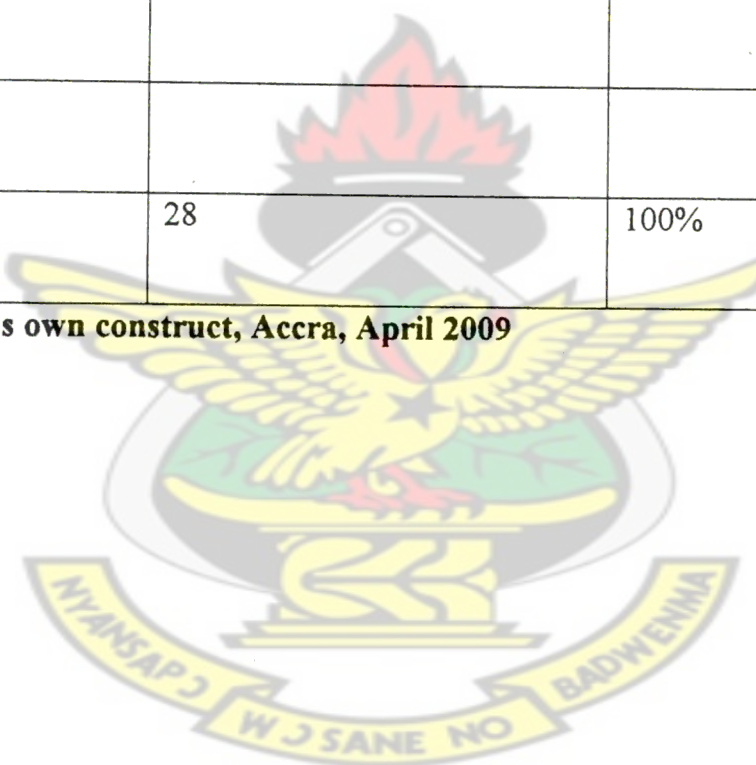
vi.) Suggested processes for new Strategy

The staff observed that that there was the need for AAG to find innovative ways to formulate and implement a new strategy. The following are some of the suggestions they made.

**Table 4.3 Suggested processes for new Strategy**

Suggestions made for strategy processes	Number of responses	Percentage (%)
Participatory and bottom-up	14	50%
The regional programmes	6	21%
Broad consultation with all actors	8	29%
Total	28	100%

**Source: Researcher's own construct, Accra, April 2009**



Suggested Processes for new strategy

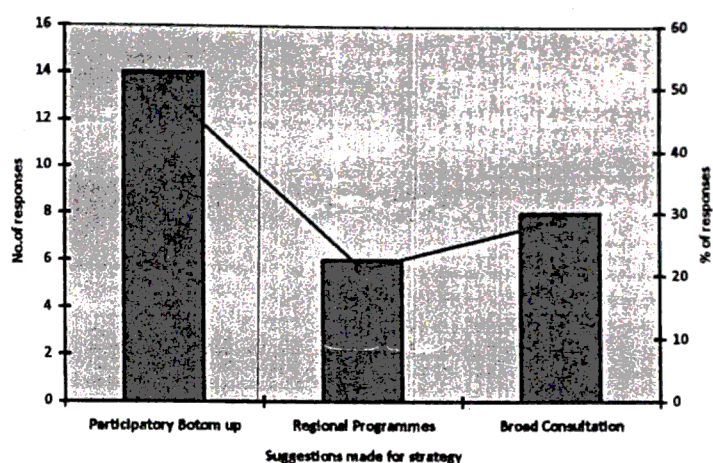


Figure 4.7

### vii.) Expectations in new Strategy and expected roles of other actors

It was inquired from the staff what they were expecting in the next strategy and the following responses were captured and showed in table 4.4 below.



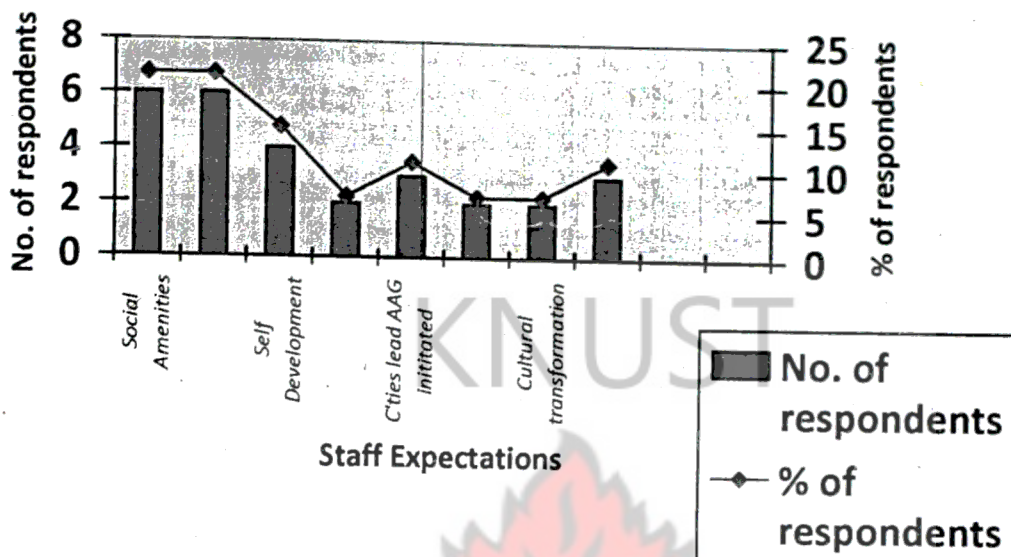
**Table 4.4: Expectation of staff in new Strategy**

<b>Expectations from Staff</b>	<b>Number of respondents</b>	<b>Percentage of respondents</b>
Physical changes: Social amenities are readily available to all	6	21%
Everyone is able to promote, protect and fulfill their human rights	6	21%
Everyone has the opportunity to develop him/herself	4	15%
Communities lead their own development processes	2	7%
Communities lead all AAG initiated processes with AAG taking a back seat	3	11%
Empowered communities claiming and demand their rights to improve their skills for income-generating activities	2	7%
Radical transformation of culture by traditional authorities to conform contemporary demands and expectations	2	7%
Increased involvement of women in decision-making at all levels	3	11%

Source: Researcher's own construct, Accra, 2009.

Figure 4.8

### Expectations of 28 staff interviewed in new strategy



#### viii.) Suggested ways to evaluate of new Strategy

All the staff interviewed indicated that there was the need for a mid-term review of the next strategy. This they observed would contribute to its effective implementation as compared with the current one.

The senior staff especially observed that the review of the current strategy did not go well so such an action should be avoided to ensure that the right picture is shown to enable them know what to do to improve the implementation of the situation. On how the strategy should be reviewed or evaluated, they suggested different ways of doing it. Whilst others stated that the review should be done internally, others stated that it should be done by external consultants. Ten percent (10%) of the staff interviewed indicated that the review of future strategies should be done at certain periods within the implementation period of future strategies.

They stated the periods as the starting period, mid-way through the implementation, half yearly, end of year and end of strategy implementation period. The remaining 90% however indicated that there should be only two reviews during the implementation of future strategies. They named them as the mid-term period during the implementation of the strategy and at the end of the strategy implementation period. They observed that there was the need for all the key actors to take active part in the reviews so they all can own the process and ensure that all the actions agreed could be implemented to ensure total success of the implementation process. They however explained that the reviews should result in the identification of critical implementation issues that could be addressed to improve the performance to end the strategy on a good note.

**ix.) How to raise more funding for AAG's work**

All the staff interviewed stated that there was the need for AAG to raise more funding for its work from all angles. They explained that following the status of AAG in the Global family there was the need for efforts to be put in place to raise more money especially locally for its work.

They stated further that such an effort should be supported with innovative programmes that would easily attract potential donors to donate more towards the activities of AAG. Some of the suggestions they made was that AAG should ensure that quality is built into all its processes and this should reflect in reports that are sent to donors and other supporters. They observed that if these donors and supporters get value for more through this, they in turn can serve as secondary fundraisers by bringing on board others to support AAG programmes financially.



The Staff also stated that there was the for all staff to support the Fundraising team in terms of appropriate investment into donor mapping, intensifying relationships with potential donors and more motivation to pursue aggressive marketing of attractive and innovating partnership funding proposals. The staff also proposed that the AAG Board should use its influence to source for funds considering the high leadership positions the members hold in various organisations in the country. They indicated that with the support of all the key actors namely the Board, EMT, partners and communities, AAG should be able to create a platform to enable them raise more funding to increase the volume of the work they do and deepen what has been done as at now.

#### **x.) How to personally enhance effectiveness of AAG work**

The staff interviewed observed that they needed to do things right to enhance the effectiveness of AAG's work. They indicated that for the work of AAG to be made effective they needed to be working very well to achieve the vision of AAG and also they should be guided by the principles and values of AAG. The staff showed that they needed to own the process of formulating and implementing the strategy and also join forces to raise more funding for the work.

They again stated that for the work to be made effective, there was the need for all of them to ensure the efficient utilization of financial resources, increased competency, skills and facilitation of programmes and ensuring team spirit in all that the staff does. Also they indicated they would have to show total commitment in all that they do so they can improve their performance which will go a long way to enrich programming for maximum impact to be made in our constituents.

The above discussions of the staff shows they are abreast with issues related to the current strategy and the preparations they are making to ensure that AAG develops an implementable strategy. The top hierarchy of AAG namely the Board and the EMT need to take a critical look and ensure that attractive packages are put in place to continue to attract and maintain quality staff who would continue to assist AAG to deliver on its goals and improve on its high market share in the development field in Ghana. Without that AAG will continue to lose its high caliber staff to other competitors who are prepared to offer better conditions in order to improve their performance in the field.

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#### **e.) Partners**

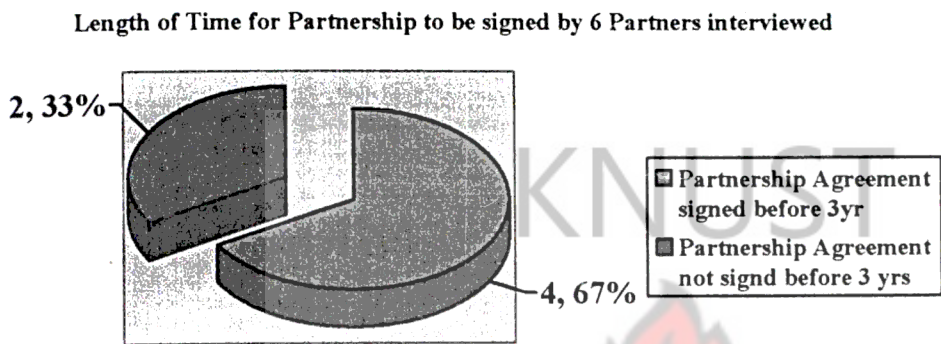
This section also discusses the data collected from partners who work with AAG in the regional programme areas. They work in the communities and serve as intermediaries between AAG and the Communities in which they operate. The partners enumerated a number of suggestions and challenges which need the collective effort of the Board and EMT if the partnership arrangement between them is to be strengthened in the next strategy and beyond.

#### **i.) Length of time for partnership with AAG**

All the six partners interviewed had worked with AAG for three years and this was done as a result of a partnership rationalization exercise carried out by AAG in 2005. Out of this two (33%) Some however stated that they worked with AAG for over three years before they entered into formal partnership.

They said the work was not covered by any form of agreement so when the time for the partnership to be formalized those who did very well in the initial work were those who selected to enter into the partnership arrangement.

Figure 4.9



ii.) Form of partnership with AAG

The form of partnership the partners have with AAG is based on the premise that both the partners and AAG were equal and on the same pedestal. This is however not the case on the ground because the partners indicated clearly that AAG provided all the financial resources they needed for their work so if AAG faced any financial challenges, there was the likelihood that it will have a serious adverse effect on their operations which would lead to most of them folding up. They stated that the form of partnership was such they had a formal arrangement where they have signed a memorandum of understanding which serves as the framework and also as a guide for the working relationship.



### iii.) Key role in partnership

The partners also indicated that their main role has been to implement 70% of the activities of AAG on their behalf in the communities.

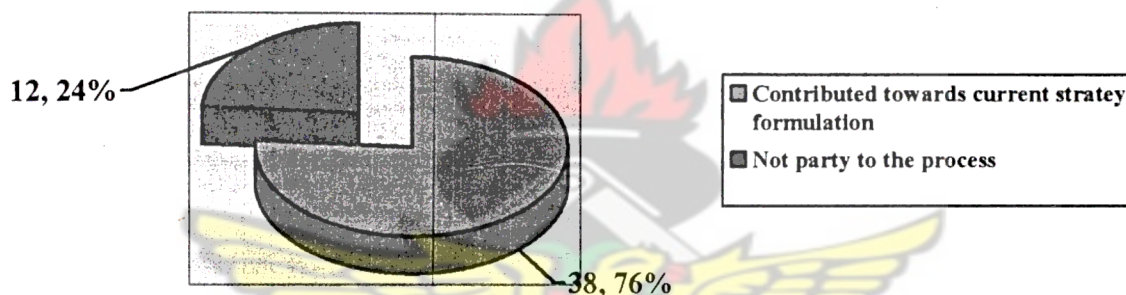
They explained again that they serve as the link between the communities and AAG in the overall programme work so they are to ensure that they behave well and do things right in the communities. All the partners indicated that they design and implement programmes in accordance with programme documents which guide the partnership arrangement between the two parties. They also indicated that they facilitated the development of sustainable interventions especially on those that could bring about improvement in all aspects of the lives of women in the communities they operate.

They also stated that they lead fundraising processes at the community level and thus expressed their confidence that they were an integral part of the fundraising efforts of AAG. The partners also said that they served as a conduit that provides adequate and relevant information from the communities to AAG and also to the communities from AAG. They summarised their role that they implemented the programmes whilst AAG provided the funding for the work.

#### iv.) Role in formulation and implementation of current Strategy

Out of the 50 respondents, 38 (76%) stated that they did take part in the formulation of the current strategy whilst the remaining 12 (24%) said they were not a party to the process. The 38 respondents however indicated that they that they remembered that during the period AAG staff went to their communities to discuss such a document but since it was quite a long time, they had forgotten what exactly they discussed during such interactions. They however observed that they have had quite a number of interactions with AAG which had benefited themselves so much and requested that AAG should continue to do such things now and in the future.

Role in the formulation and Implementation of current Strategy by 50 respondent interviewed



#### v.) Major changes brought about by partners

The partners indicated that they had assisted AAG to bring about some changes in the communities they operate. Some of the changes they indicated include innovation and creativity, improved stakeholder involvement in programme design, implementation and monitoring.

Others include providing support to get more women in the District Assemblies, creation of awareness on the need to avoid violence especially against women and girls in the communities and how they have been able to change some outmoded cultural perceptions which worked against women in the localities. They also indicated that through the work they have carried out over the last four years, there was now increased awareness of constituents on their rights and they have increased actions towards the achievement of rights to food, education, peace and human security.

They also indicated that their work has amplified the voices of vulnerable groups especially women and people with disabilities in the democratic governance at the local levels, improved the working relationship among state institutions/departments, development partners and project constituencies and increased the demand for accountability of government and public institutions and other duty bearers by the citizenry.

Others also stated that they have brought about some changes in their documentation and programming, deepened the level of community participation in programming, have been exposed to other organisations that were doing very well in their operations.

#### **vi.) What needs to be maintained in future strategies**

The partners stated that they have realised that there are very good ideas that needed to be maintained in future strategies. They stated that there was the need for the partnership arrangement to be maintained and the partners need to be strengthened to enhance their capacities for better performance in future.



There is also the need to promote people-centred advocacy programming; rights-based approach to development with emphasis on power relations and transparency and accountability initiatives should be promoted in future strategies. The others they stated include improvement in community level participation in projects and also there should be continuous increase in support for girls' education especially in the northern part of Ghana.

#### **vii.) Knowledge of end of current Strategy**

All the partners indicated that they were aware of the current strategy and also know that it was in its last year. They observed however that they were not aware of plans put in place by AAG to get a new strategy for the next strategy period.

This is a serious indictment on AAG so there is the need for the anomaly to be rectified since it still has time to start the process else they would not provide the required support during the impending review of the current strategy which would lead to the development of the next strategy for the period 2010 and 2014.

#### **viii.) Challenges in partnership**

The partners also observed that they have quite a few challenges in the partnership with AAG. The challenges they mentioned have been outlined below;

- i. Inadequate funding for programme implementation
- ii. Absence of a comprehensive monitoring system by AAG
- iii. Irregular annual income which affects their budgets
- iv. Inadequate funding overheads from AAG and unclear policy on overheads
- v. Unclear knowledge of part of funds for overheads
- vi. Challenges with knowledge in RBA
- vii. Communities constant request for services which frustrates the fundraising effort
- viii. Interference on the part of AAG in the implementation of programme activities
- ix. Over concentration on processes instead of being action-oriented

**ix.) Suggestions for improved partnership with AAG**

The partners however had some suggestions to make as a way of facing the above-mentioned suggestions. All the partners suggested that there should be consultations and discussions with all stakeholders to agree on what needs to be captured into the next strategy and others also indicated that AAG should ensure that adequate funding should be allocated for service delivery in the programmes to enable AAG continue to get and maintain more support from the communities. They also contended that AAG should not be seen implementing programmes but rather they should allow the partners to do that and what AAG should be doing is to give them technical support to be able to deliver on what the two parties agree on

They also indicated that for the partnership to yield maximum results AAG give them more funding so they can work effectively. They again indicated that AAG seems to be exercising too much power over them especially when it comes to the monitoring of their financial systems which they said was too strict and demanding on them. They suggested that AAG should give them the space to use simple systems to handle the finances in order not to duplicate that of AAG in their operations. The partners again proposed that they wanted to see a partnership arrangement which would be devoid of mistrust and illegalities but should be one with enhanced trust, high levels of accountability and transparency to enhance the relationship between AAG and the partners. There is therefore the need for the board and EMT of AAG to confer with the partners to discuss and agree on some of the suggestions made by the partners to carry forward in the partnership. This because the overall performance of AAG depends greatly on the performance of the partners so if they have expressed some sentiments adequate steps should be taken to ensure that those concerns addressed properly.

#### **x.) Partners' role in formulation of new Strategy**

The partners observed that though they did not play any role in the formulation of the current strategy they are supporting to implement, there is the need for the partners to take active role to avoid the challenges they are facing in the current strategy. They alluded to the fact that for the next strategy to be implemented effectively and successfully there was the need for them to play an important and effective role in the formulation of the next strategy.



They observed further that they have to dictate the pace for the formulation of the next strategy based on an agreed framework by all the actors and this they promised to do by providing the outcomes of implemented programmes and teasing out the issues for discussion and consideration. The partners again stated that as part of their role in the formulation process, they will be able to come out with the critical issues that need to be considered to meet the needs of the poor and excluded groups of people that they have worked with over the years and this is will inform AAG on the direction of the next strategy. Their responses indicated clearly that the partners have a critical role to play in the formulation of strategies so AAG needs to ensure that they play the role effectively to enable them get the required results.

This is due to the fact that they have worked closely in the communities and they have adequate information they can share and also they are in a position to discuss with AAG what had gone on well and things that need improvement so that all the actors could put their heads together to agree on the issues to be carried forward.. They therefore reiterated that they were poised to play effective roles in the whole process by actively and effectively participating in all the processes that will lead to the formulation of the next strategy and subsequent ones.

They however called for open discussions on the whole strategy review and formulation processes so that all the actors can have a clear mind on what needs to be done at every point in time to avoid confusion or misunderstanding on the part of some of the actors.

The interaction with the partners showed that they were still committed to the working they are doing with AAG but faced quite a lot of challenges that needs to be worked on. On the other hand one also realised that the partners depend solely on AAG so they face quite a lot of financial difficulties because AAG is not able to meet all their expenses.

As much as AAG has stated that it was going to raise more funding vigorously for its work, there was the need for the partners to also do same on their own so they can also do things for themselves.

The above discussion shows how the partnership arrangement is seen from the perspective of the partners. It shows that AAG needs to do a lot if the partners have to perform to maximum satisfaction to both the communities and AAG. The partners seem to depend solely on AAG for funding for all their activities and this does not augur well for a partnership of that nature. AAG needs to give adequate support to the partners as a way of building their capacity so they can develop innovative proposals for more funding as a way of diversifying their funding sources.

With this the partners could be in positions to do quite a lot of things on their own and also be in a position to sustain most of the things AAG has put in place if it happens that AAG has to withdraw from the communities. This is serious so AAG needs to take adequate measures to resolve most if not all the partnership issues raised by the partners. With this the partnership arrangement could be strengthened to enhance performance of both the partners and AA.

#### **f.) Communities**

The areas investigated in the communities covered the time period AAG had worked in the communities, the range of interventions that AAG implements, their knowledge about the current strategy and its content, role in the formulation of the current strategy and suggestions for the new strategy.

The other areas investigated included expected roles in the formulation of the next strategy, suggestions to support AAG's fundraising efforts, suggestions to improve working relationship with AAG and the communities' expectations in the new strategy. All these have been discussed below.

#### **i.) Length of AAG's operations in Communities**

The community members observed that AAG had operated in their communities between three and seven years depending on the period AAG decided to open development areas there. This means the operations of AAG in the communities could be assessed based on how long it has been working there.

This gives a picture that AAG operates in communities as and when it decides to enter communities so it can be inferred that the services provided could defer and vary in terms of volume and level.

#### **ii.) Range of programmes carried out by AAG in the Communities**

The communities enumerated quite a number of programmes AAG had implemented in their locations or they have benefitted from in other locations.

A critical look at these services showed that they cut across all the thematic areas that AAG had and continues to operate in as indicated in its strategy over the period it had operated in Ghana.



They included educational infrastructure like classroom blocks and teachers' residential units, grain banks to store food for the lean especially in the northern part Ghana, provision of fuel for extension agents so they can frequently to go the communities to provide essential extension services and also fuel to Education Circuit supervisors so they can also monitor schools effectively and a host of others. Though the questions did not it, it came out that most of what was mentioned the communities were physical structures so they had to be questioned further before they mentioned training programmes they have benefited from over the period AAG had operated in their communities.

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### **iii.) Knowledge of current Strategy and its content**

Out of 50 respondents interviewed, 34 (67%) observed that they were aware of the current strategy and its content. The remaining 16 (33%) said they did not have any idea about the strategy. This shows that a greater percentage of the respondents were abreast with the current strategy and its content. AAG however needs to ensure that all its communities are abreast with current issues so they can all contribute to the formulation and implementation strategies.

#### **iv.) Role in formulation and implementation of current Strategy**

Out of the 50 respondents, 38 (76%) stated that they did take part in the formulation of the current strategy whilst the remaining 12 (24%) said they were not a party to the process. The 38 respondents however indicated that they that they remembered that during the period AAG staff went to their communities to discuss such a document but since it was quite a long time, they had forgotten what exactly they discussed during such interactions. They however observed that they have had quite a number of interactions with AAG which had benefited themselves so much and requested that AAG should continue to do such things now and in the future.

#### **v.) Suggestions for new Strategy for greater impact**

The communities indicated that for AAG's work to have a greater impact on the lives of the constituents there was the need for the following to be made so all the actors can work hard to improve the lives of the poor and excluded as captured in AAG's vision and mission. The suggestions made by the community members have been captured as follows;

- i. There should be permanent representatives to assist the communities with programme implementation
- ii. The community members should be deeply involved in the implementation processes instead of the partners who they see as intermediaries who are not working very well
- iii. AAG should strengthen its review processes during the next strategy formulation and implementation

- iv. The partners should intensify the monitoring processes during the implementation of the next strategy
- v. Partners should be monitored by AAG and the Communities to improve their performance
- vi. AAG should introduce health as a thematic area

**vi.) Expected role in the formulation of next strategy**

The community members were asked the role they would be playing when the need arises for the formulation of a new strategy for AAG. They made quite a lot of suggestions which have been enumerated below;

- i. The need to mobilise themselves to lead the process of formulating the new strategy
- ii. The need for deeper consultation to be made and community members made to lead monitoring and evaluation processes
- iii. They want to own the process so they can play a major role in the implementation
- iv. To provide relevant information for the formulation of the new strategy
- v. To coordinate all the activities associated with the formulation of the strategy



### **vii.) Suggestions to support AAG's fundraising efforts**

The communities observed that they know AAG uses the children in their communities to raise funding from friends in the developed countries. They however gave the assurance that they would continue to encourage their children to take part in the processes that AAG uses to raise the funding. They also expressed their preparedness to provide the requisite information to AAG to develop proposals to raise more funding for programme activities in the communities.

### **viii.) Communities' suggestion to improve working relationship with AAG**

The community members also made some suggestions to improve the working relationships between their communities and AAG. They requested for frequent meetings with AAG to discuss their development issues and find ways of solving the identified issues. They also requested for improved transparency so AAG can always show their detailed budgets to the community members so they would know at every point in time the funds AAG has for its programmes in the communities. With this they observed that they would not put much pressure on AAG for more facilities. The community members also stated that they would involve themselves deeply in the work of AAG so they would know much about the programmes and give their support to them. They also stated that they would show total commitment to the work of AAG to ensure that the programmes become a success since whatever AAG does is to the benefit of the communities in which AAG operates.

The community members also said AAG needs to do a lot to improve the working relationship between them. The suggestions they made to AAG include the following;

- i. They indicated that AAG should continue to be very open in all its activities
- ii. AAG should ensure that all communities should get equal share in development projects
- iii. AAG should continue to give regular visit and feedback to the communities
- iv. Communities expect to see more development projects to serve as motivation for the communities
- v. AAG should always be in touch with the communities regularly and work directly with them
- vi. AAG should always consult community members as they do before they take development issues

This shows that the communities want to work directly with AAG instead of working through the partners. It needs serious consideration by the top hierarchy of AAG because it has positive implications for sustainability of the programmes that AAG implements in the communities.

#### **ix.) Communities' expectations in new Strategy**

From the interactions with the communities, it came out that they expected quite a lot in the next strategy. They observed that they wanted to see many services delivered by AAG and its partners in the next strategy so they indicated that this is an opportune time for AAG and partners to rectify the situation.

The discussion on the communities indicates that the communities were still prepared to work with AAG despite the challenges they both face in the work.

The communities indicated that they would have loved for AAG to work with them directly but this is also contrary to the organisational philosophy so there is the need for AAG to dialogue with its communities to agree on how both parties could work effectively to have maximum benefits from the operations of the partners. AAG however needs to improve on its communication so they can communicate effectively with all other actors outside the organisation.

#### **4.2.2 Secondary Data**

As indicated from the beginning, secondary data was also used in the study to corroborate the primary data. The secondary data looked at the strategic management processes of AAG over the years with emphasis on how they are formulated, implemented and reviewed for lessons for the next cycle. The processes are discussed in the following sections.

##### **i.) Processes used to formulate Strategies**

The secondary data showed that AAG has formulated three strategies over the period it has operated in the country. The processes used over the years have not been quite different. The major changes have been the content in the strategies. With the formulation process, AAG consults quite a number of interested actors like communities, government Ministries, Departments and Agencies (MDAs), peer INGOs and other organisations who have interest in the work of AAG. In the three strategies that AAG formulated, external consultants were used to do the writing with inputs from staff and communities.



## ii.) Processes used to implement Strategies

Till the implementation of the current strategy, AAG staff implemented their activities in the first strategy but things however started changing with the formulation of the second and third strategies during which period AAG started to work fully with partner organisations.

This approach was in response to a decision by the global organisation to work in partnership as a way of building relationships for sustainable development. The essence was to build the capacity of local organisations to continue with the work AAG starts if it happens that AAG phases out of the communities after a period work there.

## iii.) Content of previous Strategies

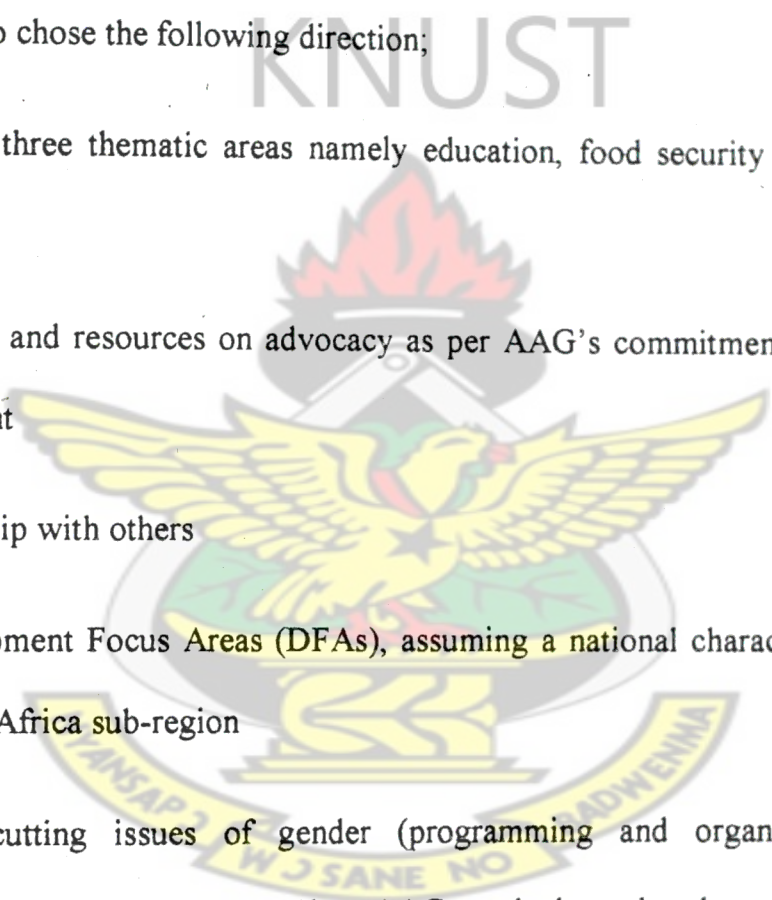
The literature showed that AAG had been modifying the content of its strategies over the years. The essence has been to respond to the needs of its constituents who are always the target of its work. The data showed that AAG in the first strategy that covered the period 1996 – 2000, the main areas of consideration were as follows;

- i. Consolidate experience o working in some of the poorest and most neglected parts of northern Ghana coupled with a new flexibility in programming
- ii. Establish a more diversified programme, long-term emergency work
- iii. Diversify funding base with the goal of 80% sponsorship income and 20% form official donors and private sources
- iv. Develop phase out strategies

During the second strategy that spanned between 2002 and 2005, AAG concentrated on Institutional Capacity building, Agriculture and Food Security, Education with HIV/AIDS, Governance and Gender equity as cross-cutting issues.

The strategy took a decisive shift away from direct programme implementation towards working with partner agencies. *“Overall AAG focused on initiating change in the ‘positions’ of the most impoverished and marginalized elements of Ghanaian society rather than focusing solely on improving their conditions”* (AAG: 14: 2005).

The second strategy also chose the following direction;

- 
- i. To specialize in the three thematic areas namely education, food security and institutional capacity building
  - ii. To invest more time and resources on advocacy as per AAG's commitment to rights-based approach to development
  - iii. To work in partnership with others
  - iv. To work in Development Focus Areas (DFAs), assuming a national character and working with others in the West Africa sub-region
  - v. Mainstream cross-cutting issues of gender (programming and organizationally) and emergency preparedness (AAG: 2002:12). Thus AAG worked on the above due to the then contextual poverty realities in Ghana. This was also in line with the global strategy that was geared towards fighting poverty together with all key actors taking active part in the whole process.

The current strategy which covers the period 2005 and 2009 has *power* as its thrust. The reason being that development is about the control over resources and this makes individuals or group of people very powerful in the society.

The essence therefore is to work and change power relations so there can be equal distribution of resources in the society. It has *right to food, right to education* and *women's rights* as the main thematic areas with governance, HIV/AIDS and human security in conflict and emergencies as mainstreamed areas. The thrust on power was adopted due to the fact that there is a strong relationship between power which it defined as the control over resources and people who control those resources hence AAG believes that if the poor and excluded in our society have access to the control over resources they would be in a strong position to take active part in the decision-making processes that would determine the use of the resources which can go a long way to assist them to deal with their problems without much challenges. The strategy also has some objectives that relate to people's ability to empower themselves and demand their rights for better education, health/food, and equitable access to resources and treatment as human beings. In CSP III, AAG's approach has been the use of rights-based approach to development, using gender analysis and promoting women's rights and gender equality in all the things it does, partnership and people-centred advocacy. The essence has been to empower the poor and excluded to hold right holders responsible for their actions and also to ensure that they account for all the resources they are holding in thrust for the people in the country.



#### iv.) Roles of other actors in the strategic management process

The literature did not give indication that the other actors namely the community residents, partners and board members took active part in previous strategic management processes over the years. The Board was the only group that came on the scene just after the formulation of the strategy due to a process AAG had to go through before the board was composed.

It can also be inferred that since AAG was not working with and through partners there was no point involving partners who were non-existent anyway to be involved in the whole process. It is also likely that communities in which AAG worked during those times were also involved in the strategy formulation and implementation during the period under review. This point is corroborated by the primary data where some community members indicated that they did contribute to the formulation of the current strategy.

It can therefore be argued that AAG's strategic management processes had evolved over the years in terms of content and processes. The content had been informed by the existing poverty contextual analysis and also fell within the global organisational framework which in all cases was very broad so countries needed to adopt what suited their peculiar context. It was also explained in the literature that AAG did a mid-term review of the second strategy and actions were earmarked to ensure that the right things were done to see the strategy through. The current strategy was also reviewed in 2007 but the unfortunate thing was that the report could not be used in any way. This was due to the fact that the review was not part of the whole strategic process but was taken on board in the course of the implementation of the strategy.

This and other factors led to the situation where the final review report could not be used so AAG has to make it a point to ensure that subsequent strategies were reviewed but preparations need to be made right from the onset of the formulation processes.

#### **4.3 Relationship between results of analysed data and study questions and objectives,**

The objectives of the study as captured in chapter one were to assess how AAG has been formulating and implementing strategies, identify the gaps and weaknesses inherent in the processes AAG uses in formulating and implementing strategies and to make recommendations to improvement strategy formulate and implement strategies in AAG.

The research questions for the study on the other hand were as follows;

- i. How has AAG formulated and implemented strategies over the period it has operated?
- ii. Who have been the main actors in the formulation and implementation of strategies in AAG?
- iii. Was AAG able to achieve its organisational objectives with the strategies it has worked with so far?
- iv. What have been the major philosophies used by AAG to achieve its organisational goals over the period it has operated in Ghana?
- v. What are the key methods that have been used to monitor and evaluate the strategic papers that AAG has worked with over the years?

The results from the analyses have shown clearly that the objectives have been met and the questions have also been answered. Thus the researcher was able to assess the processes and gaps in strategy formulation and implementation and other related issues as raised in the questions and now in a position to make recommendations to enhance the processes in strategy formulation and implementation. The researcher was able to identify how AAG formulated and implemented strategies, the various actors in the process and whether AAG was able to achieve its strategic objectives. The others included the major philosophies AAG used and also the key methods it used to monitor and evaluate its work.

#### **4.4 Emerging Issues for consideration**

With the above discussions there are some emerging issues which need the consideration of AAG if it still wants to work effectively to make adequate impact on her constituents. The issues include the process for strategy formulation and implementation, the content of strategies based on current poverty context; the need to raise adequate funding, the need to improve on the partnership arrangements, the need to take good care of the available human resource and any other issue that might be of a great assistance to operations of AAG.



## CHAPTER FIVE

### CONCLUSIONS AND RECOMMENDATIONS

#### 5.1 Introduction

This chapter concludes with the major issues that arose from the analysed data for the study and also summarises the various interpretations given to the variables identified. This chapter also discusses the recommendations and conclusions made as part of this study. As a refresher there is the need for the purpose of the study to be recapped here to serve as a link between what has been identified and what is being proposed as solutions to the issues raised as the research problem. The main aim of this study was to rectify the gaps in the formulation and implementation of strategies for effective programming by AAG now and beyond. The following section discusses the issues identified after the analysis of the data.

#### 5.2 Issues arising from the data analysis and interpretation

This section looks at the critical issues raised from both secondary and primary data used by the researcher in the researcher. The issues range from process through content and the enabling strategies for effective strategic management in AAG. The secondary data showed that AAG started operating in the Upper East region in 1990 and is now operating in six regions. It was also revealed that AAG started working with Country Strategic papers in 199... and is currently working with its third strategic paper (CSP III) which ends by December 2009. There is also the issue of AAG having changed its focus as and when appropriate as a way to response to issues affecting the constituents of AAG's operations.

It was also realized that one of the basis of AAG's strategies has been the strategic direction of AAI however it was considered within Ghana's specific context before certain critical decisions were made.

The analysis also showed that as at now less than 10% of the staff and others connected with AAG were present when the current strategic paper was formulated and in the process quite a lot also left the scene thus leading to the organisation losing a big organisational memory in a short time. The most disturbing aspect of this was the departure of the Country Director mid-way through the implementation period and she supervised the formulation of the current strategy. A new person came and she had problems understanding the issues and the thinking behind the objectives set in the strategy. It is thus critical for the organisation to take a serious view of the high turnover of staff since it has a major adverse impact as far as the realization of the objectives in a strategy are to be fully met to the full benefit of all the actors in the AAG family.

The analysis also brought to the fore the need to take a serious view of how strategies are reviewed during the mid-term of the implementation period. Such reviews cover two main areas of interest. One it gives an indication as to whether the expected outcomes in the strategy are being achieved or not and secondly it also gives an idea on how the implementation plan is moving, whether it is on course or otherwise. These two views give an indication whether the organisation is on course to achieve its planned activities or not. If the review gives an adverse view, the organisation can then put in measures to correct the adverse results to ensure that the right things are done till the end of the strategy period.

This was a major issue during the mid-term review of the current strategy which did not assist AAG in anyway because the review was not done in a systematic manner so at the end of the review the report could not be used in any way to enhance performance over the remaining time period for the implementation of the strategy. The blame was put on the reviewers but in actual fact it should rather have been laid at the door steps of the organisation as it did not agree on what was to be used as benchmarks during the review stage.

A critical look at previous strategies also gives an indication that the strategy implementation period was not phased out leading to implementation not being carried out thus things were not done systematically so the implementation did not go on as expected.

The study also revealed that though AAG developed some indicators, they were developed when implementation of the strategy had started. These were based on community dialogues that were carried out in the course of implementation in the communities. The indicators might have outlived their usefulness because they were not developed during the formulation of the strategy during which period the staff interacted with the constituents as part of the process.

The issues from chapter four can be categorised under two broad headings of content and process. The content include programmes, partnership arrangement, funding and human resource issues whilst the process looks at how the strategy was formulated, the actors and their roles, review processes and how the implementation is always done. These sub-categories are explained as follows;



### 5.2.1 Programmes

This is the core business of AAG so what is always captured is based on the existing context of poverty in the country at the time of the formulation. It also takes a cue from the global strategy which also serves as the basic framework for the strategies of countries who are part of the AAI family. It is also informed by the issues which emanate from the work of AAG during a strategic period and this gives a clear indication whether it is doing well or there are a few areas that need modification which can lead to better performance over a period of time.

### 5.2.2 Partnership

One key strategy AAG has been using since its second strategy has been partnership. With this it delivers its programmes through and with local based NGOs who have identified with the local communities and are always with them. It needs to be indicated here that it has been stated also in the global strategy for the use of partners but the actual indication was that the partners were to be community-based that emanated from the communities and the members are core-community members who would always be in the communities. This is however not the case with AAG's partners because about 90% of them were formed by people who in most cases did not come from such communities or even did not stay in such communities. The challenge this type of partnership is posing is that when AAG pulls out of the communities, they would find it very difficult working to sustain the work done in the communities.

There is therefore the need for AAG to find innovative ways of having the local-based groups so they can be very sure of fruitful sustainable strategies which can continue to work on the issues if AAG pulls out of communities.

### 5.2.3 Human Resource

Any serious organisation treats its staff very well in order to attract the best people in the labour market and also maintain those who are already in it for quite some time. A critical look at AAG shows that it has a high staff turnover which in most cases leads to the loss of organisational memory despite the documentation that it does. The staff of AAG believes with adequate compensation packages they can be maintained to continue to work effectively with the organisation.

It is often said that if you talk about change but do not change the reward and recognition system, nothing changes so AAG needs to take a cue from other successful organisations to ensure that the staff are attracted and maintained to continue to work well for it.

In this direction it is proposed that AAG should do the following;

- i. Install support systems that enable personnel to carry out their structural roles successfully day in day out
- ii. Tie rewards and incentives to the achievement of performance objectives
- iii. Select able people for key positions

iv. Make certain that the organisation has the skills, core competencies, managerial talents, technical know-how and competitive capabilities it needs

vi. Put in place an efficient system to enhance staff training

vii. Determine the degree of authority and independence of each unit and

viii. Create the enabling environment for enhance performance by all staff in the organisation

#### 5.2.4 Funding

A well-prepared strategy needs to be implemented with funding in order to achieve stated objectives and make the needed impact in the communities. It came out that AAG has challenges with funding due to numerous reasons given by the staff, partners and communities.

There is therefore the need for pragmatic steps to be taken through innovative fundraising activities to enable AAG get more funding for its work. The organisation needs to consider working jointly with peers and working in ways to avoid wastage and also be very efficient in the use of financial resources through cost-saving measures. With this AAG can continue to be in business because poverty is so endemic that it will take some time before it is eradicated completely in our society.



### 5.2.5 Strategy formulation process

The output of any strategy formulation process depends greatly on the processes. From the analysed data, it came out that only a few actors did contribute to the formulation of AAG's current strategy. This does not augur well for its implementation. There is therefore the need for AAG to take a critical look at how it formulates its strategies so that all actors could play key roles to ensure that they own the strategy after it has been formulated so they can also become a critical part of the implementation. With this not much operational challenges can be faced by AAG when implementing strategies.

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### 5.2.6 Lessons for future strategic management in AAG

With the critical issues identified in the study one realises the need for some lessons to be learnt so basic mistakes are not committed in future to adversely affect the performance of the organisation.

The lessons cover the process for strategy formulation and implementation, the content for the strategy and the enabling factors that would assist the organisation to achieve its objectives. The major lessons coming out of this study for management of AAG and other peer organisations in strategic management have been summarised as follows:

- i. There is the need for a well-thought-out process to be developed and agreed on by all the key actors in the AAG family with their full participation. This process should also indicate the specific roles each of the actors would play and also there should be means to verify whether the actors have fully carried out their part of the tasks in the whole process

ii. There is the need for all the actors to agree on the content of the strategy to avoid the challenge of people been left behind especially when it comes to implementing the agreed areas in the strategy

iii. The absence of a formal review of the implementation of a strategy can adversely affect the overall implementation of a strategy at the end of the implementation period. This can adversely affect both the implementation process and content of the strategy. This is due to the fact that review is key to any strategic management process hence its absence affects the whole process over a period of time. There is therefore the need for all to ensure that reviews are carried out to identify the challenges of the implementation process and relevant solutions found to bring about a successful implementation process that will lead to the realization of the objectives stated in the strategy.

iv. The high turnover of staff during the implementation of a strategy can really affect the overall performance of an organisation in any area of operation because it is the human beings who serve as the formulators and implementers who in most cases are trained by the organisation to be able to perform better. Thus if they leave the organisation regularly, it goes a long to adversely affect it since the organisation would need to recruit and train new staff to assist in the performance of the organisation. It takes time for people to learn on the job so in most cases organisations lag behind in most cases as people take time to really get on top of issues to enable them perform very well in their new work environment.

### 5.3 Recommendations

The study has given the researcher a deeper understanding of the whole process of strategy formulation and implementation for programming in AAG in particular and non-profit making organisations in general. This is due to the fact that the researcher was able to study the processes that were used to formulate all the three strategies AAG has worked with over the period it has operated and the challenges that arose during the period of implementation of all the three strategies. The following recommendation therefore takes a view of all the challenges faced and how other organisations especially the profit-making business entities generically formulate and implement strategies with the prime objective of increasing their profitability and also gaining competitive advantage over their competitors in the industries that they operate in. The recommendation is also guided by the fact that conditions in the development field in which AAG operates has changed over the years so there is the need for 'competitors to come together to develop joint proposals to raise more funding for their activities.

This is supported by recent events which has seen AAG raising funding from the Department for International Development (DfID) a donor to implement phase two of the Food Security and Agricultural Recovery Management (FARM II) project which was a response to the flooding disaster that hit the northern part of Ghana in 2007. This is also seen in the light of recent meetings by AAG and Plan Ghana, a peer INGO, where discussions are far advanced for joint research on critical issues for lobbying through Parliament for certain critical issues to be discussed by the Members of Parliament so that they can be developed into bills and later on passed as Acts of Parliament. These issues revolve around women, children and other vulnerable groups in our society.



The recommendations made, covers the content and process for the formulation and implementation of strategic papers by AAG. The process looks at how AAG can improve on the process to avoid the challenges mentioned as part of the problem statement for this study.

#### **5.4 Recommended Framework for Strategy Management Process in AAG**

With this, the following framework is recommended to enhance the formulation and implementation of strategic papers for effective programming by AAG. The proposed framework covers the three main stages in strategic management namely formulation, implementation and evaluation which goes a long way to inform the course for the next strategy period. The framework is also informed by the three key areas that the study investigated. These are the content, process and the enabling factors. The issues in the framework are outlined as follows;

- i. AAG should spell out clearly what it intends to do during the strategy implementation period
- ii. This should be developed at the organisation's strategic level of decision-making which in this case is the Board and the Executive Management Team (EMT)
- iii. The vision should be clearly shared with all other stakeholders to enable them buy-in into the whole strategy process
- iv. The Board and the EMT should however give opportunity to the other actors namely the staff, community members, partners and other collaborators to give some suggestions to the course the organisation wants to chart during the strategy period

- v. AAG should ensure that the strategy is phased over the period of implementation so as to enable all the actors know what is to be done at every point in time
- vi. AAG should agree on specific indicators to be achieved during the implementation period
- vii. AAG should also agree on when a mid-term review of the strategy will be carried right on the onset of the strategy formulation
- viii. AAG should ensure that all actors within the jurisdiction of the strategy have very clear roles shown as part of the implementation process. This will avoid interference from each of the actors and actors would also know clearly what they have to do at every point in time. These actors include the Board, Staff, Communities, Partner NGOs/CBOs and other collaborators like government agencies and departments
- ix. At the end of the implementation of the strategy there should be a clear process for the final evaluation of the strategy and the processes used to implement it.
- This process should allow for all the actors to play critical roles to enable AAG know clearly what went well and vice versa as it plans to move to the next strategy phase
- x. The above cannot be achieved if more efforts are not put in place to raise more funding so AAG should ensure that it comes out with innovative ways in its work and the outcomes of the innovation should inform the proposals that can assist it to raise more funding even within the era of global credit crunch. In addition, AAG should continue to strengthen its financial management and control systems to ensure that financial resources are used efficiently and also have value for money in all that it does in the organisation.

With this it can continue to have the trust of donors who would continue to have confidence in the organisation to give it more funds for its work. There is also the need for AAG to ensure that very impacting activities are carried out to ensure that more efforts are put in to ensure that poverty was really eradicated in our part of the world where it is actually endemic.

xi. The above cannot be fully achieved without the human being at the centre of all efforts. There is therefore the need for innovative and attractive packages to be put in place to entice the personnel to stay and also to attract very good staff from other organisations to assist AAG to work effectively to achieve the stated objectives in the strategy. This is very important for the board and management to ensure that the right environment is created to enable the staff work to the fullest satisfaction with the aim of preventing the high staff turn-over which is a major issue in AAG.

#### 5.4.1 Content

The content of any strategy in any ActionAid Country Programme is usually guided by the Global strategy and the current trends of poverty indices in the country as at the time of the formulation. It is also informed by the Vision, Mission, Goals and Objectives of the Organisation. Thus staff do not have much control over these factors only that they need to ensure that whatever objectives they agree on falls within the global strategic framework else it would not be accepted in any way.



From discussions with the Board members and the EMT, it has become clear that AAG will not change much of the issues it is working on in the current strategy. This according to the Country Director is due to the fact that AAG has not seen much change in power relations in the society in which it operates so according to her AAG still needs to do more if it has to make a major impact in the use of rights-based approach to development approach. AAG has also learnt that for the rights-based approach development to make the needed impact there was the need for adequate time to be given so AAG will still work on the issues till the end of the next strategic period.

Also the Board is seriously discussing the need to bring on board HIV/AIDs as a thematic area in the next strategy but it needs to be verified during the review of the current strategy. If it comes out as a major issue it will be discussed and taken on board because it can be a major issue in the contextual analysis in the report and the Board will be justified for its adoption.

It has also been observed by the Country Director, that the activities of AAG did not have more to do with the youth in the communities.

She observed further that these are the future leaders who needed to be guided through effective training programmes so she is thinking that AAG should decide to work more with the youth in the next strategy. This also has to be confirmed during the review of the current strategy. If it comes out that it is critical for AAG to work with the youth in the next strategy and beyond, AAG will not hesitate to immediately do that.

#### 5.4.2 Process

In terms of the process, AAG has been working with quite a few number of actors so it has to ensure that all these actors are deeply involved in the formulation process so they can own it when it comes to the implementation period.

AAG started working with and through partners during the formulation and implementation of the second strategy and this continued with the current strategy. From the discussions it is likely that AAG will continue to work with partners. What AAG has to do is to explain thoroughly to the community members as to why it works with them so they can understand and appreciate it rather than just stop working with them without seriously assigned reasons.

#### 5.4.3 Phasing of strategy

One issue that came out of the review of the secondary data was that AAG did not have a situation where the strategy could be staggered and issues dealt with and improved upon as the years go by.

AAG strategies are general in nature so they do not give a picture as to what they do every year till the strategic period comes to an end. AAG needs to adopt such a strategy which will enable management and the Board especially to know what has to be done every year and this will make monitoring very effective and easy when the time review comes.

#### 5.4.4 Mid-term review of Strategy

This is one issue which came out throughout the discussions. All the actors saw that it was very necessary for a mid-term review of the strategy to be carried out as a way of identifying implementation challenges for redress before the final lap of the implementation period. This is crucial for AAG and both Management and the Board need to take note and take the necessary actions.

#### 5.4.5 End of implementation evaluation

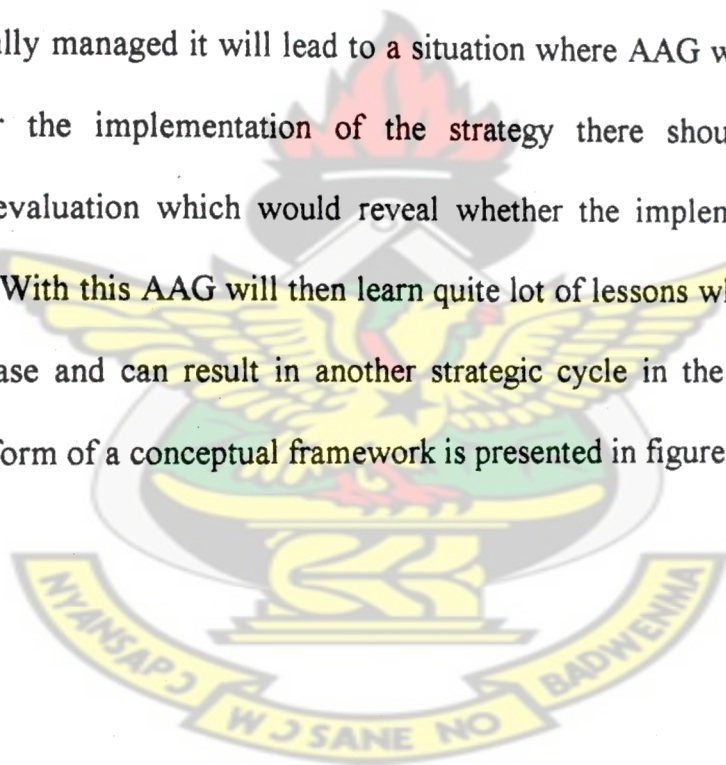
The end of strategy implementation review is one thing that AAG has been doing well and it will be encouraged to it as regular as it has been doing over the period it has operated. It is an organisational requirement which cannot be overlooked by any ActionAid Country Programme. It is stated in one of its working documents, Accountability, Learning and Planning System (ALPS) that in the last year of any strategy there is the need for a review to be undertaken and issues identified to inform the development of the next strategy. The only advice is that AAG should continue with this good practice but ensure that the right instrument and processes are used to get the right information which can lead to the formulation of an implementable strategy.



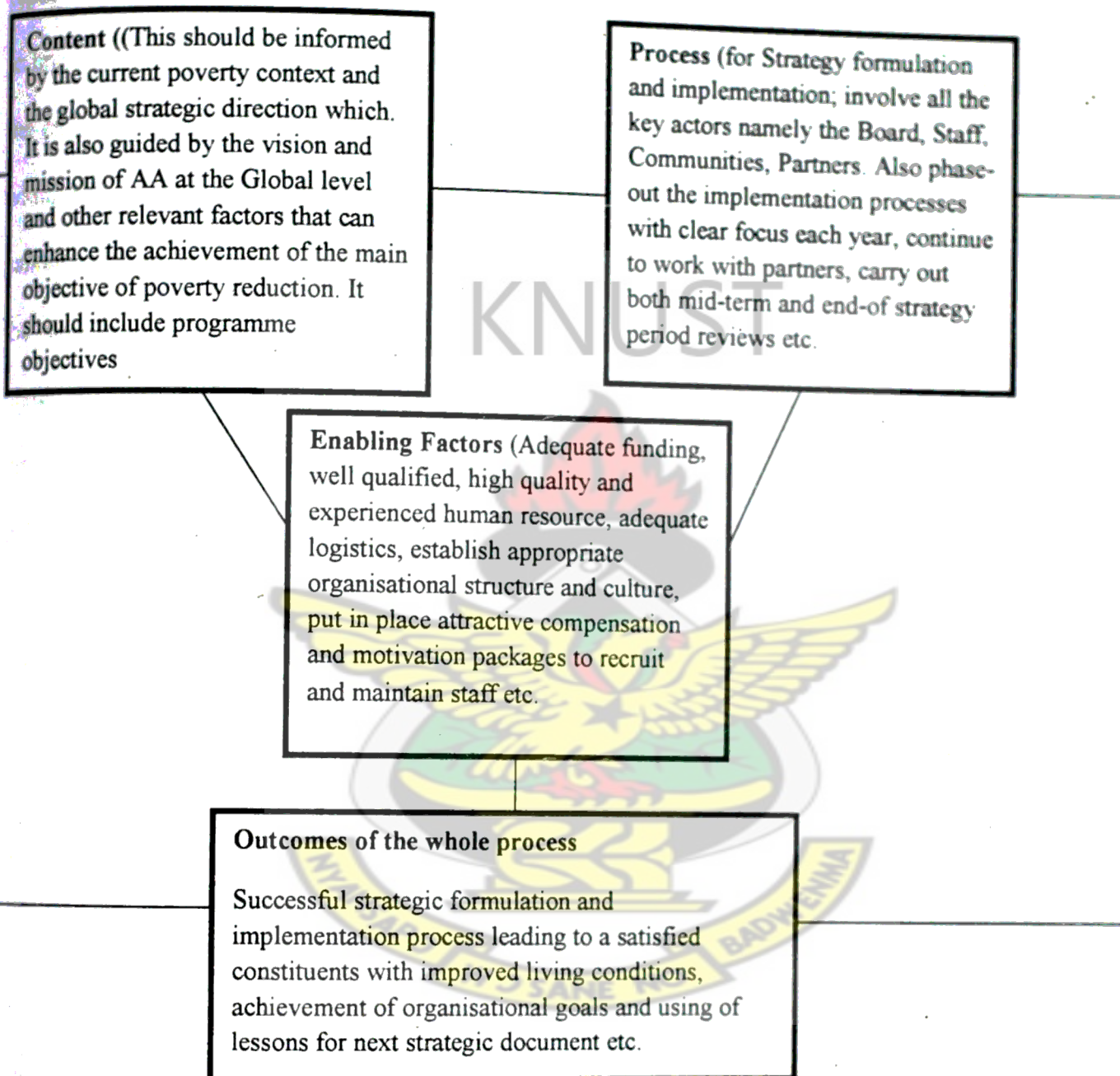
## 5.5 A diagrammatic view of the proposed framework

This section describes a diagrammatic presentation that shows the framework proposed for the formulation and implementation of strategies for AAG. It gives an indication that the framework is considered in a three-prong approach to the whole process and ends with the outcomes of the process.

The diagram gives an indication that for AAG to come out successfully it needs to critically consider what it has to adopt as the content and also needs to critically look at the process to be used as discussed in the previous section. The content and the process will also have to consider the enabling factors which would operationalise the strategy to achieve the stated objectives. With this fully successfully managed it will lead to a situation where AAG will fully realise the stated objectives. After the implementation of the strategy there should be an end-of-implementation period evaluation which would reveal whether the implementation has been successful or otherwise. With this AAG will then learn quite lot of lessons which it can then use in the next strategic phase and can result in another strategic cycle in the life of AAG. The diagram which is in the form of a conceptual framework is presented in figure 5.1 below.



**Figure 5.1: A diagrammatic presentation of the proposed framework for strategy formulation and implementation for effective programme implementation for ActionAid Ghana.**



**Source: Researcher's own construct, Accra, April 2009**

## 5.6 Conclusions

The study afforded the researcher the opportunity to identify the challenges associated with strategy formulation and implementation for effective programming. It revealed that AAG has a process that it uses in formulating and implementing strategies. It also showed that AAG needs to improve on some of its processes so that it can formulate implementable strategies which at the end of implementation periods bring about total satisfaction to all the actors who operate within the jurisdiction of AAG. The issues identified were classified into three main categories namely content, process and enabling factors. These have been discussed in detail and served as the basis for the proposed framework. It is hoped that all the actors in AAG namely the Board, Management, Staff, Partners, Donors and Communities would take active part in future formulation and implementation of strategies so that at the end of implementation period each and every actor would be satisfied and this will go a long way to contribute to the achievement of AAG's vision of "A world without poverty and injustice in which every person enjoys the right to a life of dignity".

## 5.7 Proposed Areas for future research

The study has revealed that there are quite some grey areas that need further research to enhance the operations of non-profit making organisations like AAG. The areas include how such organisations can make good use of the whole process of strategic management.



The reason is that most if not all of the books discuss only issues related to profit-making entities but I believe there are quite a number of benefits that with adequate research, such organisations can derive to enhance their operations.

Also there is there need for future research to unveil the issues surrounding quantification of the benefits that the poor and excluded groups enjoy from the work of organisations like AAG. This will then give adequate meaning to their work and make more sense to donors on the need to provide more funding for their work which goes a long way to compliment the efforts of governments and their institutions in developing countries especially. Such studies will therefore go along way to enhance the work of such organisations in the eyes of all the actors in the development arena.



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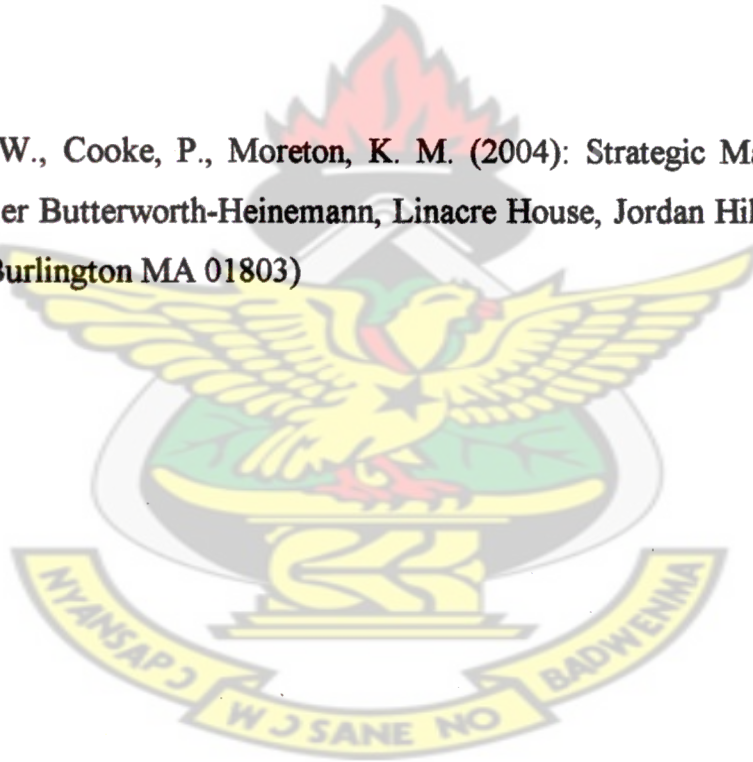
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# Institute of Distance Learning

**Thesis Topic:** A framework for Strategy formulation and implementation for effective programme delivery for ActionAid Ghana

1. How long have you been associated with ActionAid? .....

Yes No

Yes No



.....

.....

.....

.....

5a. Do you think implementation of CSP III has made the needed changes?

Yes                      No

5b. If yes, what are some of these changes? .....

.....

.....

5c. If no, why? .....

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6. What direction does the Board have for the new CSP? .....

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7. What will be the role of the Board during the preparation and implementation of the next CSP

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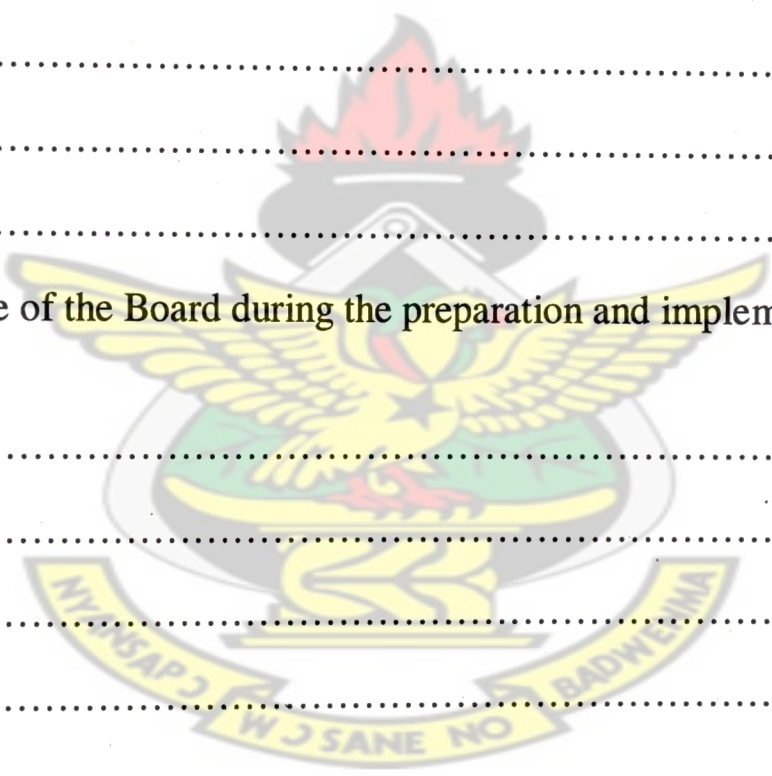
8. Who do you envisage would be the main actors in the formulation of the new CSP? .....

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9. What do you expect from the AAG management in the formulation and implementation of the new CSP? .....

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10. How would the new CSP be reviewed during its mid-term? .....

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11. What would you like to see at the end of the new CSP? .....

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12. What will be the main funding sources for the new CSP? .....

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13. What will be the role of the AAG Board in the fundraising effort of AAG during the period of the new CSP? .....

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14. What are further suggestions do you make to enhance the formulation and implementation of the new CSP? .....

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Thank you.



**Institute of Distance Learning**

**Thesis Topic:** A framework for Strategy formulation and implementation for effective programme delivery for ActionAid Ghana

1. How long have you worked in ActionAid? .....

2. Do you have any idea on how the current CSP was developed?

Yes No

3. Do you have any idea on the major differences between CSP II and III?

Yes ☒ No ☐

4. What impact has CSP III made on the constituencies of AAG's work?



5a. Do you think AAG needs a new CSP?

Yes No

5b. If yes, why? .....

.....

5c. If no, why? .....



.....  
.....

6a. Do you foresee any major shift in the new CSP?

Yes                      No    ✓

6b. If yes, why? .....  
.....

6c. If no, why? .....  
.....

7. What will be the direction in the next CSP? .....  
.....  
.....

8a. How will the new CSP be developed?

In-house                      Consultant

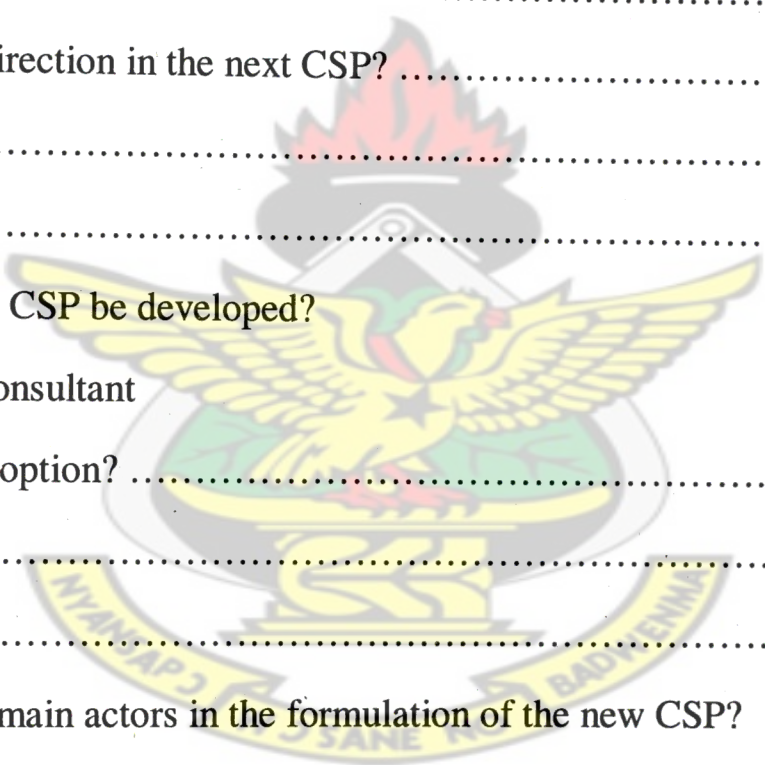
8b. Why the selected option? .....  
.....  
.....

9. Who would be the main actors in the formulation of the new CSP?

.....  
.....  
.....

10. What role do you expect the AAG Board to play in the formulation of the new CSP?

.....



12. What will be the funding sources for the new CSP? .....

Yes No

13c. If no, why?

14. What would you like to see at the end of the new CSP? .....

15. What would be the main funding sources of the new CSP? .....

.....

.....

.....

16. Who would be the main actors during the period of the new CSP?

.....

.....

.....

17. AAG now works with partners at both community and national levels. What type of partnership do you expect in the new CSP? .....

.....

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.....

.....

18. What role do you expect from communities during the formulation and implementation of the next CSP? .....

.....

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.....

.....

19. What additional suggestions will you make to enhance the strategy formulation and implementation process in AAG? .....

.....

.....



Thank you

KNUST



**Kwame Nkrumah University of Science and Technology, Kumasi.**

**Institute of Distance Learning**

**Commonwealth Executive Masters in Business Administration**

**Thesis Topic:** A framework for Strategy formulation and implementation for effective programme delivery for ActionAid Ghana

**Questionnaire for Partners**

1. In which region do you operate? .....
2. For how long have you partnered ActionAid Ghana (AAG)? .....
3. What form of partnership are you in with AAG? .....
4. What has been your key role in the partnership arrangement with AAG?  
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.....  
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.....
5. What role did you play in the formulation of the current CSP of AAG?  
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.....  
.....
6. Are you aware the period for the current CSP is about to end?  
Yes                      No
7. What are the major changes you have brought about in your work?  
.....  
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8a. What are the good things that need to be maintained in the next CSP?

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9. What are the major challenges with the partnership arrangement you have with AAG?

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10. What form of partnership arrangement would you like to see in the next CSP?

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11a. What role would you play in the formulation of the new CSP?

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11b. How would you play this role?

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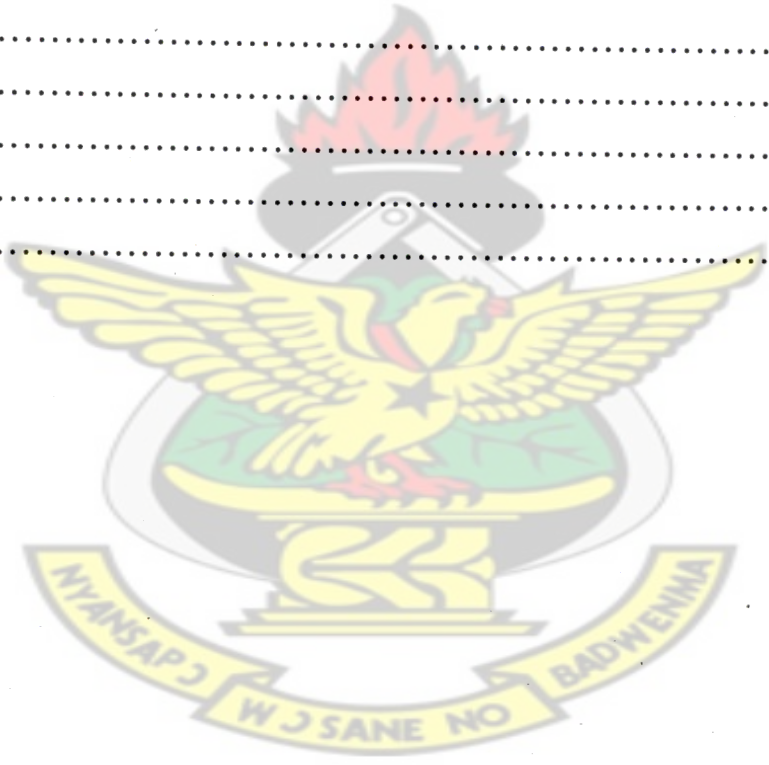
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12. What suggestions would you like to make to enhance the process for the formulation of the next CSP?

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13. What would you to do to enhance the effectiveness of the partnership arrangement you have with AAG in the next CSP?

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### **Questionnaire for Community Members**

1. For how long has this community related with AAG? .....

2. What does AAG do in your community?

.....

.....

.....

3. For how long has AAG worked in your community? .....

4. What are some of the major activities AAG has jointly carried out with your community?.....

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.....

5. Do you have an idea about the current CSP AAG is working with?

Yes              No.

5a. If yes, what does it entail? .....

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.....

6. Did you contribute during its formulation?

Yes                      No.

6a. If yes, what exactly did you contribute? .....

.....

.....

7. Are you aware CSP III ends in this year?

Yes                                      No

8. Assuming there is a decision to formulate a new CSP, what role will your community like to play? .....

.....

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9. Assuming there is a decision to formulate a new CSP, what do you suggest should be included? .....

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10. What role would your community like to play during the implementation of the new CSP? .....

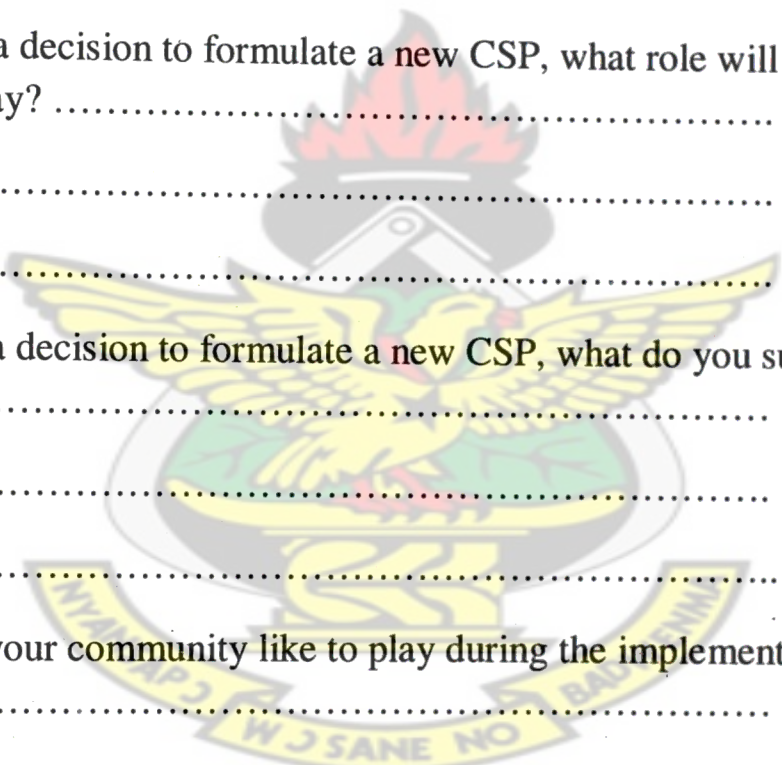
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11. What suggestion do you want to make to ensure the new CSP makes a greater impact? .....

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Yes No

[illegible]

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**Questionnaire for Head of Finance**

1. For how long have you worked with AAG? .....
2. What is the key role of the finance function during the implementation of CSP III? .....
- .....
- .....
- .....
- .....
- .....
3. How do you assess the performance of the finance unit during the implementation CSP III? .....
- .....
- .....
- .....
- .....
- .....
- .....
4. How would you describe the inflow of funds for AAG's work over the last four years for the implementation of CSP III? .....
- .....
- .....
- .....
5. What are the achievements made with respect to the targets? .....
- .....
- .....

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6a. What do you think accounted for the variance? .....

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6b. If negative, what suggestions would you make to prevent future occurrences? .....

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7. How will AAG modify its strategies in fundraising during the period of CSP III? .....

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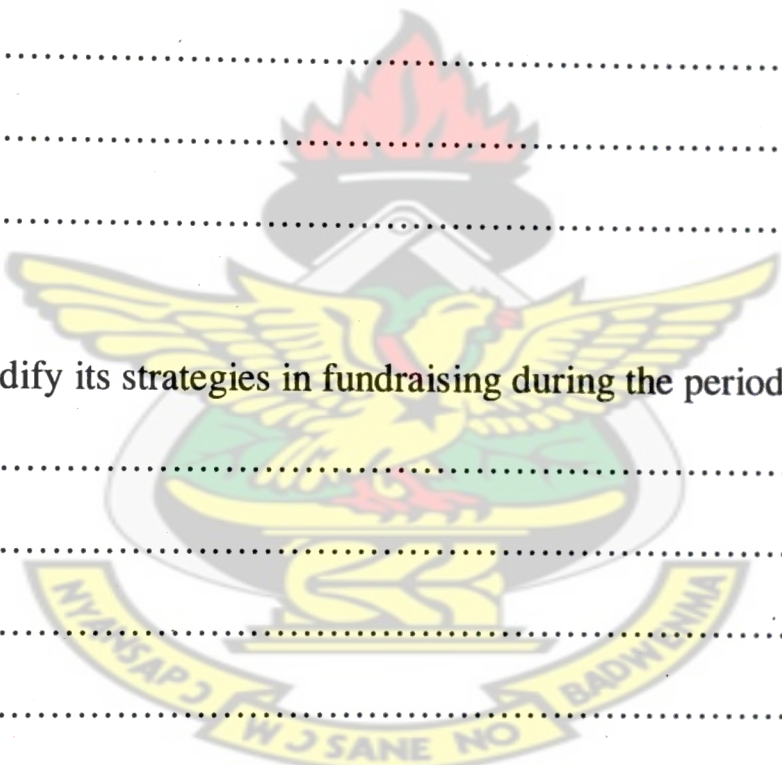
8. What would be the sources of fund for AAG in the next five years? .....

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9a. Are the sources conventional or new? .....





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9b. If new, why are you adding new sources? .....

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10. What suggestions would you make to enhance the performance of the finance unit in future? .....

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11. What role will the finance unit play in the formulation of the new CSP? .....

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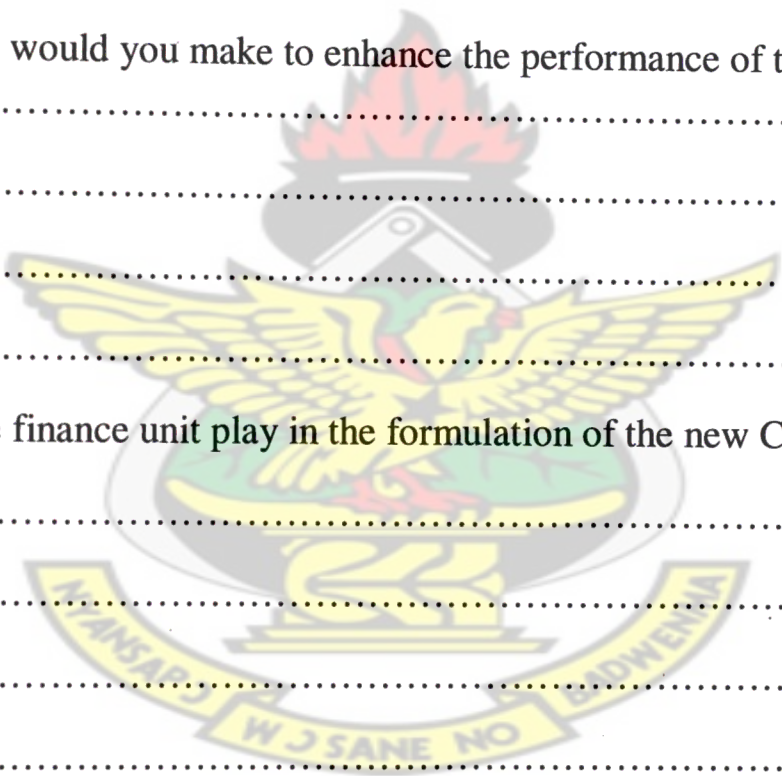
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12. What suggestions would you like to make to enhance the operations of AAG during the formulation and implementation of the next CSP? .....

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Thank you

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**Questionnaire for HR/OD Manager**

1. What is the staff strength of AAG? .....

2. What is the gender composition of the staff?

Females..... Males.....

3. How do you categorise the staff of AAG? Snr./Jnr. etc

4a. What training programmes does AAG have for its staff?

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.....

4b. Have the training programmes been tailored to suit the category of staff?

Yes No

If yes, what are the major programmes for each category of staff in AAG over the last three years? .....

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5. How does AAG select staff for training?

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6a. Is there a separate training programme for the female staff?

Yes No

6b. If yes, what are the types of training packages designed for them?

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If no, why?

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7. What are the forms of motivation packages for AAG staff?

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8. How do you rate the motivation packages for staff?

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9. What role is your unit going to play in the formulation of a new CSP?

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10. What HR/OD issues do you envisage in the next CSP?

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11. With your experience from CSP III do you think should be the organisational culture for the next CSP?

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13. What type of organisational structure do you envisage in the new CSP?

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14. Please indicate any other relevant information for this study.

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Thank you.

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**Questionnaire for Staff**

1. In which region do you work? .....
2. For how long have you worked with ActionAid Ghana (AAG)? .....
3. What were you doing before joining AAG and what were your specific duties?.....  
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.....
4. What are your roles and responsibilities in AAG? .....  
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5. Are you aware the current Strategic Paper of AAG is in its last year?  
Yes                      No
6. What are plans do you know are in place to get a new strategic paper?  
.....

7a. Did you play any role in the formulation of the current CSP?

7b. If yes, what exactly did you do? .....

8. What role did you like to play in the formulation of the next CSP?

9. In terms of process, how do you want the next CSP to be formulated?

10. How do you want the next CSP to be implemented?

11. Which other key Actors do you envisage playing major roles in the formulation and implementation of the next CSP?

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12. What are the good things do you believe needs to be maintained in the next CSP and why?

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13. What are the things that you think should be modified in the next CSP and why?

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14. What form of changes do you want to see in the life of AAG's constituents after the next CSP?

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15. How do you want the next CSP to be evaluated and at what time should it be done?

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16. What would you do to support this process?

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17. Within the context of the global credit crises, what you think AAG should do to raise more funding for its work?

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18. What further suggestions would you like to make to enhance the process for the formulation of the next CSP?

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18. What would you do personally to enhance the effectiveness of AAG's work during the next strategic period?

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Thank you so much.