

GRA Transformation Programme: Donor Management Unit

PRESENTATION AT THE 2023 ATI GENERAL ASSEMBLY



Presented by:

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Our objectives for today

1

Share a brief background to GRA's restructuring decision in the context of the Donor Management Unit

2

Share our aspiration, and the strategy for the implementation process of this unit

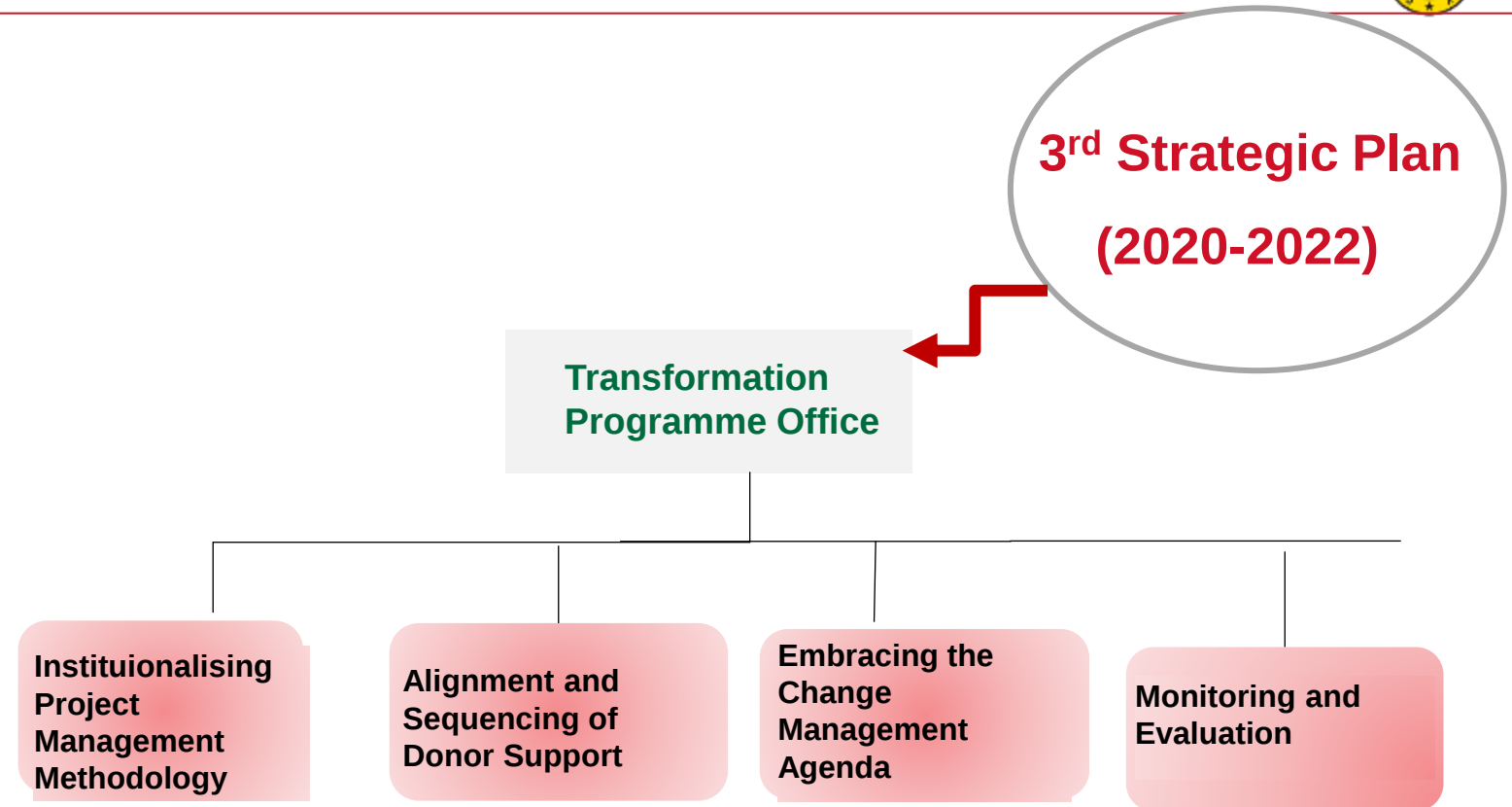
3

Provide an update on our key achievements regarding Donor coordination in Ghana

4

Share our lessons learnt during the implementation period, how we plan to deliver on improved donor coordination

- The restructuring of the Modernisation Programme Office (MPO) within the second Strategic Plan (2015-2017) was as a result of **the pitfalls** in implementation
- Challenges in implementation included: ***low rate of project completion, funding and procurement difficulties, project selection, governance structure*** etc.
- These challenges informed the review of the MPO to the Transformation Programme Office to cover:
 - Embedding Project Management Standards
 - Donor Management
 - Monitoring and Evaluation
 - Change Management



Our Transformation Programme is overseen by the Transformation Office—ensuring centralized management and implementation of best project management practices



Initiatives support

- **Support project teams with problem solving** by leveraging experts and consultants and **debottlenecking** by facilitating the elevation of challenges to management
- **Build capacity** and capability of transformation leads, initiative owners, and project managers by coordinating with GRA's internal and external resources
- **Support divisions** to put in place and carry out the **appropriate governance structures and processes** that will drive execution within each division



Delivery management

- Support project teams to **complete initiative charters** – including workplans, impact sizing, and KPIs for each initiative
- **Establish overall transformation governance structure and processes** that are consistent and aligned with best project management practices – and ensure compliance
- **Track and report** on the transformation's progress, impact measured against KPIs, risks, and challenges to the Steering Committee and commissioners
- **Monitor and coordinate interdependencies** across initiatives and **identify potential duplication** or overlap across divisions



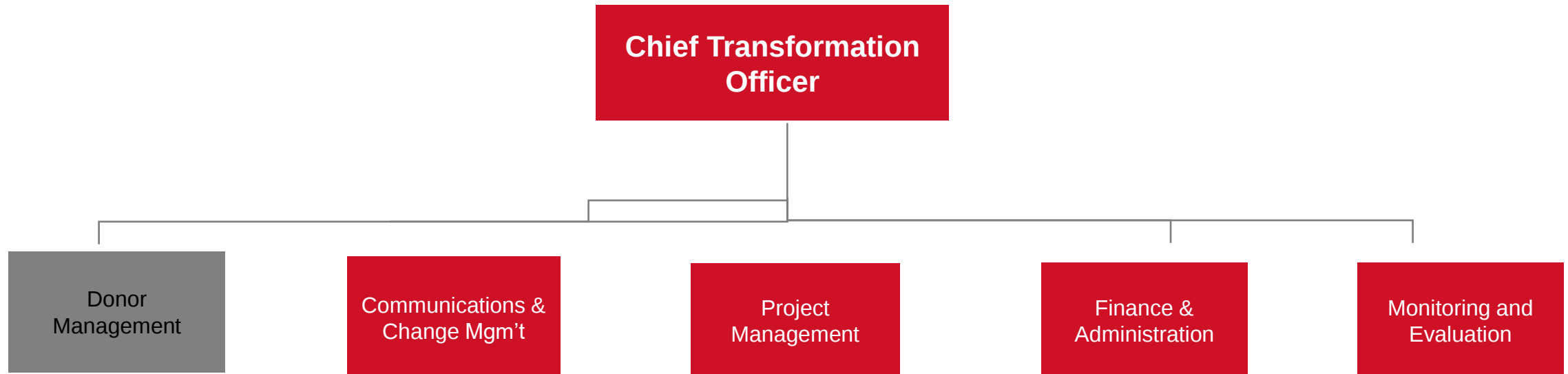
Stakeholder management

- Serve as the key **link between external stakeholders** (including development partners) and GRA with respect to the transformation and initiatives
- **Ensure effective communication and collaboration between divisions** to effectively implement transformation
- **Garner internal support** across the organization for the transformation by leading **change management and communication**

Within GRA's Transformation Programme office sits its Donor Management unit.

Transformation Office Org Chart

 Focus of document



The dedicated Donor Management unit is responsible for monitoring and assisting all donor activities. The unit is built on the following Pillars:

1 OWNERSHIP

Drive an agenda-setting led-culture borne out of DRM Priorities



2 ALIGNMENT & SYNERGY

Relevance and Alignment of donor support to GRA Transformation Agenda



3 HARMONISATION

Establishing a common platform for Information Sharing on Donor Support



Monitoring and Evaluation

STRATEGY FOR THE IMPLEMENTATION OF GRA'S DONOR MANAGEMENT UNIT



PROJECT IMPLEMENTATION

1

Implement Project Management SOPs under **Donor Projects**

2

Coordinate DRM Support to avoid **Duplication** of support initiatives

3

Funding is channeled to the right GRA Departments

OPERATIONAL EFFICIENCY

4

Enhance coordination with **effective processes and controls**

Clear direction to DPs on GRA procedures and teams to implement donor activities

5

Enhance the use of **internal procurement/financial systems**

RELATIONSHIP MANAGEMENT

6

Leveraging technology to enhance communication controls

7

Institute effective **accountability mechanisms and donor reporting requirements.**

Current status and impact of our Donor Management Unit to date

Current status by stage gate

The Donor unit manages the progress of donor-supported initiatives with a rigorous stage gate methodology

15 initiatives	L1 – Initiative supported by Development Partners as part of the Transformation Programme
6 Donors	L2 – Active Donors supporting the Transformation Agenda
1 donor	L4 – uses internal systems (procurement/finance for activity implementation)
1 meeting	L5 – Strategic meeting held with GRA Top Management

Impact to date (highlights – not exhaustive)

Overview of key achievements to date:

- Unit is repository for donor information within and outside the GRA
- Transparency in any requests for support submitted to DPs (e.g. specifying which other DPs have been approached when requesting support, meetings between DPs with duplicating activities to ensure alignment).
- Proactive communication on any delays in activity implementation or requests for assistance to advance mutual efforts.
- Point of Contact for Development Partners Committee and well-positioned to lead collaborative efforts
- Funding Clearly channelled to the right department to achieve GRA goals.
- Process workflow developed for donors who use GRA Internal systems (Activity requests processing, procurement processing and finance systems)

1 OWNERSHIP

- Co-Creation of donor supported initiatives
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2 ALIGNMENT

- Easy identification of top priority initiatives in the strategic plan for revenue transformation and openness of donors to align their programmes to these priorities. i.e. the situation of the unit within the Transformation Programme Office centres work on GRA's transformational Initiatives (key priorities).
 - Deployed donor management officers dedicated to specific development partners ensuring high service standards
 - Developed comprehensive implementation plans ensuring that internal stakeholders and implementers are fully engaged (e.g. Project Owners & Managers, Finance and Procurement departments, etc).
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3 HARMONISATION

- Established Quarterly one-one Donor review Sessions to discuss progress of implementation
- Established a feedback reporting system where donors provide feedback on donor coordination and the overall Transformation Programme
- Quarterly reporting on donor supported initiatives

LESSONS LEARNED SO FAR

Promoting a Culture of Maximising Donor Support

1

SOP for Donor Management

Simplify the donor management processes and make it easier and more straightforward to interact with GRA through a Standard Operating Procedure.

2

Increase in Donor-Supported Initiatives

Establish constructive and positive relationships with strategic Development Partners and institutions to increase profile and visibility of GRA's work and priorities towards revenue mobilisation

Improving DP Strategic Engagement with GRA Top Management & GoG.

- DP Strategic Meetings with GRA Top Management on strategic plan, top priorities and alignment of support and agree activities and outputs from the onset. **(Proposal: Bi-Annual)**
- DP meetings with the GRA Commissioner General and commissioners and a senior representative from the Ministry of Finance every quarter to discuss partnership progress as well as progress on agreed critical actions for revenue transformation (Where necessary, these meetings will be joined by the Board of GRA and the Deputy Minister of Finance in charge of Revenue. **(Proposal: Annual)**)
- Regular Quarterly donor review meetings with the Donor Management Unit on progress of activity implementation and challenges.

Deepening and Widening Research on DRM Space

Build research capabilities of the unit to broaden the scope of current donor support by understanding and identifying other donors in the DRM space who are not necessarily active but have the potential to support priority areas of the GRA.

thank you



GRA