



5 Year Strategic Plan 2022 - 2026



**Ghana
National
Association
of Teachers**

TOGETHER WE EXCEL

GHANA NATIONAL ASSOCIATION OF TEACHERS (GNAT)

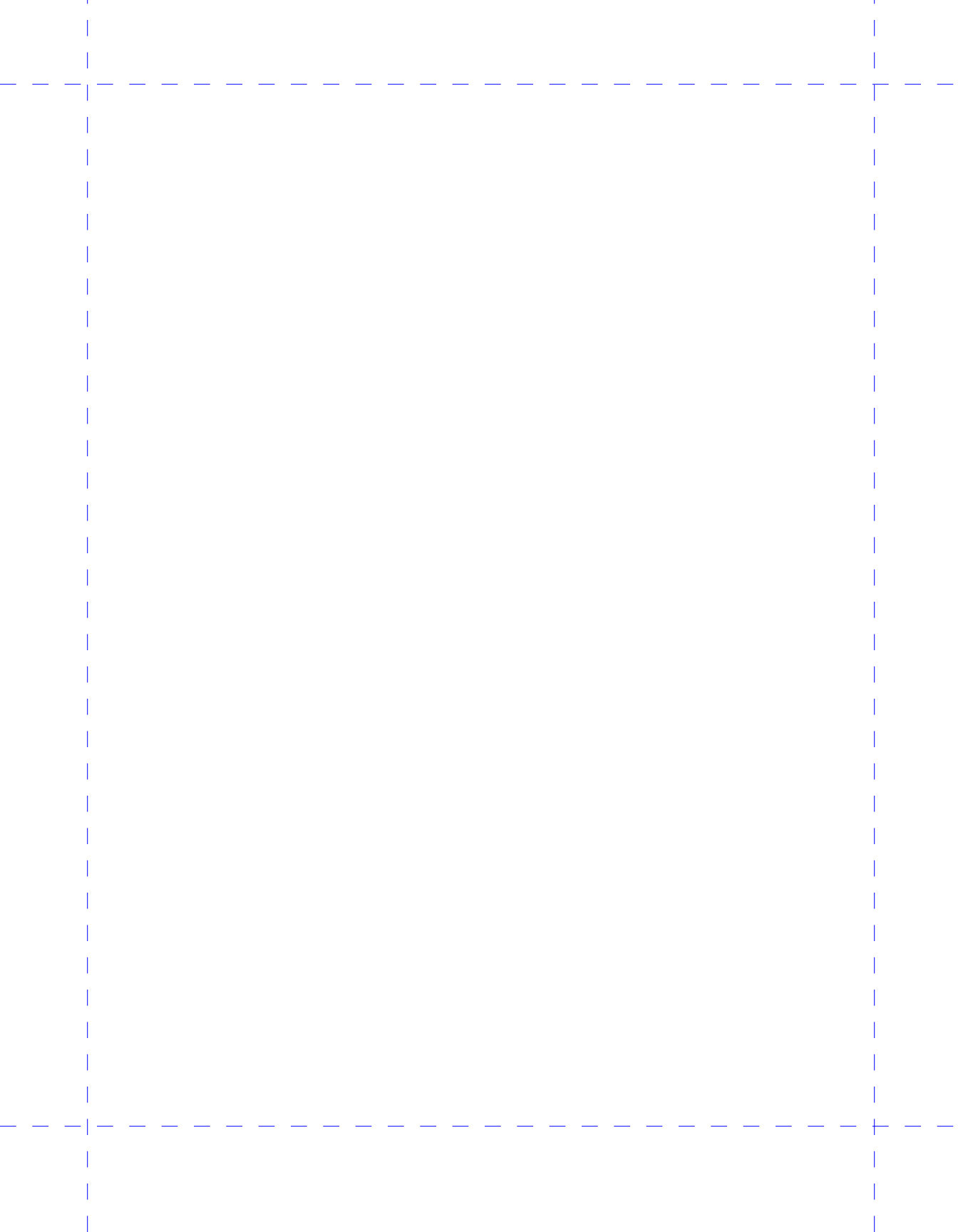
**5 Year
Strategic
Plan
2022 - 2026**

TOGETHER WE EXCEL



The National Secretariat is primarily responsible for the facilitation of policy formulation, strategic planning, developing programmes and projects, articulation of policies of the Association and monitoring and evaluation of programmes and projects.

Article 32 (3) (a) (i) (iii)(iv) (viii) (ix) of the 2018 Constitution of GNAT



INTRODUCTION

The real value of a plan is to give a sense of direction and to institute a system of purposive discipline. The 5-Year Strategic Plan (S-Plan) provides a membership owned medium-term perspective for the Association. As we aspire to celebrate GNAT Centenary in the year 2031, the Association reflects a common vision that guides the development across generations.

The realisation of the vision of the S-Plan requires all hands-on-deck. Members, Elected Officers and Staff must collectively work together, leveraging their relative strengths and expertise to accelerate progress towards the goals. The Association must cherish and safeguard this innovative approach of blending continuity and change around a common vision of Unionism.

The preparation of the S-Plan was based on a Strategic Assessment and Review (STAR) of previous strategic plans in GNAT since 2002. Broader consultations were made with the rank and file of the Association. The Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis was conducted that focused on the *Needs, Aspirations and Expectations* of the members.

Underpinning the S-Plan are the five key Strategic Pillars:

- Trade Union
- Education and Professional Development.
- Psycho-Social, Economic and Welfare
- Corporate Governance
- Environmental Sustainability

Unlike previous strategic plans, this S-Plan introduces two (2) additional Strategic Pillars which are Corporate Governance and Environmental Sustainability. Each pillar has a goal and a set of expected outputs and outcomes. The focus areas under the various pillars are integrated and linked, and not independent of each other. With the Theory of Change (ToC), all the inputs needed to bring about the desired outputs and outcomes in the Association in the next five years were identified, organised and mapped out.

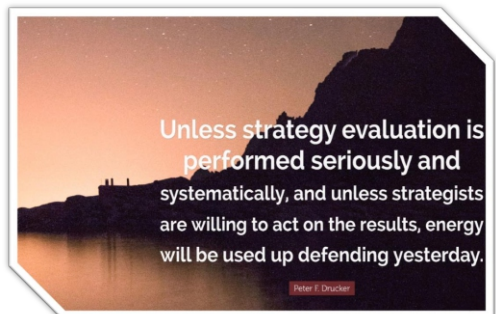
PREFACE

The Strategic Plan (2022 -2026) represents the Association's effort to consciously define and design a successful future. We trust that our purpose and ambitions as laid out in the S-Plan will provide enough motivation for all stakeholders to pledge their support to our cause. Our effectiveness will be determined by the commitment we demonstrate in the execution process, for which we hold ourselves accountable to our members.

As a management tool, the successful implementation of the S-Plan will require commitment and efficient resource allocation. The responsibility of implementation will require M & E from the National Secretariat, Coordination from the Regional Secretariats and Implementation from the District Secretariats. Therefore, the accomplishment of the targets set for the S-Plan on a yearly basis would depend on the focus and commitment of the Political and Administrative leadership of the Association. The implementation of the S-Plan requires full stakeholder ownership to ensure collective ownership through engagement with the grassroots. Accordingly, we expect all Regional and District Secretariats to draw on the Strategic Compass (Vision, Mission, Core Values, Goals) of the S-Plan to craft their own Development Plans and Activities that will address the needs of the membership within their geographical dimensions

The Association operates in an environment with economic uncertainties and fluctuations in monetary and fiscal policies. This creates a very risky environment to operate in, thereby making cost projections, predictions and forecasting very unrealistic. Projecting costs beyond one or two years is therefore subject to serious uncertainties. An annual budgeting is therefore recommended for the funding of the S-Plan. Funding the S-Plan requires high commitment and monitoring of Management. Detailed annual planning and budgeting for all the projects and programmes in the S-Plan is essential. Based on current year on-year inflation rate in Ghana, a projected annual percentage of a minimum of 10% is recommended during the first five-year period.

A beautifully crafted Strategic Plan could remain beautiful only on paper, unless it is translated into a concrete physical action on the ground. Thus, an important component of a well thought out plan is the evaluation mechanism put in place to gather data for analysis to determine whether the planned activities are carried out or have been carried out in a way that stated objectives would be achieved or have been achieved. This S-Plan will be subjected to a regular, objective review to establish its impact and maintain its relevance.



OUR CORPORATE VISION

Become a vibrant, resilient, pro-active, result-oriented teachers' union championing the cause of teachers and quality education for a brighter future.



GNAT Housing Scheme for Members



Modern Classroom for Students and Teachers



The Teachers Bank



GNAT Recreational Centre for Sports

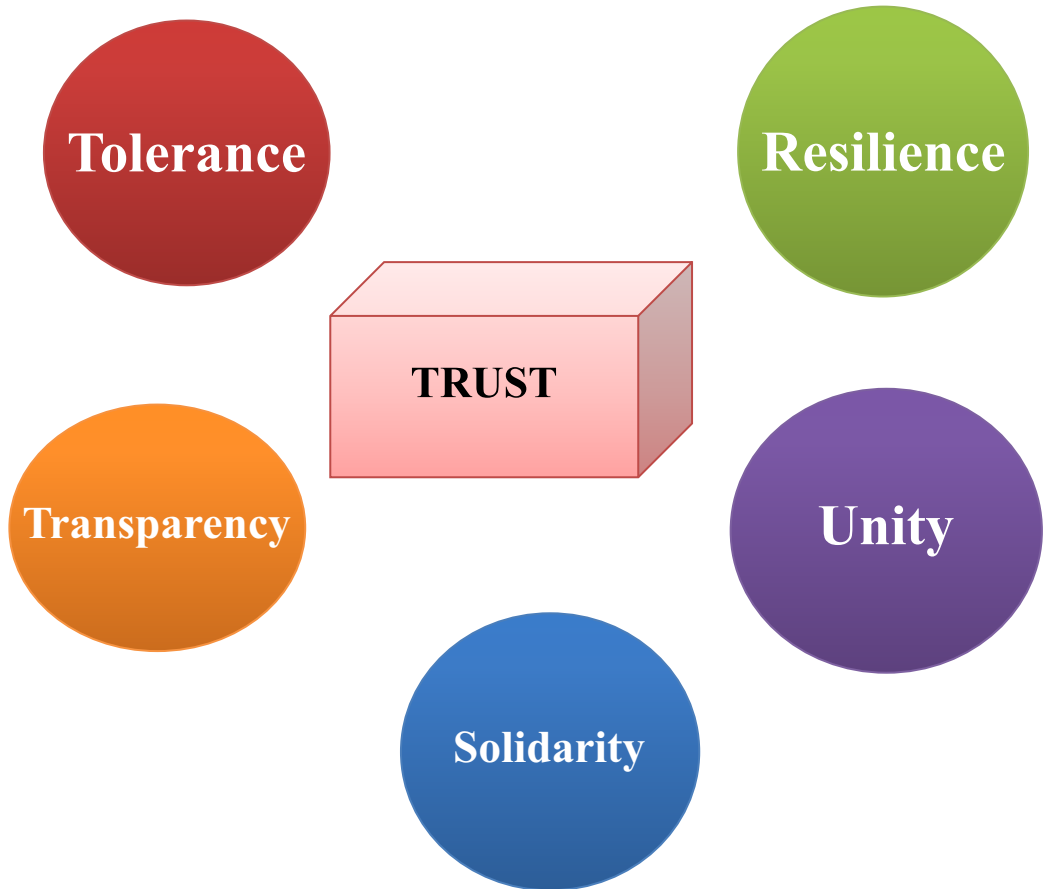
OUR CORPORATE MISSION

To campaign effectively on behalf of our membership using legitimate channels, for improved terms and conditions in line with National and International Labour Laws, and provide Professional Development, Psycho-social and Economic services for our members in a Democratic, Non-partisan, Non-sectorian and Environmentally responsible manner through Innovation and a Committed Workforce.



OUR CORE VALUES

Our Core Values are enshrined in an acronym called “TRUST”. Our members and stakeholders should have TRUST in the Leadership and Management of the Association.



OUR AIMS

The Constitution of the Association in Article 3(1)(a) - (k) as amended in 2018, identifies the Aims of the Association as:

- (a) To accord equal rights to all members;
- (b) To promote the interests of members and secure for them attractive conditions of service that may retain them in the Teaching Profession;
- (c) To promote high academic standards, professional competence, trade union education and exemplary conduct of members;
- (d) To provide internal economic and other appropriate and relevant welfare services to members;
- (e) To promote organic solidarity amongst members of the teaching fraternity;
- (f) To co-operate with Government in pursuit of development of education;
- (g) To support and co-operate with students in the Colleges of Education and GNATOC in Tertiary Institutions;
- (h) To co-operate with other workers unions in and outside Ghana;
- (i) To participate effectively in public affairs;
- (j) To place the services of the Association at the disposal of individuals, public bodies and other organizations in pursuit of education.
- (k) To promote and protect the rights and interest of the child

OUR GOALS

S-Plan Vision, Pillars and Drivers

GNAT: We Live to Teach & We Teach to Live

VISION

Become a vibrant, resilient, pro-active, result-oriented teachers' union championing the cause of teachers and quality education for a brighter future.

Corporate Governance Pillar Goal: Build efficient and accountable governance systems with high integrity to maintain stability and cohesion in the Association	Trade Union Pillar Goal: Secure for our members attractive conditions of service that may retain them in the teaching profession	Education and Professional Development Pillar Goal: Build the competence of our members to promote high academic standards and Career Progression of our members	Psycho-social, Economic and Welfare Pillar Goal: Promote the Economic and Psycho-social empowerment of our members, and provide other welfare services to the members	Environmental Sustainability Pillar Goal: Campaign for and build well-planned, safe and healthy workplace for our members, while protecting the environment
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Drivers of Transformation

Quality Political and Administrative Leadership
 Democratic Norms, Values and Behavioural Change
 Unity and Solidarity
 Efficient Trade Union Services and Internal System Strengthening
 Economic and Psycho-social Empowerment of Members
 Continuous Professional Development and Staff Training
 Science, Technology, Research and Innovation
 Financial Resource Planning and Infrastructure Development
 Secured and Safe School Environment and Sustainable Procurement

SWOT ANALYSIS

SWOT CONSTRUCTS		EXPLANATION
STRENGTH	Numerical Strength	According to the TUC-Ghana, GNAT is the most significant, non-affiliated trade union in Ghana. GNAT commands 81.2% of pre-tertiary teacher population (CAGD, 2021). The Association can influence National Policies not only on members but general society. The numerical strength of GNAT means that the Association should have a high collective and union power and legitimacy in the eyes of the society.
	Possession of Collective Bargaining Certificate (CBC)	Being the largest Teacher Union in Ghana, GNAT was issued a CBC in 2006 to bargain on behalf of all teachers at the pre-tertiary Education level.
	A Youthful Population	Currently 70% of the membership of GNAT is made of the youth. Having a youthful population means there is a pool of potential members for the future of the Association. <i>The Youth are not only the future of GNAT, but the present heartbeat of the Association. The Youth of GNAT are the Trustees of Posterity of the Association. Dr. Linus Linnaeus Tannor</i>
	Internal Democracy	The GNAT Constitution is an epitome of the Rule of Law. The Constitution promotes internal democracy, cohesion, peace and stability in the Association.
	Separation of Political from Administrative Structure	The separation of the Political structure from the Administrative is an application of the Iron Law of Oligarchy to avoid Organisational Oligarchy in the Association.
	Availability of Economic and Welfare Services	Teachers Fund is the life-wire of the Association whose main focus is to empower teachers financially and economically.
	Availability of Professional Development Services	Currently, GNAT has officially obtained an Accreditation from the NTC to provide CPD programmes for its members.
	Long Term Fixed Assets and Investment Projects: Investment in Infrastructure	The long-term assets of the Association provides greater flexibility and resources to finance various capital needs, and reduce dependence on any one capital source.
	Acquisition of Sweden Ghana Medical Centre	The SGMC addresses the health needs (cancer) of the members. The acquisition of the SGMC is an important and a significant milestone in the Association.

WEAKNESS	Weak grassroots engagement	The inactiveness of the Basic Unit and Local Level has resulted in fewer members experiencing true unionism.
	Absence of a Career Progression Plan for Staff	While staff are given a goal- setting framework along with the five thematic areas of operations of GNAT, there are limited opportunities for career progression
	Weak Monitoring and Evaluation (M & E)	The weak M&E has made it difficult in determining whether the activities of the Association are being performed within the defined parameters and set targets.
	Poor Communication and Media Presence	The poor communication and media presence has resulted in lack of adequate information among members about the Association, its services and benefits. If the communication gap continuous to widen, even the best-intended effort of the Association is likely to fail.
	Inadequate Family Support Systems for Members	Despite the majority of members being married with two children on the average (PEN Survey, 2020), most of the social protection interventions in GNAT do not cover the spouse and dependants of members.
	Absence of a Reliable Membership Database: Limited use of Organisational Data	This has resulted in a generic approach to programmes and activities without a focus on targeted interventions.
	Less Representation of Female members in Union	The absence of an effective gender-responsive system has resulted in the difficulties in tracking gender
	Activities and Leadership Roles	vulnerabilities and representation in the Association, which has significantly eliminated many women from leadership positions.
	Inability to implement a Sustainable Housing Scheme	Unlike the past where some Regional and District Secretariats acquired land banks and allocated them to members on application, the current opportunity for members to acquire lands at the District and Regional levels is almost non-existent.
	Strategically Incoherent Organogram of the Administrative Structure at GNAT-HQ.	The lack of clarity in the organisational reporting lines makes it difficult for some Units and Departments at the GNAT-HQ to know who to pass or obtain information from. Largely, there is no clearly defined chain of command.
	Weak Advocacy and Limited Corporate Outreach	GNAT has not been as active as possible in Ghana's forum for national development policies, and has also not strongly built coalitions among itself, and with other like-minded organisations.
	Less Consideration on Humanitarian Aid Budgeting	Despite the alarming emergencies in the provision of education in Ghana, there is a neglect in the funding for members within humanitarian aid budgeting in the Association.
	Absence of Psycho-social and Counselling Support Services	The recent rising trend in the number of teachers committing suicide is alarming but has not caught the attention of the Association to put in place psycho-social support systems for members.

	Non-functioning of statutory and Standing Committees	The non-performance of the statutory committees has widened apathy gap.
	Absence of a Succession Plan and Mentoring	GNAT currently has no standard Succession Planning framework which ensures that succession planning is integrated with other processes of talent management including performance management, training and development, compensation, and assessment.
	Overreliance on the Check-off System	The overreliance on the check-off System without other alternative sources of revenue can lead to the collapse of the Association.
	Inability to Advocate for many Provisions in the CBA	The lack of knowledge on the provisions of the CBA among members could have accounted for their inability to demand from GNAT to negotiate and bargain with the GES for many provisions in the CBA. (Source: PEN Survey, 2020)
	Weak Financial Resource Planning and Management	There are inadequate key performance indicators on financial management, making it easier to circumvent procedures which in turn increases the risk of theft and misappropriation of funds
	The Fewer Opportunities for Training and Development	The opportunities for Elected Officers and Staff to be trained in Corporatism in Trade Unionism has limited their ability to face the challenges of a rapid changing world of work.
OPPORTUNITY	E-communication for Membership Engagement: Virtual Labour Organising	Virtual organisation can be done using video conferencing to display solidarity and unity of purpose. Therefore, GNAT should leverage on technology into the Association's strategic enterprise-wide initiatives.
	Youth Entrepreneurship: GNAT-Preneurs	Over 90 percent of the membership are interested in entrepreneurship. Therefore, the starting point for GNAT is to develop a GNAT Entrepreneurship Policy in partnership with NBSSI.
	Re-introduction of the Study Cycle and Professional Associate	The Study Cycle is one of the biggest projects of GNAT that enhanced membership commitment and engagement in the activities of the Association in the 1980s.
	Affiliation to and recognition by International Bodies: International Solidarity	GNAT enjoys international solidarity through its affiliation with many other international teacher unions such as the Canadian Teachers Federation (CTF). This is a good opportunity for GNAT to promote its presence on the international front
	Membership Recruitment in Private Schools	The private sector employed 30.56 percent of the teachers. There are 126,078 teachers in the private sector. This number presents a good opportunity for the expansion in the membership base of GNAT. (source: EMIS - 2018)
	Wider Framework of Collaboration with NGOs and CSOs	Globalisation brings fresh impetus to the need to forge alliances between the trade union movement and

		NGOs concerned with social and economic development. The cooperation of GNAT with educational NGOs and CSOs presents an opportunity to strengthen their alliance by examining the potentials for cooperation.
	Regular Stream of Teachers from CoEs	The demand for new teachers has been rising steadily since the 1990s and is expected to continue in the foreseeable future therefore sustaining and deepening the Association partnership with the Colleges of Education is paramount.
	Available Facility for the Establishment of an Institute of Research and Industrial Relations Studies at the Teachers Village – Abankro-Ejisu	In Ghana, there is high demand in Trade Union and Labour Education. Also, existing Educational Research rarely respond to current educational needs. Therefore, the Institute is perfectly placed to bridge the gap in the field of Education and the World of Labour.
	Representation on other External Bodies	The representation of GNAT on several boards and councils present the opportunity to influence national policies and decisions
	Availability of the Print Shop and the Resource Centre	The state of the art infrastructure of the Resource Centre presents an opportunity for the Association to promote the Development of Teaching and Learning Resources (TLRs), revenue generation and protection of corporate information.
	Availability of a Pool of Retired Members	The idea of the creation of Council of Elders presents an opportunity for the Association to preserve institutional memory, share experiences and expertise, and intervene in times of challenges.
	Revisit the GNAT Home Ownership Scheme (GHOS)	The high housing deficit in Ghana and crave of teachers to have a decent and affordable accommodation present an opportunity to revisit the GHOS.
THREATS	The Changing Nature of Labour Laws: Hostile Labour Laws	The Labour market is rapidly becoming challenging and changing as a result of macro-economic hardships and industrial unrest. Therefore, there is a high potential for the promulgation of Labour Laws dictated to restricting trade union freedoms.
	Loss of Dues Pay Check Deductions: Payroll Protection Bills	Payroll ‘protection’ bills are being pushed through state legislatures aiming to eliminate the ability of trade unions to collect dues using the check-off system. The potential for the cessation in the deduction of union dues through the check system is a real threat to the Association.
	Threat of Organisational Oligarchy	The limited understanding of a clearly defined line of corporate power between the Political and Administrative structures of the Association by many Elected Officers has resulted in a rising of an unhealthy corporate relationship between Elected Officers and full-time Staff.

Partisan and Tribal Politics (PTP) in GNAT Electioneering Campaigns	The infiltration of Partisan and Tribal Politics in the electioneering process of the Association is an emerging threat.
Monetisation of Union Activities	The formalisation of monetization of Union activities, such as elections in the Association is an emerging threat.
Education in Emergencies	The emergence and unpredictability Education in Emergencies has led unions to adapt today's challenges such as austerity measures and collective bargaining issues.
High Attrition from the Teaching Profession	The exodus of teachers as well as the teaching profession being unattractive to young teachers, is a real threat of the sustainability of the membership base of GNAT.
Decline in Development and Donor Partners (DPs) Support	Emerging pandemics and global economic hardship have the possibility of a decline in donor support.
Sophisticated Needs and Demands of the Youth	The continuous transitional nature of the youth always widens their need, aspirations, and expectations making it difficult to meet and exceed these expectations. The expectations of the youth are likely to widen, spelling growing diversity rather than convergence.

STRATEGIC PILLARS AND PRIORITIES

GOAL: BUILD EFFICIENT AND ACCOUNTABLE GOVERNANCE SYSTEMS WITH HIGH INTEGRITY TO MAINTAIN STABILITY AND COHESION IN THE ASSOCIATION									
OBJECTIVES:									
1.	Facilitates the efficient and effective allocation of the resources of the Association								
2.	Build a Corporate relationship between the Political and Administrative Structures								
3.	Improve the politics of delegation and division of Corporate Power								
4.	Build adequate and effective internal controls in the financial management of the Association								
5.	Enforce and communicate the Representative Responsibility of Elected Officers								
6.	Strengthen the oversight responsibilities of the Governing Council across all levels of the Association								
7.	Strengthen the Capacity of both Elected Officers and Staff on Corporatism in trade unionism								
8.	Enact Corporate Governance Principles, Policies and Practices								
Catalytic initiatives for Corporate Governance Development and Transformation in GNAT									
INDICATORS		Baseline		2022	2023	2024	2025	2026	
		Year Data							
	FINANCIAL RESOURCE MANAGEMENT								
1	Initiate a review of the Consolidated Financial & Administrative Regulations Manual	2021		✓					
2	Establish a Procurement Unit at the GNAT-HQ	2021			✓				
3	Develop and Operationalise a Procurement Policy	2021		✓					
4	Develop and Operationalise a GNAT Infrastructural Development Plan			✓					
5	Institute at least 4% of the National Budget for Humanitarian Aid Support					✓			

INDICATORS		Baseline	2022	2023	2024	2025	2026
		Year	Data				
HUMAN RESOURCE MANAGEMENT							
1.	Review and Implement the Report of the Committee on Job Evaluation	2021		✓			
2	Annual Job Evaluation and Performance Appraisal of Staff	2021		✓			
3	Biennial Job Satisfaction and Staff Commitment Survey	2021		✓			
4	Design and Implement a Career Progression Scheme for all Full-time Teaching Staff	2021		✓			
5	Design and Implement a Career Progression Scheme for all Full-time Non-Teaching Staff	2021			✓		
6	Initiate and Institute Succession Planning Reforms	2021		✓			
7	Launch and Implement an Operational Succession Plan	2021			✓		
8	Launch and Operationalise an Annual Capacity Building Programme for Elected Officers and Full-time Staff		✓	✓	✓	✓	✓
CORPORATE GOVERNANCE MANAGEMENT							
1	Train Staff and Elected Officers on the GNAT Corporate Governance Manual	2021	✓				
2	Operationalise the GNAT Corporate Governance Manual at all levels	2021	✓	✓	✓	✓	✓
3	Establish a Monitoring and Evaluation (M & E) Unit at the GNAT-HQ				✓		
4	Implement a Digitized M & E system at all levels of the Association to monitor quality of service delivery	2021	✓				

INDICATORS		Baseline		2022	2023	2024	2025	2026
		Year	Data					
5	Print frame and distribute the Strategic Compass (Vision, Mission, Core Values) to all GNAT Secretariats	2021		√				
6	Launch a Membership Information Management System (MIMS)	2021		√				
7	Construction and Branding of GNAT District Secretariats	2021		√	√	√	√	√
8	Develop and Implement a Corporate Social Responsibility Policy	2021				√		
COMMUNICATION								
1	Initiate and Launch a GNAT Digital TV	2021		√				
2	Resource and Empower the Public Relations Department	2021		√	√	√	√	√
3	Train Elected Officers and Full-time Staff on the Use of Digital Conference Platforms for Meetings and Conferences	2021		√	√	√	√	√
4	Obtain a License with a wide Frequency to Operate a GNAT Radio Station	2021					√	
5	All published GNAT Materials, including policy documents and newsletters, made available online	2021		√	√	√	√	√

GOAL: PROMOTE THE ECONOMIC AND PSYCHO-SOCIAL EMPOWERMENT OF OUR MEMBERS, AND PROVIDE OTHER WELFARE SERVICES TO THE MEMBERS									
OBJECTIVES:									
1.	Improve the standard of living of members								
2.	Alleviate poverty and inequality among members								
3.	Bridge gender inequalities to enhance the social protection of women in the Association								
4.	Institute and expand sustainable psycho-social, economic and welfare services for members								
5.	Increase the life expectancy of teachers								
6.	Improve the housing and accommodation conditions of teachers								
7.	Promote social inclusion of teachers with special needs								
Catalytic initiatives for Psycho-Social Economic and Welfare Development and Transformation									
INDICATORS		Baseline		2022	2023	2024	2025	2026	
		Year	Data						
Membership Health									
1	Initiate and Implement a Teacher Health Insurance Scheme (THIS)	2021				√			
2	Increase membership contribution to the Cancer Fund (GH¢)	2021	2	5	5	5	5	10	
3	Initiate and establish Teachers Sick Bay at the GNAT-HQ	2021				√			
4	Encourage annual Health Screening of Teachers (Hypertension, Diabetes, Breast cancer)	2021	√	√	√	√	√	√	
5	Launch and Operationalise a Health Hotline for members at the GNAT-HQ	2021		√					
6	Establish and Operate a Psychological Counseling Services Unit at GNAT-HQ.							√	

INDICATORS		Baseline		2022	2023	2024	2025	2026
		Year	Data					
Membership Accommodation and Housing								
1	Review and Relaunch the GNAT Home Ownership Scheme (GHOS)	2021		✓				
Membership Economic Activities								
1	Initiate and Conduct a Scoping Study on Membership Entrepreneurship Activities	2021		✓				
2	Development of a GNAT Entrepreneurship Policy (GNATEP)	2021		✓				
3	Establish an MOU with the NBSSI for the Entrepreneurship Training of Members	2021			✓			
4	Organised Annual Entrepreneurship Submit across all levels of the Association	2021		✓	✓	✓	✓	✓
5	Initiate and Establish a “Teachers Bank”	2021			✓			
Gender and Youth Empowerment								
1	Construction of Child-care Centers Attached to all GNAT Regional Hostels	2021						✓
2	Initiate and Review the GNAT Youth Policy	2021			✓			
3	Initiate and Review the GNAT Gender Policy	2021			✓			
4	Review the Activities of GNAT-LAS				✓			
5	Develop a book on the contributions of women in the History of GNAT	2021			✓			
6	Organization of District Roundtable Discussion in all Districts of GNAT	2021					✓	
7	Initiate and implement an Affirmative Quota for Women representation in Leadership	2021					✓	

INDICATORS		Baseline	2022	2023	2024	2025	2026
		Year	Data				
8	Year-on-Year Percentile Increase in the Number of Staff Appointments who are Women	2021	✓	✓	✓	✓	✓
9	Launch the Celebration of the International Youth Day (12 th August)	2021		✓			
10	Successfully Campaign for the Ratification of the ILO Convention by GNAT	2021		✓			
11	Strengthen and Sustain the Teachers' Journal	2021	✓				
12	Initiate a discussion on the construction of a Recreational Centre in each Administrative Region	2021				✓	
Aged Members							
1	Established Retired Teacher's Guild across all Regions				✓		
2	Established Retired Teachers Guild across all Districts						✓
Members with Special Needs							
1	An Increase in the Number of Members with Special Needs Benefiting from the GNAT/CTF INSET	2021		✓	✓	✓	✓
2	An Increase in the Number of Members with Special Needs Benefiting from the Women in Education Bursary	2021		✓	✓	✓	✓
3	Develop and Operationalise a Disability Policy for Members with Disability	2021			✓		
4	Establish a GNAT Special Needs Desk (GNATSPEND)	2021			✓		
5	Year-on-Year percentile Increase in the Number of Staff Appointments and Elected Officers who are with Special Needs	2021				✓	
6	Quota allocated for Members with Special Needs When and Wherever Applicable	2021	✓	✓	✓	✓	✓

GOAL: BUILD THE PROFESSIONAL COMPETENCE OF MEMBERS TO PROMOTE THEIR CAREER PROGRESSION AND HIGH ACADEMIC STANDARDS									
OBJECTIVES:									
1.	Shape policies and practices in the education sector in Ghana								
2.	Offer Continuous Professional Development (CPD) services to members								
3.	Build the digital and practical pedagogy of members								
4.	Improve students' performance in public schools								
5.	Attract female teachers into Science, Technology, Engineering and Mathematics (STEM) related disciplines								
6.	Build the knowledge of teachers in Science, Technology, Research and Innovation (STRI)								
7.	Develop knowledge-based teachers of practice with professional disposition								
Catalytic initiatives for Professional Development and Transformation									
INDICATORS		Baseline		2022	2023	2024	2025	2026	
		Year	Data						
1.	Launch and Operationalised a Digital Resource Centre (DRC) at the GNAT-HQ			✓					
2.	Establishment of Teaching and Learning Centres across all Regions of GNAT	2021	0		✓	✓	✓	✓	✓
3	Relaunch the Book Writing Project	2021			✓	✓	✓	✓	✓
4	Review, sustain and scale up the GNAT/CTF Project	2021		✓	✓	✓	✓	✓	✓
5.	Strengthen members competence in the preparation of TLRs	2021		✓	✓	✓	✓	✓	✓
6	Digitalisation of the Library at the GNAT-HQ	2021			✓				
7	Annual increase in the Number of Teachers Participating in the GNAT/CTF INSET	2021	600	✓	✓	✓	✓	✓	✓
8	An Established Management Information System (MIS) to Detect Duplications in GNAT/CTF Beneficiaries	2021			✓				

INDICATORS		Baseline		2022	2023	2024	2025	2026
		Year	Data					
9	Establish Tracer Study on GNAT/CTF Beneficiaries	2021						
10	Establish an Institute of Research and Industrial Relations Studies (IRIRS)			✓				
11	Decentralise the GNAT/CTF Project Overseas to the District Levels	2021		✓				
12	Launch and Operationalise a Professional Development Section on the GNAT Website	2021		✓	✓	✓	✓	✓
13	Professional Development Programme Accessible Online (%)	2021		✓	✓			
14	Initiate Subject Clinics for JHS Students	2021		✓	✓	✓	✓	✓
15	Review and Strengthen Consultative Council for Subject Teachers' Association (CCSTA)	2021		✓	✓			
16	Increase in the number of GNAT Members Participation in Subject Association: Subject Specialism	2021		✓	✓	✓	✓	✓
17	Launch and Operationalise a Digital Resource Centre (DRC) in each Region	2021		✓	✓	✓	✓	✓
18	An Operational Modern Early Childhood Development Center in each Region	2021				✓	✓	✓
19	Launch and Operationalize the GNAT Standpoint	2020		✓	✓	✓	✓	✓
20	Conduct an Annual Teacher Rationalisation Study	2022		✓	✓	✓	✓	✓
21	An increase of women into STEM in the Women in Education Bursary	2021		✓	✓	✓	✓	✓
22	Build the capacity of members in STEM	2021		✓	✓	✓	✓	✓
23	Relaunch the New Entrant Mentoring Programme	2021			✓	✓	✓	✓
24	Increase in the Number of Communities in the NKABOM Project	2021	30	40	50	60	70	80
25	Successfully advocate for Government to scale-up the	2021		✓	✓	✓	✓	✓

INDICATORS		Baseline		2022	2023	2024	2025	2026
		Year	Data					
	NKABOM Project							
26	Train Regional Resource Persons as advocates for Best Practice in Schools	2021	20	✓	✓	✓	✓	✓
27	Partner with Innovative Teachers (Winners of Ghana Teachers Prize) to share best practices	2021		✓	✓	✓	✓	✓
28	Ghana's Improvement on the Global Teachers Status Index (GTSI)	2020	133/135					
29	Ghana's Improvement on the Global Teachers Prize	2020		✓	✓	✓	✓	✓
30	Increase in the Number of Teachers Trained in Digital Education and Pedagogy	2021	200					

GOAL: SECURE FOR MEMBERS ATTRACTIVE CONDITIONS OF SERVICE THAT MAY ATTRACT AND RETAIN THEM IN THE TEACHING PROFESSION								
OBJECTIVES:								
1. Promote Evidence-based Negotiation to widen the consultation in the negotiation process 2. Bargain for equitable conditions of service for teachers including teachers in rural areas and those with special needs 3. Develop communication strategies that promote membership mobilisation, engagement and participation 4. Improve teacher morale and status on the local and international front								
Catalytic initiatives for Trade Union Development and Transformation								
INDICATORS		Baseline		2022	2023	2024	2025	2026
		Year	Data					
1.	No Splinter Group Formed within GNAT during 2022-2026	2021		✓	✓	✓	✓	✓
2.	Annual Analysis of the Economy for Inflationary Trends and Fiscal Monetary Policy	2021		✓	✓	✓	✓	✓
3	Advocate for an Equitable Salary Upgrading System in the GES	2021		✓	✓	✓	✓	✓
4	Successfully Campaigned for the Establishment and Publication of Criteria for Identifying Underserved/ Deprived areas	2021		✓				
5.	Initiate the discussion on the Development of a Rural Education Policy (REP)				✓			
6	Successfully Advocate for the Implementation of a 40% Monetary Incentive for Teachers in Rural Communities					✓		
7	Advocate for Transportation Arrangement for Teachers in Hard-to-Reach Areas					✓		
8	Successfully negotiate for the full implementation of	2021		✓	✓	✓	✓	✓

INDICATORS		Baseline		2022	2023	2024	2025	2026
		Year	Data					
	the provisions in the Collective Bargaining Agreement (CBA) Renewal and Legitimisation of the CBA Triennially	2021						
9	Advocate for Safe and Healthy School Environments	2021		✓				✓
10	Initiate and Complete an Enumeration Exercise for Schools in Islands	2021		✓	✓	✓	✓	✓
11	Advocate for the Provision of Canoe Boats and Life-Jackets to Schools in Islands	2021			✓			
12	Successfully Advocate for a Percentage of Government Housing Allocation to Teachers			✓	✓	✓	✓	✓
13	Annual Needs Assessment on the Conditions of Services of Teachers	2021		✓	✓	✓	✓	✓
14	Biennial Review of the Conditions of Services with Agreed Action Plans	2021			✓		✓	
15	A Strengthened Negotiation Team on Labour Economics, Collective Bargaining Arrangements and Negotiations			✓	✓	✓	✓	✓
16	Increase in Allegiance with International Teacher Unions and NGOs into Education	2021		✓	✓	✓	✓	✓
17	Desk-Based Research that Identifies and Compares ILO Standards With Teacher Terms and Conditions in Ghana: Disparities	2021		✓	✓	✓	✓	✓
18	Draft Membership Recruitment Policy for Private Schools	2021			✓			
19	Membership Recruitment in Private Schools	2021				✓		
20	Percentile Increase in Number of Newly Qualified Teachers and Graduate Teachers Who join GNAT	2021		✓	✓	✓	✓	✓
21	Successfully Campaigned for a Motorola Service for Teachers in Hard-to-Reach Areas					✓		
22	Initiate and Appoint a Labour Economist at the GNAT-HQ	2021				✓		
23	Initiate and Establish a Membership Complaint Unit at the GNAT-HQ	2021			✓			
24	Biennial Membership Enumeration Survey	2021			✓			✓

GOAL: BUILD WELL-PLANNED, SAFE AND HEALTHY WORKPLACE WHILE PROTECTING THE NATURAL ENVIRONMENT									
OBJECTIVES: <ol style="list-style-type: none"> 1. Bargain and negotiate for environmentally sound programmes in the education sector 2. Engage in environmental community service, mentoring and monitoring 3. Develop professional ecological knowledge among teachers, students and the public 									
Catalytic initiatives for Environmental Development and Transformation									
INDICATORS		Baseline	2022	2023	2024	2025	2026		
		Year	Data						
1	Launch and Operationalise the Environmental Pillar of GNAT on the World Environmental Day (5 th June)	2022		✓	✓	✓	✓		✓
2	Initiate and Relaunch the GNAT Tree Planting Project	2021		✓					
3	Strengthen Awareness Creation on Environmental Sustainability among Members	2021		✓	✓	✓	✓		✓
4	Develop Literature (books, flyers, posters) on Environmental Protection and Safety in Partnership with EPA	2021		✓					
5	Organise Series of Drama on Causes and Effects of Non-green Environment	2021		✓					
6	Initiate and Implement a Green Procurement Policy	2021		✓					
7	Engage in Environmental Community Services	2021		✓	✓	✓	✓	✓	✓
8	Build Professional Ecological Knowledge of Members	2021		✓	✓	✓	✓	✓	✓
9	Advocate for Safe and Healthy School Environments	2021		✓	✓	✓	✓	✓	✓

MONITORING, EVALUATION AND RESEARCH (MER)

RELEVANCE:

The S-Plan (2022-2026) includes both strategic, tactical and operational indicators. This will require strategic, tactical and operational stakeholders for its implementation. The responsibility of implementation will require *M & E* from the National Secretariat, *Coordination* from the Regional Secretariats and *Implementation* from the District Secretariats. Therefore, the accomplishment of the targets set for the S-Plan on a yearly basis would depend on the focus and commitment of the Political and Administrative leadership of the Association.

The S-Plan includes specific objectives by tracking goals and indicators of key success. Therefore, it is important that Mid-Term Reviews (MTR) are carried out in addition to the production of Monthly Report Cards on how the Association is doing against the S-Plan in a Result Framework (RF).

Basically, there is no way to monitor a strategic plan without the use of indicators and baseline data for tracking. By comparing performance data with established standards, it is possible to visualise or anticipate possible bottlenecks. Monitoring of the S-Plan should be carried out based on the same indicators used when preparing the S-Plan.

Without a starting point, defined by data, it is impossible to strategically figure out how much can get done, how long it is likely to take and what resources will be needed. A defined starting point provides a clear, specific gauge to determine how close or how far away the team is from the end point, which is defined by the Key Performance Indicators (KPIs). Notwithstanding, currently, there is no baseline data for tracking the achievement of the targets in the S-Plan. Therefore, there is the need to gather and analyse such baseline data for the development of the Result Framework.

IMPLEMENTING ENTITIES

STRATEGIC PILLAR	GOAL:	LEAD	ENTITIES	PARTNERS/ COLLABORATORS
CORPORATE GOVERNANCE	Build Efficient and Accountable Governance Systems with High Integrity to Maintain Stability and Cohesion in the Association	Management & National Officers	Division, Regional, Districts Secretariats, Locals, and Schools	TUC, EI, Teacher Unions, NLC, CAGD, ILO, FWSC, PSC, Organized Labour, etc.
TRADE UNION	Secure for members attractive Conditions of Service that may retain them in the Teaching Profession	Management & National Officers	Division, Regional, Districts Secretariats, Locals, and Schools	TUC, EI, Teacher Unions, NLC, CAGD, ILO, FWSC, etc.
EDUCATION & PROFESSIONAL DEVELOPMENT	Build the Professional Competence of members to promote their career progression and high academic standards	Management & National Officers	Division, Regional, Districts Secretariats, Locals, and Schools	CTF, UNESCO, UNICEF, EI, TUC, Universities, COE, WAEC, GES, MOE, etc.
PSYCHO-SOCIAL, ECONOMIC AND WELFARE	Promote the Economic and Psycho-Social Empowerment of our members and provide	Management & National Officers	Division, Regional, Districts Secretariats, Locals, and Schools	TUC, FWSC, CAGD, MGCSP, GES, MOE, etc.

	other welfare services to the members			
ENVIRONMENTAL SUSTAINABILITY	Build Well-Planned, Safe and Healthy workplace while Protecting the Natural Environment	Management & National Officers	Division, Regional, Districts Secretariats, Locals, and Schools	EPA, MoE, MoH, MoF, MoA, MLGRD, EI, etc.

Note: The Division is made up of Departments and Units

MONITORING AND EVALUATION TEAM

The accomplishment of the targets set in the S-Plan on a yearly basis would depend on the focus and commitment of the Political and Administrative leadership of the Association in the conduct of Monitoring, Evaluation and Research.

A fifteen-member Monitoring and Evaluation Team is hereby proposed:

NAME	POSITION
The Chairperson of the GNAT National Sub-Committee on Administration and Finance	Chairperson
Chairperson of the National Delegates Conference Sub-committee on the Plan	Member
The first National Trustee	Member
The General Secretary	Member
Deputy General Secretary, Administration and Labour Relations	Member
Deputy General Secretary, Education and Professional Development	Member
Head of Finance	Member
The Head of Organisation and Administration Department (Secretary)	Member
One Representative of Regional Chairpersons	Member
One Representative of District Chairpersons	Member
One Representative of Regional Secretaries	Member
One Representative of District Secretaries	Member
Three classroom teachers/tutors from the Northern, Middle and Southern zones of the country (on rotational basis).	Members

The Monitoring and Evaluation Team shall be accountable to the National Council through National Executive for the effective and efficient implementation of the S-Plan. The M&E Team is expected to meet at least twice a year. The Team is required to report annually to the appointing authority at the National Executive and Council meetings.

FUNDING THE STRATEGIC PLAN

The Association operates in an environment with economic uncertainties and fluctuations in monetary and fiscal policies. This creates a very risky environment to operate in, thereby making cost projections, predictions and forecasting very unrealistic. Projecting costs beyond one or two years is therefore subject to serious uncertainties. An annual budgeting is therefore, recommended for the funding of the S-Plan. Funding the S-Plan requires high commitment from the Governing Council and Management. Detailed annual planning and budgeting for all the projects and programmes in the S-Plan is essential. Based on current year to-year inflation rate in Ghana, a projected annual percentage of a minimum of 10% is recommended for the plan.

Recognising that the Association operates in an environment with economic uncertainties and fluctuations in monetary and fiscal policies, the S-Plan requires at least Four Million, Four Hundred and Two Thousand Four Hundred and Fifty Cedis (GHS4,402,450.00) above current projected budget for 2022 budget.

PROPOSED FUNDING FOR THE FIVE -YEAR STRATEGIC PLAN 2022/2023 – 2026/2027

NO.	PLAN FOCUS	PREVIOUS PLAN 2018-2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
1.	PHYSICAL & INFRASTRUCTURAL DEVELOPMENT						
	Buildings						
	• Abankro	20,356,165.00	-	-	-	-	-
	• District Secretariats	2,937,105.00	1,100,000.00	1,210,000.00	1,331,000.00	1,464,100.00	1,610,510.00
	• Staff Housing	696,640.00	550,000.00	605,000.00	665,500.00	732,050.00	805,255.00
	SUB – TOTAL	38,989,909.00	1,650,000.00	1,815,000.00	1,996,500.00	2,196,150.00	2,415,765.00
2.	Economic & Welfare						
	Death or Retirement	78,850,000.00	20,652,993.90	22,718,293.29	24,990,122.62	27,489,134.88	30,238,048.37
	Donation	3,734,000.00	1,650,000.00	1,815,000.00	1,996,500.00	2,196,150.00	2,415,765.00
	Salaries and Conditions of Service	420,000.00	462,000.00	508,200.00	559,020.00	614,922.00	676,414.20
	Mainstreaming Health Needs of Members	16,483,770.00	-	-	-	-	-
	GNAT/SGMC	-	7,700,000.00	8,470,000.00	9,317,000.00	10,248,700.00	11,273,570.00
	Welfare	-	880,000.00	968,000.00	1,064,800.00	1,171,280.00	1,288,408.00
	SUB – TOTAL	99,556,178.00	31,344,993.90	34,479,493.29	37,927,442.62	41,720,186.88	45,892,205.57
3.	PROFESSIONAL DEVELOPMENT AND TRADE UNION EDUCATION						
	Early Childhood Education	1,044,585.00	220,000.00	242,000.00	266,200.00	292,820.00	322,102.00
	Prof. Development	1,213,446.00	581,900.00	640,090.00	704,099.00	774,508.9	851,959.79
	Membership Training	-	506,000.00	556,600.00	612,260.00	673,486.00	740,834.60
	C.C.S.T.A	488,328.00	110,000.00	121,000.00	133,100.00	146,410.00	161,051.00
	Resource Centre/Print Shop	575,991.00	165,000.00	181500.00	199,650.00	219,615.00	241,576.50
	Primary Science	979,122.00	330,000.00	363,000.00	399,300.00	439,230.00	483,153.00
	Print Shop	-	55,000.00	60,500.00	66,550.00	73,205.00	80,525.50

NO.	PLAN FOCUS	PREVIOUS PLAN 2021-2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
	GNAT In-Service Training/UNESCO	6,016,100.00	330,000.00	363,000.00	399,300.00	439,230.00	483,153.00
	ICT Training	120,000.00	132,000.00	145,200.00	159,720.00	175,692.00	193,261.20
	GNAT/CTF Project Nkabom	522,198.00	1,100,000.00	1,210,000.00	1,331,000.00	1,464,100.00	1,610,510.00
	Trade Union Education	417,834.00	-	-	-	-	-
	Library	366,306.00	-	-	-	-	-
	Professional Development online	3,720,800.00	-	-	-	-	-
	SUB – TOTAL	15,344,710.00	3,529,900.00	3,882,890.00	4,271,179.00	4,698,296.90	5,168,126.59
4.	HEADQUARTERS EXPENSES						
	• Meetings & Seminars	8,889,920.00	7,700,000.00	8,470,000.00	9,317,000.00	10,248,700.00	11,273,570.00
	• Organization & Administration	916,000.00	1,100,000.00	1,210,000.00	1,331,000.00	1,464,100.00	1,610,510.00
	• HRD/HRM/Staff Training	2,237,000.00	660,000.00	726,000.00	798,600.00	878,460.00	966,306.00
	• Communications and International Relations	2,608,000.00	297,000.00	326,700.00	359,370.00	395,307.00	434,837.70
	• Research	892,875.00					
	• Gender	1,888,145.00	550,000.00	605,000.00	665,500.00	732,050.00	805,255.00
	• Environmental Sustainability	-	-	-	-	-	-
	• Greening Schools	1,381,408.00	-	-	-	-	-
	• Youth Development	1,862,000.00	275,000.00	302,500.00	332,750.00	366,025.00	402,627.50
	• Constituent Bodies	595,325.00	220,000.00	242,000.00	266,200.00	292,820.00	322,102.00
	• Leadership Training (Elected Officers)	1,860,400.00	1,100,138.29	1,210,152.12	1,331,167.33	1,464,284.10	1,610,712.47
	SUB-TOTAL	23,068,873.00	11,902,138.29	13,092,352.12	14,401,587.33	15,841,746.10	17,425,920.67
	GRAND TOTAL	176,969,670.00	48,427,032.19	53,269,735.41	58,596,708.95	64,456,379.85	70,902,017.83
	GRAND TOTAL FOR 2022 - 2026	295,651,874.23					

Note: Provisions should be made for the underlisted programmes and Activities in the ensuing budgets

- a) Mainstreaming health needs of members
- b) Environmental Sustainability
- c) Abankro
- d) Trade Union Education
- e) Library
- f) Research

TECHNICAL COMMITTEE

- | | | | |
|----|---------------------------|---|--------------------------|
| 1. | Mr. Thomas Tanko Musah | — | General Secretary |
| 2. | Dr. Linus Linnaeus Tannor | — | Consultant |
| 3. | Mr. Kwame Dagbandow | — | Co-ordinator |
| 4. | Mr. Ernest Asamoah | — | Member |
| 5. | Mr. Prince Amenya | — | Member |
| 6. | Mr. Palham Oyiye | — | Member |
| 7. | Ms. Elizabeth Opare | — | Administrative Secretary |

ACROYNMS AND ABBREVIATIONS

CAGD	Controller and Accountants General's Department
CBA	Collective Bargaining Agreement
CBC	Collective Bargaining Certificate
CCTA	Consultative Council for Subject Teachers Associations
CPD	Continuous Professional Development
CoE	Colleges of Education
CSOs	Civil Society Organisations
CTF	Canadian Teachers Federation
DRC	Digital Resource Centre
EI	Education International
FWSC	Fair Wages and Salaries Commission
GES	Ghana Education Service
GHOS	GNAT Home Ownership Scheme
GNAT	Ghana National Association of Teachers
GNAT-HQ	GNAT Headquarters
GNAT-LAS	GNAT Ladies Society
GNATEC	GNAT Elections Committee
GNATEP	GNAT Entrepreneurship Policy
GNATSPEND	GNAT Special Needs Desk
GNATOC	GNAT on Campus
GTSI	Global Teachers Status Index
KPIs	Key Performance Indicators
THIS	Teacher Health Insurance Scheme

ILO	International Labour Organisation
M & E	Monitoring and Evaluation
MIMS	Membership Management Information System
MTR	Mid-Term Review
NBSSI	National Board for Small-Scale Industries
NLC	National Labour Commission
NTC	National Teaching Council
PSC	Public Services Commission
PTP	Partisan and Tribal Politics
PEN	Perceptions, Expectations and Needs
RF	Results Framework
SGMC	Sweden-Ghana Medical Centre
S-PLAN	Strategic Planning
STAR	Strategic Assessment and Review
STEM	Science, Technology, Engineering and Mathematics
SWOT	Strengths, Weaknesses, Opportunities and Threats
ToC	Theory of Change
TRUST	Transparency, Resilience, Unity, Solidarity and Tolerance
TUC	Trade Unions Congress

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