

ANNEX 2

Core Grant Narrative Progress Report Report period January – June 2009

Contract Ref. No. 03/Core/03/CEPA

Organisation Centre for Policy Analysis

Contact Tel. No. 021 420054/5/7/8

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Report Prepared by Genevieve Eba-Polley
Signature & date

Report Approved by Dr. J.L.S. Abbey
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
1. HR Management i) <i>Leadership</i> ii) <i>Core staff</i> iii) <i>Support staff</i>	June 2008 1 5 10	Jul-Dec 08 1 5 10	Jan-Jun 09 1 5 10	
2. Governance i) <i>Board</i> ii) <i>Committees</i> iii) <i>Documented board meetings</i> <i>Management meetings</i> iv) <i>Staff meetings</i>	9 2 4 1/monthly weekly	9 2 2 2 12	9 2 1 2 8	
3. Systems and procedures <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>	CEPA has a budgeting system, an accounts department which follows the required processes and rules.			CEPA has the required financial management systems CEPA received training from the G-RAP Consultant

<p><i>Operational policies</i></p> <p>vi) <i>HR policy</i></p> <p>vii) <i>Gender policy</i></p> <p>viii) <i>Conflict of interest policy</i></p> <p>ix) <i>Programme development policy</i></p> <p>x) <i>Procurement policy</i></p>	<p>CEPA's has an external audit run every year by Deloitte and Touche.</p> <p>CEPA has an individual employment contract.</p> <p>Currently the Gender Policy is being discussed.</p> <p>Not available</p> <p>CEPA's policy is to hold discussions at the Programmes Committee Meetings.</p> <p>CEPA follows the procedures as laid down by ACBF our major sponsor.</p>			<p>The IEC is being reviewed and expanded into an HR policy.</p> <p>Being developed</p> <p>Being discussed.</p> <p>Available</p> <p>Available</p>
<p>4. Funding base development <i>List long-term programmes(3yrs +)</i></p>				<p>Current State of the Macroeconomy of Ghana (2000-2009)</p> <p>Government Budget Policy Review</p> <p>Spatial Dimension of Poverty in Ghana</p> <p>Gender, Poverty and Economic</p>

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
Government - executive - judiciary - legislature	Executive	Pre-Implementation of the Northern Development Strategy.	Passing of the Northern Development Fund Bill.
	Executive	Savannah Accelerated Development Authority. Ongoing	Workshops, meetings and presentations Tamale Workshop: 25 participants Accra Workshop for MPs: 40 participants Accra Workshop for DPs: 35 participants Tamale Technical Meeting: 7 Participants
	Ministry of Trade, Industry, PSI & PSD	Interim Economic Partnership Agreement. Ongoing.	Workshops and presentations. Accra workshop: 60 participants Presentation for Ghanec: 40 Participants
Coalition, network			
Peers CBOs			
Donor agencies	World Bank	Review of Public Financial Expenditure Management. Ongoing.	Research Report
DA (please indicate district)			
Private Sector	Ghana Netherlands Chamber of Commerce	Seminar on The Credit Crunch. Completed.	Presentation at workshop.

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
Macroeconomic Policy	Current State of the Macroeconomy of Ghana (2000-2009)	The world economic crisis has led several developed countries to formulate "stimulus packages". In developing countries	CEPA's macroeconomic review throws light on these development issues. CEPA's position is	CEPA's position is that the more pertinent approach for Ghana should be based on growth with stabilization instead of the current

		<p>such as Ghana, the response is less pronounced. There is a tendency to retreat into protectionist policies in developing countries without the resources for an economic stimulus. Moreover, the unsustainable expansionary policies arguably in a “dash for growth” engendered an enabling environment for the determination of fiscal management. In spite of CEPA’s efforts, ‘large deviations from planned public expenditures in the budget were not brought to the public eye, and even to the notice of IFIs (IMF, WB, ADB) and the development partners (DPs) placing Ghana in the current situation of an austerity and orthodox stabilisation programme with the IMF.</p>	<p>that the balance of growth and stabilisation has decidedly moved to stabilization without adequate assessment of the cost to society in terms of output and job losses. A period of social distress lies ahead of the country over the next two years.</p>	<p>approach which is stabilization with growth. The current approach could be costly in socio-economic terms. Greater efficiency is required in public expenditure allocations – through prioritisation, phasing of projects with a view to completing as much as possible. This is required to detain benefits from completed projects and thus the maximum growth and poverty reduction from a more constrained spending envelope.</p>
Growth Strategy	Savannah Accelerated Development Authority	<p>More than fifty years of development policies and programmes constructed around the development sectors have proved inadequate to address growing disparity between and among regions and socio-economic groupings. The Governments of Ghana have been trying to find the balance between socio-economic measures that are sustainable and equitable.</p>	<p>CEPA has been advocating for a development agenda that is shaped by economic, ecological and spatial dimensions. This approach represents a paradigm shift in terms of development planning and policy. It adopts a holistic approach that incorporates the peculiar challenges and opportunities of the spatial unit with uniform characteristics - the</p>	<p>CEPA has formulated socio-economic and agro-ecological zones as parameters for targeting development, and put this into practice through its various studies and policy reform platforms.</p>

			ecological belt.	
Trade Policy	Interim Economic Partnership Agreement	<p>The end of the Cotonou Agreement - at the end of December 2007 - faced Ghana with serious barriers for exports into the EU.</p> <p>The proposed solution required reciprocity in trade – opening our market to Europe in exchange of their doing same. Protectionist forces, however, had whipped up strong public opinion against the liberalisation process.</p>	CEPA's position was that Ghana's interest could not be furthered by a refusal to initial and subsequently signing the IEPA.	CEPA therefore analysed the situation and produced a market access offer which allowed for a period of five years as lead time to improve productivity and thus empower Ghana's enterprises to cope with the consequences of trade liberalisation. Ghana is yet to sign the IEPA and CEPA has continued its advocacy role by presenting papers on the importance of not only signing but intensifying efforts at the ECOWAS level.

4. Success Story

Briefly describe your organisation's landmark achievement this period

The Accelerated Growth Strategy. This is a search for a pro-poor growth strategy based on an ecological belt-by-belt approach. This is intended to bring the geographical dimension explicitly into the planning process. Infrastructured planning to support productive activity in the productive sectors especially agriculture is made more efficient.

This approach also contributes to a depoliticisation of the development process since it is not built on political demarcations in the country. The first of the belts studied by CEPA is what has led to the creation of the Savannah Accelerated Development Authority (SADA)

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?

RAOs play an important role in debates on democracy and the economy. The work of RAOs is recognised by their quality and contribution it makes to the debates and policymaking. CEPA's work on its Accelerated Growth Strategy has gained recognition and has led to its being commissioned by Government to be lead researcher on the Savannah Accelerated Development Authority.

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

The change in government reflects a definitive change in the general policy making environment. The new government is based on a social democratic ideology. So far their policy making seems to reflect an attempt to fulfil their election promises. Currently, apart from the budget statement the government has not produced a national development policy document by which the country is being run.

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 level of grant support and continuance of support from G-RAP is a source of worry.

7.2 What parts of the report are confidential or cannot be shared without prior consent?

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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).