

## ANNEX 2

### Core Grant Narrative Progress Report

**Report period** July – December, 2008

**Contract Ref. No.** 03/CORE/26/IEA

**Organisation** The Institute of Economic Affairs

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**Report Date** January 26, 2008

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**Signature & date**

**Signature & date**

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Please do not write in green coloured sections; refer to notes at last page for explanations

- 1. Institutional/Organisation Development: Evidence of significant progress / change**  
 What are major changes in the organisation's circumstances that are likely to have impacted your outputs over the period?
- Organisational structure / board / management team
  - Strategy / planning / decision making / knowledge management
  - Human resource issues
  - Marketing / communication / public relations

Indicators	Baseline	Prior Period	Current Period	Cumulative
<b>1. HR Management</b> i) <i>Leadership</i> ii) <i>Core staff</i> iii) <i>Support staff</i>	3 member Management Team  15 core staff  10 support staff	3 member Management Team  15 core staff  10 support staff	3 member Management Team  15 core staff  10 support staff	3 member Management Team  15 core staff and  10 support staff
<b>2. Governance</b> i) <i>Board</i> ii) <i>Committees</i> iii) <i>Documented board meetings</i> <i>Management meetings</i> iv) <i>Staff meetings</i>	5 Member Board  4 Board Meetings per year  Weekly Management	5 Member Board  2 Board Meetings  Weekly Management	5 Member Board  2 Board Meetings  Two Committees- The IEA Presidential Debates Committee and the National and Regional Enforcement Body of the Political Parties Code of Conduct  Weekly Management	5 Member Board  4 Board Meetings  11 Presidential Debate Committee Meetings  6 Enforcement Body Meetings  6 Regional Enforcement Body meetings in the various regions  45 Management meetings

	meetings	meetings	Weekly Staff Meetings	48 Staff meetings
	Weekly Staff Meetings	Weekly Staff Meetings	Weekly Staff Meetings	
<b>3. Systems and procedures</b> <i>Financial management systems</i> i) <i>Budgeting</i> ii) <i>Accounting</i> iii) <i>Internal control</i> iv) <i>Financial reporting</i> v) <i>External audit</i>	<p>The Institute uses Zero Based Budgeting (ZZB) in our budgets</p> <p>The Institute has in place a Financial Manual with policies and procedures which corresponds with International Financial Reporting Standards (IFRS)</p> <p>The Institute also has in place internal control systems which ensures that expenses conform to procedures</p> <p>External Auditors are contracted on an annual basis. Interim audits also done as and when the need arises.</p>	<p>Zero Based Budgeting used</p> <p>Procedures in Financial Manual followed</p> <p>Quarterly Financial Reports to various partners and Board</p> <p>Internal control systems monitored</p>	<p>Zero Based Budgeting used</p> <p>Procedures in Financial Manual followed</p> <p>Quarterly Financial Reports to various partners and Board produced</p> <p>Internal control systems monitored</p>	<p>Annual auditing undertaken</p> <p>Annual Financial Reports to various partners and Board produced</p>
<i>Operational policies</i> vi) <i>HR policy</i> vii) <i>Gender policy</i> viii) <i>Conflict of interest policy</i> ix) <i>Programme development policy</i> x) <i>Procurement policy</i>	<p>HR Policy in place</p> <p>Draft Gender Policy</p>	<p>Existing HR policy in use</p> <p>Gender policy drafted and reviewed Programme Development policy in use</p>	<p>Existing HR policy in use</p> <p>Gender policy finalised</p>	<p>HR policy in place</p> <p>Gender policy in place</p>

	Programme Development Policy	Quarterly meetings to review programme development policy	Programme development policy reviewed	Annual programme meeting to review programme development policy
	Procurement policy	Procurement policy in use	Procurement policy in use	Procurement policy in place
<b>4. Funding base development</b> <i>List long-term programmes(3yrs +)</i> <i>List short-term programme(1 year)</i> <i>Total dollar volume of programmes</i> <i>Approved dollar volumes</i> <i>Percentage overhead recovery</i>	<b>Long-term programmes</b> 1. The IEA/NIMD Ghana Political Parties Programme  2. The West Africa Regional Programme of Political Parties  3. Ghana Research and Advocacy Programme  <b>Short-term programmes</b> 1. United Nations Development Programme  2. Centre for International Private Enterprise  3. British High Commission  4. Royal Netherlands Embassy	<b>Long-term programmes</b> 1. The IEA/NIMD Ghana Political Parties Programme  2. The West Africa Regional Programme of Political Parties  3. Ghana Research and Advocacy Programme  <b>Short-term programmes</b> 2. (a) Africa Partners Roundtable - CIPE (b) Building an Economic Platform among Political Parties  3. The IEA Election Programme - BHC	<b>Long-term programmes</b> 1. The IEA/NIMD Ghana Political Parties Programme  2. The West Africa Regional Programme of Political Parties  3. Ghana Research and Advocacy Programme  <b>Short-term programmes</b> 1. The IEA Election Programme - UNDP  2. (a)The IEA Election Programme – CIPE (b) Africa Partners Roundtable – CIPE  3. The IEA Election Programme – BHC  4. Enforcing the Political Parties Code of Conduct - RNE	<b>Long-term programmes</b> 1. The IEA/NIMD Ghana Political Parties Programme  2. The West Africa Regional Programme of Political Parties  3. Ghana Research and Advocacy Programme  <b>Short-term programmes</b> 1. The IEA Election Programme - UNDP  2. (a) The IEA Election Programme – CIPE (b) Africa Partners Roundtable (c) Building an Economic Platform among Political Parties  3. The IEA Election Programme – BHC  4. Enforcing the Political Parties Code of Conduct - RNE

## 2. Collaboration, coalitions and networking

Using the format below, list the most important organisations you collaborated with over the period. For each organisation, give an indication of the issues or themes you worked on, its status and the outcomes.

	Organisation /Coalition	Policy issue / theme / nature Starting / ongoing / ending	Outcome
<b>Government</b> - executive - judiciary - legislature	Executive, Judiciary and the Legislature	Democracy Consolidation Strategy Paper (DCSP) – ongoing	<p>The DCSP, the product of a two year research and consultative process, was finalised and launched during the period under review. The DCSP identifies gaps in Ghana’s democratic practice since the coming into force of the 1992 Constitution and make proposals for reform. The Office of the President, the Chief Justice, Speaker and Leaders of Parliament as well as Ministers of State were consulted in the development of the Paper. The Paper was launched and presented to the three arms of Government in October, 2008. Two recommendations in the DCSP have so far being taken on board. These are the establishment of an Election Petitions Court by the Chief Justice and the imminent of the Constitutional Review Committee. Again, the Manifestos of the National Democratic Congress and the New Patriotic Party stated that a Constitutional Review will be conducted when voted into power. This was re-stated by the Presidential Candidates of the NDC and NPP during the second Presidential Debate.</p>
	Executive and Legislature	The Presidential Transition Bill (on-going)	<p>The Presidential Transition Bill seeks to regulate the transfer of power from one democratically-elected government to another. The evolution of the draft Bill involved a very elaborate consultative process of a study, findings, recommendations, discussions, drafting, validation and re-drafting covering well over one and a half years. The Bill is acting as the blueprint for the current transitional process. It has ensured that the acrimony and political tension that characterised the 2001 Transition has been minimised.</p> <p>The Institute was commissioned by Parliament to review the Trust Bill</p>

	Legislature	Review of the Trust Bill	<p>with the aim of increasing the level of research support and expert advice available to Members of Parliament in the Legislative process. The review was also to provide information and analysis on national and international trends in the area of Trusts to enable a more effective scrutiny of the Bill by Parliament. The Institute has presented its comments on the Bill to Parliament. In summary, The Institute recommended the withdrawal of the Bill from the floor of Parliament for redrafting before the process continues.</p> <p>The Institute was appointed to serve on the National MeTA Governing Council, an alliance of partners working to improve access to medicines by increasing transparency and accountability in the healthcare system. The Council's work is to help improve transparency and accountability around the way medicines are selected, regulated, procured, distributed, supplied and then prescribed to and used by patients. The Institutes research feeds into the decisions taken by the council.</p>
	Executive	Ministry of Health – Medicines Transparency Alliance (MeTA) (on-going)	
<b>Coalition, network</b>			
<b>Peers CBOs</b>	NETRIGHT, ABANTU for Development, WILDAF, WANEP, ISODEC, TUC, GNAT, GMA, GEA, NAGRAT, National Peace Council. Ghana Muslim Federation etc	The IEA 2008 Presidential and Vice Presidential Debates (ended)	<p>As part of its contribution to deepening multiparty democracy in Ghana, The IEA organised two Presidential and one Vice Presidential Debate for the Presidential Candidates of the New Patriotic Party, the National Democratic Congress, the Convention Peoples Party and the Peoples National Convention. The Institute contacted various RAOs and associations who submitted questions for the 2008 Presidential Debates organised by The IEA.</p> <p>The Debates are organised in consultation with a Committee with representatives from the National</p>

	National Commission for Civic Education (NCCE) and Electoral Commission (EC)	Political Parties Code of Conduct and Enforcement Bodies for the Code	<p>Peace Council, NETRIGHT, National Commission for Civic Education, Ghana Journalists Association, the Federation of Muslim Council, the Trades Union Congress, the national House of Chiefs, the Ahmadiyya Mission of Ghana, the Ghana Broadcasting Corporation and Joy FM serving on it.</p> <p>The Debates were historic as that was the first time the four Political Parties with representation in Parliament got their Presidential Candidates on one stage.</p> <p>The Debates introduced an issues-based approach to the 2008 election campaign and helped to calm tensions before, during and after the Elections. The live coverage of the Debates on all the television and radio networks in the Ghana ensured the active participation of the electorate in the process. The success of the Debates had a rippling effect in that other organisations also created similar platforms for the Candidates but most of them were attended by the representatives of the Candidates.</p> <p>The Institute together with all registered Political Parties collaborated with the NCCE and the EC to review The IEA facilitated Political Parties Code of Conduct 2004 to make it more relevant to the current political situation in the country.</p> <p>One unique feature of the 2008 Code is the establishment of a National and ten Regional Enforcement Bodies to ensure compliance to the Code. Representatives of Political Parties, the EC, NCCE and the National Peace Council constitute the Enforcement Body at the National and Regional levels.</p> <p>The Institute worked closely with the NCCE to undertake nationwide education on the Code of Conduct. This ensured that the general public and the supporters of the Political Parties were well informed and adhered to the Code. For example in adherence to the provision in the Code, there was no campaigning twenty four hours before the election. Again, there was no widespread</p>

	<p>NCCE, EC and National Peace Council (NPC)</p>	<p>Proposals on ensuring a peaceful and violence-free elections</p>	<p>wearing of Party paraphernalia on election day as provided in the Code.</p> <p>For the 2008 Election, the Political Parties Code of Conduct became the yardstick for measuring political behaviour and leadership and none of the Parties violated the provisions.</p> <p>The Institute collaborated with the NCCE, EC, NPC and registered Political Parties to discuss proposals on ensuring a peaceful violence free elections in December 2008. This collaboration presented an opportunity for the four organisations to broaden their knowledge on the factors that trigger electoral violence and the opportunities that exist for reducing tension during elections. It also afforded the chance to discuss strategies for pre-empting or avoiding electoral violence altogether.</p> <p>At the end of the workshop the Political Parties and the other stakeholders agreed to a Joint Communiqué committing themselves to a peaceful election. In the communiqué, the Political Parties undertook to leave the declaration and announcement of the final election results at the national level to the Electoral. This undertaken was adhered to by all the Political Parties in both the first and second round of the Elections and this contributed to maintaining peace during that period.</p>
<p><b>Donor agencies</b></p>	<p>Centre for International Private Enterprise (CIPE)</p>	<p>Africa Partners Roundtable (ended)</p>	<p>The roundtable brought together partners from business associations, think tanks, and other private sector organizations across the region to share lessons learned and strengthen the network for reform in Africa.</p> <p>At the end of the roundtable meeting participants developed strategies to strengthen the contribution of the private sector to the development of the economy. A network was formed to monitor the progress of the various partners in their various countries.</p>

	British High Commission, UNDP, CIPE and NIMD	The IEA Presidential and Vice Presidential Debates (ended)	<p>In furtherance of its commitment to ensure an issues based campaign during the 2008 Election, The IEA with support from the British High Commission, Accra, UNDP, Accra, the Centre for International Private Enterprise and the NIMD organised two Presidential Debates and one Vice Presidential Debate. The Debates were historic, in that for the first time all the four Presidential and Vice Presidential Candidates of the Political Parties with representation in Parliament participated in all the Debates.</p>
	Netherlands Institute for Multiparty Democracy (NIMD)	Strengthening of Multiparty Political Systems (Ongoing)	<p>The Institute collaborates with the NIMD on its Ghana Political Parties Programme. The programme aims at levelling the playing field for Political Parties, building the institutional capacity of Political Parties and improving the image of Political Parties in the eyes of the public. During the period under review, the programme launched finalised and launched the Democracy Consolidation Strategy Paper (DCSP) and the Presidential Transition Bill. The programme also hosted a training workshop for aspiring Women Parliamentarians with the aim of getting more women into the decision making process of the country. The workshop helped the Women to develop their profiles which were subsequently edited and printed in the Daily Graphic to help market the women.</p>
<b>DA (please indicate district)</b>			
<b>Private Sector</b>	Association of Ghana Industries (AGI), Private Enterprise Foundation (PEF), Ghana Employers Association (GEA)	The IEA Presidential and Vice Presidential Debates	The Institute collaborated with various associations and bodies in the private sector in organising the Presidential Debates. The bodies representing the Private Sector worked with The IEA Presidential Debates Committee to develop the questions for the Debates. Their representatives also participated in the Debates.

### 3. National pro-poor policies

Identified Policy Issue	Research activities in relation to the identified policy area	What are the policy gaps identified from the research conducted	What is your organisations position on these issues supported by your research	What policy alternatives do you propose and how do you hope to achieve this policy change

The Impact of the Global Food Crisis on the Poor	Preliminary investigation on impacts conducted and findings reported to the mass media through interviews	Insufficient data needed to identify the vulnerable	The need for Government intervention to reduce the burden on the poor	Government subsidy on agricultural inputs to stimulate local production e.g. fertiliser.
Impact of global financial crisis on the economy especially the poor	Preliminary investigation on impacts conducted and findings reported to the mass media through interviews	Main gap related to several unknown effects	The need for Government intervention to reduce the burden on the poor	Cutting down on budget deficits and raising taxes
Development of policies to make medicines affordable to the poor	Participation in research conducted by the Ghana Medicines Transparency Council. The Institute also serves on the Governing Council which work related to approval of policy and other matters	-	More collaboration between the Government, the Pharmaceutical Association and other Civil Society Organisations	More research collaboration needed to identify lower prices for pharmaceutical products
Development of review of the economy published in August, 2008	The entire performance of the economy reviewed for 2007 and outlook for 2008 established	Research involves several workers outside IEA and it takes some time to get their reports and feedback	The review reflects The IEAs position on the state of the economy	Control of budget deficits targeted programmes for the poor
Reduction in poverty in Ghana through increasing gender equality	Desk-top study	Insufficient data	The need to streamline gender in the development of policies	
Review of academic papers on poverty for publication in the Ghana Policy Journal, an internationally refereed journal published by IEA	Review coordinated by the Editor of the Ghana Policy Journal based at IEA and involving over 20 technical experts in Ghana and overseas	The review process need to be expanded to include more referees as some referees take too long time to review papers		Poverty reduction programmes need to be more targeted to those who need them the most
Democracy Consolidation Strategy Paper (DCSP)	A two-year field research and nationwide consultative process	Identifies gaps in Ghana's democratic practice since the coming into force of the 1992 Constitution.	The Institute believes that there is the need to review the Constitution. In this regard, The Institute is setting up a Constitutional Review Committee to start the review process.	Collation of proposals for review and the political will by Government to implement the proposals

#### 4. Success Story

##### Briefly describe your organisation's landmark achievement this period

As part of its commitment to strengthen multiparty democracy, The Institute of Economic Affairs (IEA) organised two Presidential Debates and one Vice Presidential Debate. The main objective of the Debates was to provide a common platform for the Presidential Candidates to share their vision on how they intend to govern the country. All the four

Presidential Candidates were fairly well-known, what was not so well known was what they stood for, what they intended to do if elected President and the direction in which they intended to move Ghana. .

The Debates were historic. It was the first time of hosting two (2) Debates, one in Accra and the other in Tamale. Again, for the first time all Candidates with representation in Parliament participated in the Debates. The Debates introduced an issues-driven approach to campaigning and helped move it away from one of personalities, acrimony, insults and attacks. The Debates were covered live on all the television and radio networks in the country, reaching over 12 million people. This enabled the electorate to take ownership of the electoral process and demand accountability of the Presidential Candidates. The Debates were also instrumental in promoting peace in the country before, during and after the elections. At the end of the second Debate, the Presidential Candidates held hands and made a verbal and symbolic pledge for peace before, during and after the election. This gesture of cordiality and maturity among the Candidates sent a positive and timely message to the electorate that Elections were not about war but just a contest of ideas and policies.

## **5. Stakeholder Perception**

### **How has the credibility and legitimacy of RAOs changed in the eyes of GoG and the Ghana public? What is your interpretation? Is there a reference to this evidence of change?**

The credibility and legitimacy of RAO's continues to be enhanced in the eyes of the GOG and among the Ghanaian public, especially in this election year. RAOs conduct groundbreaking research and make authoritative pronouncements on a wide range of issues covering poverty, economy, governance, gender and social topics. In a period when every issue was politicised, RAOs seemed to be the organisations that made informed and objective policy statements. The RAOs have expanded their advocacy to cover not only macroeconomic and governance issues but also social issues at the household level. Our interpretation of the increased credibility is that our research and research products are useful and reach both the Government and the general public especially those at the grassroots. Secondly, Policy Makers realise that Policy Recommendations made by RAO's are easy to understand, insightful and useful. They therefore consult RAO's, including The IEA, for useful input when developing new policies and programmes. The IEA continues to work with the Government and its agencies and other Civil Society Organisations in the development of policies and plans for the country. The IEA's Director of Research currently serves on the Consultative Working Group, developing the seven-year National Development Plan (2008-2015) for Ghana and the Governing Council of the Medicines Transparency Council, which is working to make medicines more affordable to the poor. The IEA continues to participate in various Workshops organised by the NDPC to discuss the seven- year plan. The Institute hosted two Presidential Debates and one Vice Presidential Debate for the Presidential Candidates of the NPP, NDC, CPP and PNC. Due to The Institute's neutrality, it is the only organisation that succeeded in getting all the Presidential Candidates with representation in Parliament on its platform. The Institute worked closely with various Civil Society Organisations and associations in the development of the questions for the Debate. The Institute received a huge response from the public and the various bodies when it put out a request for the submission of questions for the Debates. There has been massive positive response from the public in the print media commending The Institute for its efforts to shift the campaign from one of personality attacks to issues. To date, The Institute continues to receive letters and proposals from various CSOs requesting collaboration with The Institute on projects ranging from social issues to politics. The Institute also worked closely with the Political Parties and some eminent Ghanaians to ensure that the peace in the country was maintained during and after the Elections. Due to the good image that The Institute enjoys, its calls to the Parties to accept the results of the elections and for the general public to remain calm were heeded to. Again, The Institute developed a Presidential Transition Bill which seeks to establish the arrangements for the political transfer of power from one democratically-elected Government to another. Due to The Institute's neutrality, the Bill has been accepted by all the Political Parties and the general public and it is currently serving as the blue print for the 2009 Transition.

## **6. What is your perception on the general policy making environment in Ghana**

The policy making environment in Ghana tends to be ad-hoc in nature. There is limited research influencing the policy environment.

## **7. Grant and report related issues**

### **7.1 What issues do you wish to raise relating to the Grant or to G-RAP management?**

The Institute regrets that the funding provided under the G-RAP grant has been reduced substantially. Information on this reduction was not communicated to RAOs in a timely manner. This and the reduction in the grant cycle would affect the research and advocacy outputs of The Institute. There would also be the need for the Management Team to meet with RAOs and fully discuss and review the 'Exit Strategy' of the programme.

### **7.2 What parts of the report are confidential or cannot be shared without prior consent? None**

## **G-rap Narrative Progress Report**

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### **Notes on narrative reporting**

In addition to this narrative report, G-rap accepts grantee organisation's own annual report, on the assumption that these reports show a relationship between annual workplans, budgets and outputs of these organisations and – if possible – impact.

G-rap however monitors a number of indicators that a Grantee's annual report may not always focus on and have designed a simple narrative reporting format to gather this data. This gives the programme managers a quick overview of progress against workplan of each grantee and of significant results in a number of relevant areas relating to the Logical Framework and objectives of the Programme.

G-rap intends to minimize Grantee's time investments in reporting, hence this concise format. Nonetheless, additional documentation can be annexed to the report for more detail.

Narrative reporting is a bi-annual contractual requirement. The deadline for report submission is four weeks after the end of the reporting period.

Completed reports need to be submitted in signed hard copy (2 signatures), as well as in electronic format using MS-Word 2003 compatible software (to: [info.grap.ghana@gmail.com](mailto:info.grap.ghana@gmail.com)).