

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

version 50622

General information	
Name of the Organisation: CENTRE FOR POLICY ANALYSIS	Contract Ref. No.: 01/CORE/12/CEPA
Report Prepared by: GENEVIEVE EBA-POLLEY Signature:	Report Period: JULY-DECEMBER 2006
Report Approved by: DR. JOSEPH L.S. ABBEY Signature:	Report Date: JANUARY 21 2007
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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?

There has been a policy review or change from a Welfarist/pro-poor approach in GPRS I to one of growth in GPRS II as the sustainable means of dealing with poverty.

The share of pro-poor spending has gone up over the past year but there are serious issues of predictability and credibility. The planning process is not consistent and as such the provisions made in the budget and reported outcomes show large variations that shows an upward trend. This makes the budget unpredictable. This is clear in the critical areas of education and health. For example with education the capitation grant has raised enrolment ratios but implications for teachers, facilities and training materials were not factored in. Thus teachers have been hurriedly recruited and training materials provided. This has consequently lead to cutbacks or payment arrears in other areas.

Creditability is questioned when there are variations between resources released and what is received and this has been well documented in SEND's publication *Where Did The HIPC Funds Go?* There seems to be a leakage between funds released and what the service provider receives. The quality of accounting and monitoring systems needs to be reviewed.

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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.

A component of CEPA's Work Programme is capacity building involving government agencies, civil society organisations and institutions. CEPA has been contributing to the work schedules of some of these institutions.

- Budget Statement (2006) – CEPA was invited by the Ministry of Finance and Economic Planning to participate in preparing the Budget.
- Northern Growth Study – CEPA is working with DfID and the Northern Leadership and opinion leaders on an accelerated growth strategy for Northern Ghana.
- CGE Modelling – CEPA is working with the Ghana Statistical Service, World Bank, and the Department of Economics of the University of Ghana to construct a Social Accounting Matrix (SAM) for Ghana. This is an ongoing project.
- Quality of Aid Harmonization by Donors – CEPA has been contracted by the Government of Ghana through the Ministry of Finance and Economic Planning to manage the 2006 Survey at the country-level.
- OECD/IFAD support for Agriculture and Agricultural Policy - CEPA has been invited to supervise and advise on the methodology for work to be done by staff of the Ministry of Food and Agriculture on *Agricultural Sector Performance and Modernization of the Agricultural Sector*. This is an ongoing project.
- Identification of 'Special' and 'Sensitive' Products – CEPA was contracted by the Ministry of Trade, Industry, Private Sector and PSI to work on this project.

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

CEPA is a research and policy analysis institution and networking and collaborating with other institutions is important. Collaboration has been strengthened through workshops, presentation of papers at workshops and seminars and membership on boards.

- Districts Programme – A G-RAP supported project, CEPA collaborated with the Ghana Statistical Service, the University of Ghana and the University of Development Studies in the North in data collection and analysis.
- Gender and Economic Growth Project – a G-RAP funded project, CEPA is collaborating with Abantu, WILDAF, the Ghana Statistical Service, National Development Planning Commission and Ministry of Women and Children’s Affairs and Rural Banks.
- Ghana Economic Review and Analysis (2006) – This is CEPA’s review of economic performance in year 2005 and implementation of the Government Budget Statement and Economic Policy and its implications on macroeconomics and policymaking for year 2006. The publication was disseminated to the Bank of Ghana, Ministry of Finance and Economic Planning, students from the University of Ghana and Ashesi University, Ghana Statistical Service, NDPC, academia, and other RAOs, CSOs and CBOs.
- CEPA has often presented keynote addresses at workshops and seminars organised by other institutions and these include the Ghana Institute of Freight Forwarders, Institute of Chartered Insurers, World Bank, Ghana Statistical Service, European Union.
- CEPA’s professional research staff are members of boards including the National Investment Bank, Ghana Commercial Bank, Taysec, Action Aid International (Ghana), Volta River Authority and National Board of Small Scale Industries.

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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?

The credibility and legitimacy of RAOs have changed positively and this is manifested in the way Government invites the public including RAOs to make contributions to the budget. Some RAOs like CEPA have not sent memos but have worked closely with Government staff in the preparation of the budget. In a Daily Graphic publication, the Minister of Finance and Economic Planning Hon. Kwadwo Baah-Wiredu commended CEPA and ISODEC on their contributions to and monitoring of the Budget. This is proof of the increasing credibility and legitimacy of RAOs.

RAOs have been asked to chair a number of workshops by Development Partners, e.g. CEPA chaired the Africa Silk Road organised by the World Bank and Economic Partnership Agreement organised by the European Union.

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	Budget (2006)	General Public	Ghana's Annual Budget	No
2	The Ghana Economic Review and Outlook (2006)	MDAs, Development Partners, RAOs, CSO, Private Sector, academia, decision and policy makers	Annual CEPA flagship	Yes
3	Emerging Near-Medium Term Issues	MDAs, Development Partners, RAOs, CSO, Private Sector, academia, decision and policy makers	Selective Issues No.	Yes
4	Accelerated Growth Strategy	MDAs, Development Partners, RAOs, CSO, Private Sector, academia, decision and policy makers	Working Paper	Yes
3.2 Please explain the basis of the ranking; what criteria were you using for the ranking?				
CEPA's objectives include impacting on policy and decision making and building capacity. The ranking is therefore based on the direct impact the research activity has on policy and decision making related to economic good governance.				
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4. Organisation: evidence of <u>significant</u> progress / change / results in the following areas please refer to the self-assessment formats for more detail
4.1 Strategy, planning, decision making, knowledge management
<ul style="list-style-type: none"> • Project proposal for ACBF Phase III funding has been submitted to CEPA's major sponsors. • Discussions have continued on restructuring the Centre beginning in 2007. The restructuring will take into account issues raised by the SNV's organisational assessment of CEPA.
4.2 Funding base development and financial management
<p>CEPA continues to bid for projects that fall within its mandate as part of its strategy to raise resources to build up an endowment fund – a key component of its exit strategy.</p> <p>CEPA is also developing new products with respond to demands of MDA and these include the Ministry of Finance and Economic Planning, Ministry of Food and Agriculture and the Minister of Trade, Industry, PSI and PSD.</p>
4.3 Recruitment, development and retention of staff; HR planning; incentives
<ul style="list-style-type: none"> • Discussions are ongoing on ways to motivate, develop and retain staff in the coming year. • After restructuring it is expected that CEPA will recruit staff to complement its current staff levels. New positions will include the Programme Co-ordinator and Associates.
4.3 Organisational structure, board, management team
<p>At the apex of the organisational structure is the CEPA Council/Board. The terms of reference for Council includes setting broad policy guidelines for CEPA's operations, approve CEPA's annual work programme, budget and audited accounts. This is followed by the Programmes and Management Committees. The Programmes Committee is made up of the Executive Director as Chair and all Research Staff. The Programmes Committee is charged with the responsibility of developing and reviewing the work programme. The Management Committee is made up of the Executive Director as Chair, Research Fellows and the Finance Officer. The Management Committee is charged with the implementation of the work programme and administrative issues.</p>
4.4 Marketing, public relations, communication
<ul style="list-style-type: none"> • CEPA is granting more interviews to the media as a way of educating the general public on current issues. This has been done through the Business and Financial Times and Market Watch, two newspapers. • A new feature of CEPA's work programme is the use of validation workshops for stakeholders to disseminate research findings. These workshops allow for candid discussions on the research activity and reports. They also provide an acid test of relevance and potential impact. • Finally, increasingly CEPA's research findings are disseminated through its website.
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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.
<p>The Research Associate, Dr. Princess Awoonor-Williams who was responsible for the Gender and Credit Project died in December 2006. Her assistant continues to work on the project. A contingency plan has been put in place to minimise disruption on account of her departure.</p>
5.2 Please indicate any issues you wish to raise relating to the Grant or to G-RAP management, monitoring or financial procedures.
<p>Funding continues to be a major issue for most RAOs. More so the question of an exit strategy from donor funding. Discussions have indicated that G-RAP would be facilitating a workshop on this issue. CEPA wishes to indicate its interest in such a workshop.</p>
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5.3 Please indicate any aspects of this report which are confidential and should not be communicated beyond G-RAP without prior consent.

Where negotiations and discussions are still underway, it would be appreciated if this is not communicated on the website.