

ANNEX 2

Core Grant Narrative Progress Report **Report period** February– July 2009

Contract Ref. No. 03/Core/17/GII **Organisation** Ghana Integrity Initiative

Contact Tel. No. 021 - 760884 **Report Date** July 31, 2009

Report Prepared by Linda Ofori-Kwafo **Report Approved by** Vitus Azeem

Signature & date

Signature & date

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

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				
<p>i) <i>Leadership</i></p> <p>[Refers to the Management staff of GII. They mobilise resources, plan and coordinate and implementation project/programmes and oversee the daily administration of the GII Secretariat.]</p>	<p>3</p> <p>Executive Secretary</p> <p>Programmes Manager</p> <p>Business Dev't Manager</p>	<p>3</p> <p>Executive Secretary</p> <p>Programmes Manager</p> <p>Business Dev't Manager</p>	<p>3</p> <p>Executive Secretary</p> <p>Programmes Manager</p> <p>Business Dev't Manager</p>	<p>3</p>
<p>ii) <i>Core staff</i></p> <p>[Refers to staff with requisite expertise in specific areas needed for the implementation of GII programmes. Core staff comprises both Management staff and other senior staff.]</p>	<p>5</p> <p>Executive Secretary</p> <p>Programmes Manager</p> <p>Business Dev't Manager</p> <p>Senior Programmes/ Officer –Research</p> <p>Assistant Programme Officer</p>	<p>6</p> <p>Executive Secretary</p> <p>Programmes Manager</p> <p>Business Dev't Manager</p> <p>Senior Programmes/ Officer –Research</p> <p>Assistant Programme Officer</p> <p>TISDA Coordinator</p>	<p>8</p> <p>Accounts Officer (employed in February 2009)</p> <p>ALAC Coordinator (employed in April 2009)</p>	<p>8</p>
<p>iii) <i>Support staff</i></p>	<p>5</p> <p>Project Support Assistant</p> <p>Administrative Assistant</p> <p>General Services Officer</p> <p>Driver</p> <p>National Service Personnel (Accounts)</p>	<p>5</p> <p>Project Support Assistant</p> <p>Administrative Assistant</p> <p>General Services Officer</p> <p>Driver</p> <p>National Service Personnel (Accounts)</p>	<p>7</p> <p>(Two part-time lawyers engaged as Legal Officers in June 2009 to support the implementation of the ALAC project)</p>	<p>7</p>

<p>2.</p> <p>3. Governance</p> <p>i) <i>Board</i></p> <p>ii) <i>Committees</i></p> <p>iii) <i>Documented board meetings</i></p> <p>iv) <i>Management meetings</i></p> <p>v) <i>Staff meetings</i></p>	<p>6 Board Members</p> <p>Ad hoc Committees such as finance set as and when the need arises</p> <p>2 (the board meets quarterly)</p> <p>12 (Management meets weekly most of the times)</p> <p>6 (Staff meetings organised monthly)</p>	<p>7 Board Members</p> <p>2</p> <p>12 (Management meets weekly most of the times)</p> <p>6</p>	<p>7 Board Members</p> <p>2</p> <p>Management meetings reduced because operational issues were discussed as they come up</p> <p>6</p>	<p>7 Board Members</p> <p>2</p> <p>12</p> <p>6</p>
<p>4. Systems and procedures</p> <p>Financial management systems</p> <p>i) <i>Budgeting</i></p> <p>ii)</p> <p>[The Business Development Manager, who is also the Accountant, in collaboration with the Programmes Manager, prepares the global budget for the organization. This draft budget is discussed with the Executive Secretary who submits it the Board of Directors for approval. The Board would usually approve it before the beginning of the budget year to enable implementation once the new year begins.]</p> <p>iii) <i>Accounting</i></p> <p>GII uses the Accrual Basis of Accounting</p>	<p>Global budgets for the organisations projects, human resources, institutional etc budgets are prepared yearly</p> <p>Some donor specific budget for projects is prepared yearly, semi-annually and quarterly.</p> <p>Sage Line 50 Accounts Tracks income and expenses, generates project reports and final</p>	<p>Global budgets for the organisations projects, human resources, institutional etc budgets are prepared yearly</p> <p>Some donor specific budget for projects is prepared yearly, semi-annually and quarterly.</p> <p>Sage Line 50 Accounts Tracks income and expenses, generates project reports and final</p>	<p>Global budgets for the organisations projects, human resources, institutional etc budgets are prepared yearly</p> <p>Some donor specific budget for projects is prepared yearly, semi-annually and quarterly.</p> <p>Sage Line 50 Accounts</p>	

<p>iv) <i>Internal control</i></p> <p>[All requests for expenditures are verified by the BDM for consistency with the approved budget. The BDM recommends the expenditure to the Executive Secretary for approval. The ES then gives approval except in cases where the expenditure exceeds GH¢5,000.00 which has to be approved by the Board. The approval returns to the BDM for implementation, that is, procurement and payments. However, management constitutes a procurement body to decide on procurements. Cheques are signed by any two of the following: the Executive Secretary, the Programmes Manager and the Board Chair and two Board members. In addition, from time to time, the ES calls for the Accounting books and bank statements to cross-check payments for their appropriate authorization, accuracy, etc. and raises queries for redress by the BDM.]</p> <p>v) <i>Financial reporting</i></p> <p>vi) <i>External audit</i></p>	<p>accounts (income and expenditure and the balance sheet) and does bank reconciliation.</p> <p>Procedures and guidelines specified in GII's Finance and Administration manual- 2005</p> <p>Donor specific quarterly, semi-annually and annual financial reports are generated.</p> <p>Annual global financial reports are prepared and auditors invited to audit accounts Annually. Some other donors require bi-annually</p> <p>There are 3 departments within GII into which staff</p>	<p>accounts (income and expenditure and the balance sheet) and does bank reconciliation.</p> <p>Procedures and guidelines specified in GII's Finance and Administration manual- 2005</p> <p>Donor specific quarterly, semi-annually and annual financial reports are generated.</p> <p>Annual global financial reports are prepared and auditors invited to audit accounts Annually. Some other donors require bi-annually</p>	<p>Tracks income and expenses, generates project reports and final accounts (income and expenditure and the balance sheet) and does bank reconciliation.</p> <p>Procedures and guidelines specified in GII's Finance and Administration manual- 2005</p> <p>Donor specific quarterly, semi-annually and annual financial reports are generated.</p> <p>Annual global financial reports are prepared and auditors invited to audit accounts Annually. Some other donors require bi-annually</p>	
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<p>Operational policies</p> <p>vii) <i>HR policy</i></p> <p>viii) <i>Gender policy</i></p> <p>ix) <i>Conflict of interest policy</i></p> <p>x) <i>Programme development policy</i></p> <p>xi) <i>Procurement policy</i></p>	<p>may be engaged: Programmes, Business Development and finance, Administration and General Services</p> <p>Engagement of an employee at GII is on the basis of a vacancy existing in any of the departments listed above and solely on merit.</p> <p>The ultimate responsibility of hiring and firing lies with the board (*GII Terms and conditions of Service for employees)</p> <p>GII is an equal opportunity employer</p> <p>GII adopted the Conflict of Interest and Code of Conduct policies of Transparency International, its parent body in 2005</p> <p>GII has a 5-year Strategic plan which specifies programme delivery and illustrates the urgency for continues programme development and organisational growth (GII has started the process of reviewing its strategic plan for another 5-years)</p> <p>GII's Finance and Administration Manual of June 2005 specifies GII's procurement, purchasing, tendering and contracting policies.</p>	<p>There are 3 departments within GII into which staff may be engaged: Programmes, Business Development and finance, Administration and General Services</p> <p>Engagement of an employee at GII is on the basis of a vacancy existing in any of the departments listed above and solely on merit.</p> <p>The ultimate responsibility of hiring and firing lies with the board (*GII Terms and conditions of Service for employees)</p> <p>GII is an equal opportunity employer</p> <p>GII adopted the Conflict of Interest and Code of Conduct policies of Transparency International, its parent body in 2005</p> <p>GII has a 5-year Strategic plan which specifies programme delivery and illustrates the urgency for continues programme development and organisational growth (GII has started the process of reviewing its strategic plan for another 5-year)</p> <p>GII's Finance and Administration Manual of June 2005 specifies GII's procurement, purchasing, tendering and contracting policies.</p>	<p>There are 3 departments within GII into which staff may be engaged: Programmes, Business Development and finance, Administration and General Services</p> <p>Engagement of an employee at is on the basis of a vacancy existing in any of the departments listed above and solely on merit.</p> <p>The ultimate responsibility of hiring and firing lies with the board (*GII Terms and conditions of Service for employees)</p> <p>GII is an equal opportunity employer</p> <p>GII adopted the Conflict of Interest and Code of Conduct policies of Transparency International, its parent body in 2005</p> <p>GII has a 5-year Strategic plan which specifies programme delivery and illustrates the urgency for continues programme development and organisational growth (GII has started the process of reviewing its strategic plan for another 5-year)</p> <p>GII's Finance and Administration Manual of June 2005 specifies GII's procurement,</p>	
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			purchasing, tendering and contracting policies.	
<p>5. Funding base development <i>List long-term programmes(3yrs +)</i></p>	<p>Africa Education Watch (AEW) Project (3-years)</p>	<p>Transparency and Accountability in Service Delivery (TISDA) (3-years)</p>	<p>Advocacy and Legal Advice Centre (ALAC) Project</p>	
<p><i>List short-term programme(1 year)</i></p>	<p>“Increasing Transparency and Accountability in Ghana Project” (1-year extension)</p>	<p>Promoting Democracy and Good Governance Project in Ghana” (Public Sensitization workshops on Corruption</p>	<p>Promoting Democracy and Good Governance Project in Ghana” (Public Sensitization workshops on Corruption</p>	
<p><i>Total dollar volume of programmes</i></p>		<p>Publication of GII’s Quarterly Newsletter “GII Alert” (3-years)</p>	<p>Publication of GII’s Quarterly Newsletter “GII Alert” (3-years)</p>	
<p><i>Approved dollar volumes</i></p>	<p>AEW \$115,900.00</p> <p>TISDA \$ 366,045</p> <p>PCA \$ 75,000</p> <p>ALAC Euros131,901.55</p>		<p>Poverty and Corruption in Africa (PCA) – “Strengthening TI-S ability to respond”</p>	
<p><i>Percentage overhead recovery</i></p>	<p>MISEREOR Euros 250,000</p>			

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	Policy issue / theme / nature	Outcome
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	/Coalition	Starting / ongoing / ending	
Government - executive - judiciary - legislature	Ministry of Justice and Attorney Generals Department	Launch of GII's Advocacy and legal advice centre (ALAC) – (ALAC focuses on assisting and giving advice to victims and witnesses of corruption and to provide the avenues available to deal with the situation)	
	Ghana Audit Service Parliament(Subsidiary legislation Committee) Attorney General's Department CHRAJ	Strengthening the Asset Declaration law in Ghana (Proposed Regulations to Act 550,Amendment to Act 550 and Article 286 of the constitution) (GII/CDD/Audit Service engagement with Subsidiary Legislation of Parliament on Proposed Regulations to Act 550	Commitment of the Public Accounts Committee of Parliament Proposed Regulations awaiting approval by Parliament
	CHRAJ	Institutionalisation of Conflict of Interest (COI) Guidelines (Advocacy and sensitization of public officials including Parliamentarians and ministers on how to identify and manage conflict of interest situations in the discharge of their duties).	Public Officers Liability bill produced and reviewed
	<ul style="list-style-type: none"> • Serious Fraud Office • Ghana Audit Service • CHRAJ • Internal Audit Agency • Ghana Police Service (CID Unit) • Judicial Service • The Bureau of National Investigation • Public Procurement Authority 	Promoting information exchange among key Accountability institutions (Capacity building on information sharing and proper procedures for effective exchange of information among accountability institutions)	Capacity of Stakeholders on information management for accountability enhanced. Finalization of the draft MOU based on consensus of all stakeholders. MOU signed by stakeholders (The MOU serves as a precedent for the establishment of an Information Exchange Forum for accountability institutions in Ghana.)
	NCCE	Public Education and Sensitization on corruption	Public awareness on corruption and its negative effects enhanced Actions/activities to help reduce

			corruption identified by participants and GII planning collaboration for its implementation
Coalition, network	Ghana Anti-Corruption Coalition	Engagement with media to encourage them to contribute to the fight against corruption	Support of the media in the fight against corruption secured
	Freedom of Information Coalition	Advocacy for the passage of the Freedom of Information (FOI) bill into law (Video conference on the theme: Towards implementing FOI Legislation in Ghana: Taking Stock of International Experience)	Promise from current government to pass the legislation during its first term of office
	Christian Council of Ghana	Promoting Democracy and Good Governance Project in Ghana” (Public Sensitization workshops on Corruption	Six Two-day non residential seminar on "Zero Tolerance Education against Corruption-The Role of Religious Bodies" Southern & Northern Sector of Ghana organised
	National Catholic Secretariat		Memorandum of Understanding yet to be signed
	Ghana Muslim Mission		Public awareness created and actions/activities to help reduce corruption identified by participants and GII planning collaboration for its implementation
Media	GII continuously engaging the media in its sensitizations and advocacy programs on : Assets Declaration, Conflict of interest guidelines, , Private Sector and Corruption, Global corruption barometer etc	Increased awareness created and discussions on corruption and its negative effects	
Peers CBOs	CDD-Ghana	Strengthen the Assets Declaration Law in Ghana (GII/CDD/Audit Service engagement with Subsidiary Legislation of Parliament on Proposed Regulations to Act 550	Baseline Survey on the Assets Declaration published and used for further advocacy Two reports produced and used for advocacy
		Promoting information exchange among key Accountability institutions (Capacity building on information sharing and proper procedures for effective exchange of information among	Joint radio programmes on Assets Declaration and Conflict of interest guidelines

		<p>accountability institutions)</p> <p>Promoting Information Exchange among key accountability Institutions</p>	
Donor agencies	G-RAP	Core institutional and Program Development Support	<p>Strategic plan reviewed and new plan being developed</p> <p>Staff and board Retreat successfully held</p>
	USAID	Project and part core institutional Funding: "Increasing Transparency and Accountability in Ghana" project	
	MISEREOR	<p>Project and part core institutional Funding: "Promoting Democracy and Good Governance Project in Ghana" (Public Sensitization workshops on Corruption</p> <p>Publication of GII's Quarterly Newsletter "GII Alert"</p>	<p>Public awareness on corruption and its negative effects enhanced</p> <p>Actions/activities to help reduce corruption identified by participants and GII planning collaboration for its implementation</p>
	Bill and Melinda Gates (Through TI-S)	Project and part core institutional Funding: "Transparency in Service Delivery in Africa (TISDA) with focus on Health, Water and Education.	<p>Case Study on Water Supply in Madina conducted</p> <p>Ghana's Water Sector Diagnosis Study undertaken</p> <p>Draft report on the above produced</p>
	DFID (Through TI-S) Global Transparency Fund Ant-corruption -Delivering Change	Project and part core institutional Funding "Advocacy and Legal Advice Centre – ALAC" (A 5-year, advocacy and policy reforms project)	Public awareness on how to seek redress in the face of corruption enhanced created Advice provided to victims of corruption on how seek redress
	Hewlett Foundation (through TI-S)	Project and part core institutional Funding "Africa Education Watch Project"	Draft report on assessment phase produced and information disseminated to key stakeholders in two validation workshops
	Tides Foundation		

	(through TI-S)	Poverty and Corruption in Africa (PCA) – “Strengthening TI’s ability to respond”	Project will take off in August 2009
DA (please indicate district)	Ashiaman Municipal Assembly Twifo-Heman Lower Denkyire District Assembly	Public sensitisation workshop on corruption and good governance Public sensitisation workshop on corruption and good governance	Public awareness on corruption and its negative effects enhanced Actions/activities to help reduce corruption identified by participants and GII planning collaboration for its implementation
Private Sector	Radio Gold and BUSAC Project	Effects of corruption in the private sector	Public awareness on corruption and its negative effects created

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
<p>Corruption and leakages in primary education financing</p> <p>Weak governance in primary education management</p>	<p>National Validation workshop for Stake holders on the survey report</p> <p>Recommendations from the workshop are being analysed and where appropriate, will be integrated into the report.</p>	<p>Weak school governance system</p> <p>Poor record keeping</p> <p>Delays in the transfer of funds to schools</p> <p>Inadequate school infrastructure</p> <p>Acute shortage of teachers</p>	<p>Low participation of Key stakeholders in school management</p> <p>High potential for corruption and misuse of school funds</p> <p>Lack of access to school financial information</p>	<p>Strengthen the capacity of PTA's and SMC's in school management process</p> <p>Sensitise PTA, and SMC's on their roles and responsibilities</p> <p>Continuous training of school heads on financial management</p> <p>Prompt release of capitation grant to schools</p> <p>These will be achieved through engagement with policy makers</p>
<p>Promoting democracy and good governance through public sensitizations activities as a tool for fighting corruption</p>	<p>Before and After workshop surveys</p>	<p>Low levels of awareness of negative effects of corruption</p> <p>Ignorance on how to respond to conflict of interest and corruption situations</p>	<p>Corruption perceived as high in Ghana</p> <p>Governments needs to put in more effort and citizens need to demand transparency and accountability from public office holders</p>	<p>Continue to build capacity of citizens to respond appropriately to corruption</p> <p>Strengthen the anti-corruption institutions to be more efficient</p> <p>Re-introduce civic education in school curriculum</p> <p>Enforce anti-corruption laws and sanctions</p>
<p>Improve transparency and accountability in service delivery (TISDA)focus on the Water Sector</p>	<p>Case Study - Water Supply in Madina – Accra</p> <p>(This case study was designed to test and refine the case study approach being considered for the TISDA project</p>	<p>AVRL managed system: (Annual reports not publicized)</p> <p>Water Tanker Association (WTA) managed system:</p> <p>(Lack of information to users and participation of users in decision making)</p>	<p>Transparency and accountability as well as performance issues positive with AVRL but negative in WTA hence there is room for improvement</p>	<p>Use of appropriate IEC materials to make information available to users</p> <p>Technical efficiency: installing production meters, regular rehabilitation and maintenance of systems thus leading improved water delivery.</p> <p>Better regulation (licensing) for KIAR water tankers and local water</p>

	Ghana's Water Sector Diagnosis Study	Report writing on-going	Report writing on-going	vendors; and this may include licensing arrangements with AVRIL. Report writing on-going
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Success Story

Briefly describe your organisation's landmark achievement this period

1. During the period under review, GII/other TI national chapters, received funding support through TI-S from DFID to implement a project titled "Advocacy and Legal Advice Centre – ALAC" This is an Anti-Corruption Delivering Change Programme to provide legal assistance to people confronted with corruption. In line with this, the services of a Coordinator have been engaged to lead the process and two part time lawyers have been contracted to assist in the successful implementation of the project. Various forms of advertisement on the services ALAC renders have been advertised in the print and electronic media.
2. GIIs TISDA Project 'successfully undertook two studies during the period under review. These include: 1. Case Study - Water Supply in Madina – Accra and 2. Ghana's Water Sector Diagnosis Study. The reports are being finalised and will be ready in the next quarter.
3. GII again during this period, with the support of/through TI-S, received funding alongside other TI national chapters from Tides Foundation to implement a Poverty and Corruption in Africa (PCA) project – "Strengthening TI's ability to respond to poor people's demand for transparency and accountability.
4. GII has started the process of reviewing its strategic plan for another 5-year. This new strategic plan is being compiled through co-operation and in collaboration with a range of key stakeholders including Management, Staff, Board and representatives of partner organisations. The focus of all engagement has been the highlighting of internal and external factors – both actual and emerging – that have an influence upon GII over the 5-year duration of the plan. There is a focus throughout the strategic plan on developing learning systems and highlighting opportunities for promoting a self-sustaining learning culture.
5. As a result of GII programs anti - corruption campaigns and programmes, issues bothering on corruption continues to be high on public debates and this will in the long run lead to a reduction in corruption and ultimately poverty.

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?

Active involvement of RAOs in decision making process in Ghana

1. Ministry of Finance and Economic Planning under the Kuffour administration engaged GII in the review of the Public Procurement law
2. A forum (workshop) organised for GII to explain the methodology of the Corruption Perception Index (CPI) to the government and the public of Ghana
3. Active participations of RAO's in media debate on governance issues
4. RAO's membership on the National Steering Committee of the Extractive Industry Transparency Initiative (EITI) process in Ghana
5. RAO's involvement in the assessment of the multi-budget support in Ghana etc

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

1. More transparent and participatory although this does not reflect in actual change in policy design and implementation
2. Government tolerant of dissenting views though slow in responding to them

7. Grant and report related issues

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

This has been very smooth and the G-RAP Team deserves commendation

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

Some of our donors supporting GII and other Transparency International (TI) national Chapters do not want their support publicised.

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).