

ANNEX 5: NARRATIVE PROGRESS REPORT**Six-Month and Annual Reporting**

version 50622

General information	
Name of the Organisation: Institute of Economic Affairs IEA	Contract Ref. No.: 01/core/31/IEA
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Signature:	Report Date: Jan 31st 2006
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1. What changes did you see in pro-poor government policies (in design, implementation or review)? How did such change come about and what is your interpretation of the changes?

The policy regarding the privatisation of urban water - 2004. Initially designed as (BOT) or Build Own and Transfer project. Instead of selling Ghana Water to a foreign company, the management of Ghana Water has been assigned to two companies i.e. a Dutch and South African Company. The two companies now manage Ghana Water with a view to improving the company's service delivery and revenue generation. Policy change occurred as a result of Civil Society pressure. The IEA commissioned several studies for and against the privatisation of water. It created several platforms for discussion and debate. ISODEC, Ghana TUC and other civil society organisations also formed a coalition called Coalition Against Privatisation of Water.

2. Collaboration and networking

2.1 Indicate changes or progress in your working relations with the Parliament, Government Services, MDBS Partners, Donors, NDPC, District level Authorities or Services etc.

PARLIAMENT-The Institute continues to provide technical advise to several committees in Parliament. During the period under review, a number of parliamentarians held discussions with The Institute on The Peoples Representation Bill. This bill has been tabled for discussion on the floor of the house. They invited The Institute to review the Bill and present arguments for and against the Bill. This was duly done and the papers were presented by Hon. Owusu-Ansah, MP and Deputy Attorney General and Minister of Justice and Mr. Kwamena Ahwoi, Former Law Lecturer and Former Minister for Local Government and Rural Development. Their presentations equipped the Parliamentarians with the relevant information needed to contribute to and debate the bill when it is brought before the floor of the house.

The Chairman of the Subsidiary Legislative Committee in Parliament Hon. Francis Agbotse also held discussions with The IEA with regards to how best the Parliamentary Committee and The Judiciary iron out difficulties regarding the New High Court Civil Procedures Rules. The Institute is yet to take up a review of these rules. Once this is done, it will be discussed with members of the Subsidiary Legislative Committee in Parliament as well as key members of The Judiciary.

GOVERNMENT- With regards to the Government, The Institute's working relationship and ties continues to grow from strength to strength. The IEA is often invited to comment and contribute to policy documents of various ministries particularly the Ministry of Finance and The Ministry of Justice. Notable among documents reviewed this quarter are The Whistle Blowers Bill and The Right to Information Bill. Key ministers of state also continue to participate in several policy discussions organised by The IEA and participate fully in discussions. Notable amongst them are Hon. John Mahama, MP Hon Paa Kwesi Nduom MP & minister in charge of Public Sector Reform, Hon Dr. Richard Anane MP & minister for Roads and Highways, Hon Frema Osei Opere, MP & Deputy Minister for Youth, Manpower and Employment, Hon Mahama Ayariga MP, Hon Kenneth Dzirasah MP, Hon ET Mensah MP, Hon Michael Nyaunu MP, Hon Mohammed Ibn MP, Hon M.M. Mubarak MP, Hon Freddie Blay MP, Hon Lee Ocran MP, Hon Alban Bagbin, MP Hon Dominic Azumah MP, Hon Joseph Yielah Chireh MP, Hon, Mrs. Agnes Chigabatia MP and Hon Juliana Asumah Mensah MP among many others.

DONORS -The IEA's collaboration with The Netherlands Embassy reached a new and unprecedented level when IEA and NIMD's collaboration in building the capacity of political parties was extended to sub-regional activities.

MDBS- The IEA continues to strengthen its ties with the MDBS partners by inviting key figures from these organisations to participate in policy discussions and by commissioning some key members to prepare policy papers on actual policy issues being discussed at The Institute which provides a platform for its partners. All the publications of The Institute are received by all the parties mentioned herein.

NDPC - The Institute is a member of The National Inter-Agency Poverty Monitoring Group set up by the NDPC. The Institute participated actively in the review of earlier drafts of the Growth and Poverty Reduction Strategy (GPRS) for 2006-2009.

DISTRICT LEVEL AUTHORITIES - In the same way, The IEA's collaboration with the EC and NCCE officers at the Regional or District level was strengthened by involving them in its Regional Political Party Programme.

2.2 How has collaboration been strengthened (i.e. joint campaigns, collaboration, networking) with other RAOs / CSOs / CBOs?

Sharing of information / ideas/ systems with other RAO's.

As a matter of policy, The IEA's comprehensive programme of Political Party Regional Debates always depends for success in the regions on collaboration with the religious groups and traditional leaders at the community level.

Again as a result of its participation in GRAP, The Institute for the first time collaborated with the Third World Network (TWN) to jointly host a policy forum on "Rationale for Multi Lateral lending: A critical Assessment". The lead presenter Dr. Yilman Akyuz, is the former Chief Economist, UNCTAD was in the country at the invitation of Third World Network. The Institute intends over this New Year to collaborate with other RAO's.

2.3 How has the credibility and legitimacy of RAOs changed in the eyes of GoG and the Ghana public? How did such change come about and what is your interpretation of the changes?

This is too wide an issue to discuss in relation to the limited time G-rap has operated. Any impact in these two areas is bound to require a longer time frame.

3.1 Output ranking on research and advocacy products and/or services delivered;				
Please rank the outputs in order of relative success, according to your own appreciation and evaluative judgment				
#	Outputs presented in submitted Workplan	Target groups that received or used the output delivered	Documents describing output delivery	Attached Copy yes/no
1	Research Outputs	Policy makers, Members of Parliament, Government officials, Donors, academia, students, The media and the general public	IEA Monograph, Governance Newsletter, Policy Analysis and Legislative Alert series and Occasional Papers	Yes
2	Publications	Policy makers, Members of Parliament, Government officials, Donors, academia, students, The media and the general public	IEA Monograph, Governance, Policy Analysis and Legislative Alert newsletters,	Yes
3	Policy Discussions	Policy makers, Members of Parliament, Government officials, Donors, academia, students, The media and the general public	IEA Monograph, Governance, Policy Analysis and Legislative Alert newsletters, Newspaper clippings, TV & Radio presentations etc.	Yes
4	Personnel Costs	IEA staff - Research & Administrative Staff	Financial statements & reports, payment vouchers, bank statements	Yes (see financial accounts)
5	Training – in house staff	IEA staff - Research & Administrative Staff	Training handouts, IEA Policy & Procedures manual	Yes
		IEA staff - Research & Administrative Staff	Receipts, Waybills	Yes
		IEA Staff & Clientele	Receipts, Waybills	Yes
3.2 Please explain the basis of the ranking; what criteria were you using for the ranking?				
The ranking has been done based on its : 1) Core functions of The Institute 2) Outputs in which it excelled most during this period				

4. Organisation: evidence of significant progress / change / results in the following areas
4.1 Strategy, planning, decision making, knowledge management
<p>There has been greater awareness of the issues surrounding strategic planning, the importance of organisational design; organisational work culture; participatory approaches. Also discussions surrounding leadership and management structures have led us to reassess our approach to management systems</p> <p>Generally speaking our approach to management is more participative - as we attempt to include to broaden the decision making process.</p> <p>We are also more aware of gender issues and the need to mainstream gender further into our programmes. This awareness needs to be translated into activities and we would welcome discussions from G-RAP on the level of support that could be provided.</p>
4.2 Funding base development and financial management
<p>The Institute has in place sound financial management structures and procedures. It continues however to improve and upgrade them as and when the need arises.</p> <p>Fundraising Base Development. - We hope to strengthen this area within The IEA - We could benefit from the employment of a dedicated Fundraiser who would be sufficiently competent to operate at a variety of levels. Much of the work would be directly under the direction of The Administrator. However the Fundraiser would also include seeking proposals from the Internet and building relationships with key stakeholders. Again funding would be appreciated for this post which if successful could be a blue-print for other RAO's</p>
4.3a Recruitment, development and retention of staff; HR planning; incentives
<p>This is at the start of a process - but we are starting to stabilise and align our HRM systems and trying to develop M&E systems to monitor how effectively we are doing this. Currently we are building the capacity of the management function through coaching utilising the services of Esi Johnson and IBIS. It should also be noted that we have raised the competence/depth of our staff. As a result of G-RAP support we have identified competence gaps in some staff and have recruited a more experienced replacement - This is so in relation to finance, programme and management and a more generic manager. Throughout the recruitment process we were conscious of the need for gender sensitivity - two of the key staff recruited (out of three) were female.</p> <p>During the period under review, The Institute's Administrative and Programme staff participated in several in-house training programs. These were led by senior staff members. Participants were trained on the rudiments of Time Management & Effective Planning, Events Planning and Management, Attitude and creativity and Decision Making. Staff orientation on The IEA manual for Human Resources & Finance and Administration was also done. Again Heads of the Research centres and units continued to mentor and coach staff under their supervision. During this period, The Finance and Administrative Consultant provided weekly coaching sessions for both Administrative and Finance Managers. These coaching sessions proved useful in that it has given both managers an insight into the operations and culture of The Institute. It also helped them to understand their role as Senior Managers of The Institute.</p>
4.3b Organisational structure, board, management team
<p>There is raised awareness of how organisational design impacts upon the performance of organisations. We are looking at an increased vertical and horizontal integration of our systems. A focus on communication systems - meetings being more laterally sliced; more and higher quality of information systems for reflective time. The IEA is realising that there are different ways of looking at situations and of tackling scenarios.</p>
4.4 Marketing, public relations, communication
<p>This we see as linked to our strategic planning process. We would appreciate additional G-RAP resources to tackle the strategic planning issues. This would need to be facilitated and is currently beyond the scope of our present ICB grant.</p> <p>We are aware too of the need for specific advise on branding our internal and external marketing. This would also be something which we would desire future assistance from G-RAP, although this needs to be fully integrated into the strategy mentioned above.</p>

5. Grant and report related issues
5.1 Details of any notable challenges or unexpected developments encountered during the reporting period. Indicate the reason for such change and what impact this could have on the execution of your original Annual Workplan as attached to the Grant contract.
Some changes occurred in both work-plans and budgets submitted to G-RAP during the period under review. First and foremost under the budget, funds set aside for administrative expenses were woefully inadequate. In this regard The Institute is utilizing some funds set aside for other budget lines which are not so pressing to meeting some administrative costs. A letter will be sent to the PMT with this information.
5.2 Please indicate any issues you wish to raise relating to the Grant or to G-RAP management, monitoring or financial procedures.
The core grant has been of immense benefit to The Institute. However it is woefully inadequate in enabling The Institute attain its full potential. Again the reporting requirements are simply cumbersome and time consuming - RAO's should be allowed to follow their own reporting formats.
5.3 Please indicate any aspects of this report which are confidential and should not be communicated beyond G-RAP without prior consent.
None