

GHANA RESEARCH & ADVOCACY PROGRAMME	
HALF -YEAR NARRATIVE REPORT- January- June 2006	
Name of the Organization:	Contract Ref. No.01/core/31/IEA
The Institute of Economic affairs (IEA)	Report period: January-June 2006
Report Prepared by:	Report Date: August 1 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 change?	
<p><u>Capitation Grant</u> Basic education is supposed to be free, according to the 1992 Constitution of the Republic of Ghana. In practice, this has not been the case. This acted as a hindrance to the realization of the Government's Free Compulsory Universal Basic Education (FCUBE) Policy. The introduction of the Capitation Grant in 2005/2006 has eliminated the need for parents to pay any direct fees, leading to increased School enrollment.</p> <p><u>National Health Insurance Scheme</u> The introduction of the National Health Insurance Scheme in 2005 is another major pro -poor policy designed to help the poor and financially weak sections of the population. The Programme is communally-based and is built on the principle of cross-subsidization. It has brought to an end, the old system of paying upfront for medical treatment; a policy under which many poor Ghanaians could not access health facilities. Registration is still low but future improvement is expected.</p> <p><u>School Feeding Programme</u> The introduction of the NEPAD School Feeding Programme is also a major poverty- reduction policy. Under the Programme, school children will be treated to one hot meal a day to sustain their interest in School and help address their nutritional requirements. It is estimated that 700 schools will join the Programme by 2007.The effect has been a massive push-up in School enrollment.</p>	

The introduction of these policies has reduced the levels of discontent against the health and educational policies that mitigated against the possible attainment of targets under the Millennium Development Goals.

2. Collaboration and Networking

The Institute continued its collaboration and networking with a varied mix of RAO's. In the area of gender, ABANTU and The Institute of Local Government Studies partnered us at a Workshop aimed at strengthening the capacity of females to aspire to the highest levels of political decision-making. Both the Executive Directors of ABANTU and the Director of the ILGS presented papers in which they called on the Government to show more commitment to the Women in Governance Fund. They demonstrated, as things stood, if current payments were to be made, every eligible woman aspirant would receive a paltry Five Thousand Cedis to prosecute their campaigns.

The Ghana Academy of Arts and Sciences was also involved in some activities undertaken by The Institute. Apart from being a regular recipient and user of IEA research products, the GAAS was also co-host of a Policy Forum on “**The Doha Round of Talks: Implications for Ghanaian Policy makers**”. At this meeting, all aspects of the latest round of World Trade Organisation were examined in the light of Ghana's global trade status.

Various RAO's also served on our Editorial Board and this cross-fertilisation strengthened 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.

THE JUDICIARY - Realising the harm that undue delays causes the Ghanaian justice delivery system, The Institute provided a rare opportunity for the judiciary to engage in self-criticism. This was when it organized a Policy Forum on ‘**Time for Delivery of Judgments or Rulings in the Superior Courts of Ghana**’. A Ghanaian legal Scholar of international repute was commissioned to present a Paper. In it, he advocated that the various provisions under the High Court (Civil Procedure) Rules and other subsidiary legislation be streamlined to ensure uniformity of judgment delivery.

The Policy Forum brought together Judges Lawyers, Teachers of the law and litigants to examine the causes of delays in judgments and the problems of the judiciary as a whole, with a view to finding long-lasting solutions to them.

THE POLICE - The IEA undertook to engage the Police and made a foray into an area shunned by most RAO's: Police Reform. A Roundtable

Discussion on **‘The Ghana Police Service:- A Practical Agenda for Reform’** was held. Former IGP, Peter Nanfuri, Chief Superintendent Victor Tandoh, Commanding Officer, MTTU, DSP Kwesi Ofori, Deputy PRO, Ghana Police Service and a cross-section of law enforcement agencies, Civil Society and State institutions put in an appearance.

In an erudite paper prepared by a commissioned expert, radical measures were suggested as key to restoring professionalism in the Police Service. These included: taking the Police off traffic control duties and debt collection, as well as bringing in outsiders to man administrative posts therein.

DONORS - The IEA continued to network with various development partners, fostering and strengthening relations with them. We continue to strengthen our ties with donors. The Frederich Naumann Foundation, DANIDA and DFID come in for mention. The IEA’s collaborative efforts with the Netherlands Institute for Multi-Party Democracy also continued in earnest. The IEA/IMD Political Parties Programme was extended to the West African sub-region. This commendable initiative was climaxed with a historic Conference of 23 Political Parties from eight (8) West African Countries. The conference birthed the West African Regional Political Parties Programme (WARPPP), with The IEA as Convener-Coordinator.

During the Quarter, we continued to strengthen our ties with the Diplomatic Community by hosting Ambassadors’ Luncheons. The Ambassadors were briefed about our three-year research plan. Many of them have expressed interest in supporting the funding plans.

The IEA is also collaborating with Political Parties, Civil Society and like institutions such as the African Union, ECOWAS, Governments and opposition Parties

PARLIAMENT - The IEA’s working relations with Ghana’s Parliament has seen substantial improvement. Apart from MPS being among regular participants at the IEA round tables, they now also attend programmes under the West African Regional Programme of Political Parties, which is coordinated by The IEA.

The MP’s consult with us on the review of Bills and Laws before the House. We continue to attract key support from key MP’s from both sides. They make meaningful contributions and chair policy discussions at The Institute. Honourables Freddy Blay, First Deputy Speaker, Ken Dzirasah, Mahama Ayariga, Isaac Asiamah, Cecilia Dapaah, Agnes Chgabatia, Haruna Iddrisu, Nii Adu Mante, Mohammed Abass, Frema opare, Gifty Kusi, Yieleh Chireh, Francis Agbotse, Alice Boon, E.T. Mensah and Anna Nyamekye were a few of the many MP’s who attended and chaired The Institute’s many programs.

Another level of co-operation exists between us and the Womens' Caucus in Parliament. This collaboration examines various aspects of Women in Politics. To this end, a Workshop was organised on the issue of funding Women in Politics. The ARK Foundation, ABANTU, AWLA and WILDAF were some of the gender advocacy groups who participated in the said Workshop. They all examined different ways of getting more funds for women to get into political decision-making, using the up-coming District Assembly elections as a starting point.

MDA's - The Ministry of Finance and Economic Planning (MOFEP) consulted us for our views and input on several documents. We were also amongst the few NGÓ's who were admitted to key meetings where the expertise of IEA Scholars was much in demand.

The Statistical Service of Ghana is also collaborating with us to generate some data for certain economic forecasts.

GOVERNMENT - The IEA continues to throw the searchlight on major Government, policies thus enhancing critical understanding of them. Towards this end, The IEA organized roundtables on important Government policies and legislation. Probably, the one on The Representation of The Peoples Amendment Bill (ROPAB) was the most spectacular event. Here, both the Deputy Attorney-General and another legal scholar with opposing views presented position papers at the same forum and generated issue-laden debate.

CIVIL SOCIETY - State and non-State actors in the period under review, participated actively in the Programmes of The Institute. These include top-level officials from **CHRAJ, NCCE CHRI, EC, Third World Network, Ghana Academy of Arts and Sciences** and various Women, Youth and Grassroots Organizations.

We continue to involve them in our research. They presented papers, chaired sessions and participated in them. They continued to lend their support to our many initiatives

NDPCT - he IEA's relations with the NDPC were tied into the GPRS II process. With the adoption of the GPRS II as the official working document of the Government of Ghana, The IEA is now looking to promote the Governance component of the GPRS II by focusing its research on decentralisation.

The Institute is a member of the National Inter- Agency monitoring group set up by the NDPC. The Institute participated actively in the review of

earlier drafts of the Growth and Poverty Reduction Strategy 1 (GPRS). It also made significant contributions to the GPRS 2 document. Notable among our recommendations were the inclusion of the Performing Arts and Gender Empowerment as a source of revenue generation and poverty reduction.

DISTRICT LEVEL AUTHORITIES - The IEA has embarked on a groundbreaking study of all 138 District Assemblies in Ghana. This involves ranking them in the 10 Best and Worst categories vis-à-vis their application of the District Assemblies Common Fund and other revenues generated. Best practices will be shared and ways of improving DA performances suggested. Secondly, The IEA's collaboration with EC, NCCE officers and District Assembly Staff was strengthened by their involvement in the Regional Political Parties Programme. Thirdly, the Institute commenced a study on the Local Government Service Act, (2003) Act 656, The study was done by Mr. Kwamena Ahwoi, Ghana's longest- serving Minister of Local Government and a Law Lecturer. The resulting paper, **Re-centralization within De-Centralization** has since been published and has become a useful guide in Local Government Reform.

The IEA has a long-standing programme of strengthening the capacity of District Assemblies. Akim Swedru District Assembly and Shama-Ahanta-East Metropolitan Assembly have already benefited in the past. The Institute is looking at the possibility of reviving this Programme soon.

2.2 How has collaboration been strengthened (i.e. joint campaigns, collaboration, networking) with other RAO's/ CSO's/ CBO's?

1. Gender is now mainstreamed and implemented. We work closely with Women Groups to build their capacity. Collaboration with other RAO'S is on course. IEA has collaborated with ABANTU, Association of Women Lawyers in Africa (AWLA), Ministry of Women's and Children's Affairs , Institute of Local Government Studies and others on enhancing the role of women in the decision-making placers in Ghana. A major follow-up to this is that The IEA is also collaborating with the same Women's Organizations in promoting the Women In Local Governance Fund. The Executive Director of ABANTU and ILGS both presented papers calling on the State to give serious attention to the issues of Women's participation in politics and the resources needed to prosecute such a campaign.

2. Also, the collaboration with the Ghana Academy of Arts and Sciences continued. A joint Seminar on '**The Doha Round of Talks: Implications for Ghana's Policymakers**' was held. Among the recommendations made therein was for Policymakers and lawmakers to gain better insight into the workings of the World Trade Organisation so as to be able to evolve policies that would counter-balance global power interests.

3. The IEA has joint collaborative research work with the University of Cape Coast in a number of areas:

- a. Student research supervision (PHD)
- b. Several joint research projects.
- c. Teaching Program at University of Cape-Coast by visiting scholars at The IEA.
- d. A contribution to the setting up of a referred international journal called Ghana Policy Journal

4. A collaboration with visiting scholars from Universities in Australia, New Zealand, United Kingdom and the United States, West Indies and Canada through visiting fellowships offered by The IEA to distinguished scholars to research on Ghana through a residency Programme at The Institute.

5. The establishment of a referred international journal on Ghana called the **Policy Journal** by The IEA involves the setting up of an international Editorial Committee made up of distinguished scholars from the University of Cape Coast, Ghana and overseas.

6. The IEA's scholars participate in the GDN network of research projects. This makes them qualified to participate at international conferences and seminars.

Sharing of information/ ideas/ systems with others RAO's

As a matter of Policy, the multi-disciplinary nature of The Institute's activities seeks to rope in other RAO's, CBO's and CSO's. We invite and continue to involve them in our activities. They are on our mailing list and we send them our publications. We also continue to reach out extensively to key RAO's and other Civil Society Organisations through our invitations to them and their subsequent participation in our Workshops, Policy Discussions, Seminars and other joint programmes. We share ideas with them in all respects.

The Institute's comprehensive programme of Political Party Regional Debates always depends on vertical and horizontal collaboration with the Religious Leaders, Traditional Rulers and CBO'S.

2.3 How have the credibility and legitimacy of RAO's changed in the eyes of GOG and the Ghana public? How did such change come about and what is your interpretation of the change?

It is early days yet to describe the full impact. In the interim, RAO's like The IEA continue to have credibility due to our work with Parliament and the Ministry of Finance, for example. The PMT has been very helpful in clarifying issues that hinge on certain aspects of GRAP. This has made operations smoother and RAO's stronger. Therefore, increased awareness has made the policy audience more ready and willing to seek views on issues from RAO's.

3.1. Output ranking on research and advocacy, products and/or services delivered:

Output Presented In Submitted Work plan	Target Groups That Received Or Used The Output Delivered
1. Research Outputs	Policy makers, Members of Parliament, Government officials, Donors, academia, students. The media and the general public
2. Publications	Policy makers, Members of Parliament, Government officials, Donors, academia, students, The media and the general public
3. Policy Discussions	<p>Time for Delivery of Judgments of Rulings by the Superior Courts of Ghana- Judges, Lawyers, Law Students, Parliamentarians and the Public</p> <p>Wagner's Law and Causal Nexus Between Expenditure and Revenue: A Study of Ghana- Economists, Actuaries, Academia, Policy makers, Bankers and Technocrats, Bureaucrats, Economists, Parliamentarians, Civil Society Groups and the General Public</p> <p>The Doha Round of Talks of the WTO: Issues and Implications- Economists, Actuaries, Academia, Policy makers, Bankers, Technocrats, Parliamentarians, Civil Society Groups, the Diplomatic Corps and the General Public</p> <p>The Ghana Police: A Practical Agenda for Reform- The Ghana Police Service, the GPRTU, Civil Society and the General Public</p>

5. Training- In House Staff	IEA Staff- Programs and Administrative Staff
6. Purchase of Equipment	IEA Staff- Research and Administrative: 4 new computers, 4 UPS and 1 Air conditioner were acquired. To solve the perennial water problems, a new borehole was constructed.
7. Maintenance of Estate	IEA Staff and clientele. We continue to maintain the interior and exterior of The Institute and add on to our store of grounds and internal equipment.
3.2 Please explain the basis of the ranking: What criteria are you using for the ranking?	
<p>The ranking has been done based on its:</p> <ul style="list-style-type: none"> (1) Core functions of The Institute (2) Outputs in which it excelled most during this period. 	
4. Organization evidence of <u>significant progress/ changed / results in the following areas:</u>	
4.1 Strategy, planning, decision making, Knowledge Management.	
<p>There has been significant progress on 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. Gender issues are now cardinal. They are now mainstreamed and implemented in our programmes and recruitment policies. Of the 5 Management Staff, 3 are women. A female librarian has also been employed in the period under review. We are networking with Gender advocacy groups like ABANTU, Women In Law Development in Africa, the Ministry of Women And Children Affairs, Women in Local Governance Fund and NETRIGHT to put gender issues on the front burner of policy advocacy. We work closely with women and youth groups to build capacity.</p>	
4.2 Funding base development and financial management	

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.

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. The Fundraiser would also seek proposals from the Internet and build relationships with key stakeholders. Funding would be appreciated for this post which, if successful, could be a blueprint for other RAO's.

We are currently developing a Programme to attract local and international bodies to sponsor research products of The IEA such as our publications. We will also organise a Book Fair in October to market our publications domestically.

On the foreign front, we are working with Edge Cube Limited to update our website and do online marketing of our research products. Arrangements were made with the Legon and Readwide Bookshops for the marketing and sale of our publications-and this will help us to defray some of our running costs.

Recruitment, development of staff, HR planning; incentives.

This is at the start of a process, but we are starting to stabilise and align our HRM system and trying to develop M&E system to monitor how effectively we are doing this. Three Research Assistants, with M.Phil and M.Sc. degrees, were employed to beef up our Economic Centre. It should also be noted that we have raised the competence /depth of our staff. As a result of GRAP support we have recruited more experienced replacement in relation to Finance, Programmes and Operations. Throughout the recruitment process, we were conscious for the need gender sensitivity.² of the key staff recruited (out of 3) were female.

During the period under review, The Institute's administrative and programme staff participated in several in-house training programmes. These were led by Senior staff members. Participants were trained on the rudiments of time management & effective planning, Event 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 and helped them to understand their role as Senior Managers of The Institute.

4.3 Organisational structure, Board, Management Team

There is raised awareness of how organisational design 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. We are realising that there are different ways of looking at situations and tackling scenarios.

4.4 Marketing, public relations, communication

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 ICB grant.

We are aware too of the need for specific advice on branding our internal and external marketing. This would also be something which would desire future assistance from G-RAP, although this needs to be fully integrated into the strategy mentioned above.

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 Work plan as attached to the Grant contract.

Some changes occurred in both work plans and budgets submitted to G-RAP during the period under review. Under the budget, funds set aside for administrative expenses were inadequate. In this regard, The Institute utilized funds set aside for other budget lines which were not so pressing to meet some administrative costs.

5.2 Please indicate any issues you wish to raise relating to the Grant or to G-RAP management, monitoring or financial procedures.

We are comfortable and happy with support we received from G-RAP and the PMT. They have been very helpful.

5.3 Please indicate any aspects of this report, which are confidential and should not be communicated beyond G-RAP without prior consent.

The core grant has been of immense benefit to The Institute. It is woefully inadequate, however, to enable The Institute attain its full potential. Secondly, the reporting requirements are tedious 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