

ANNEX 2

Core Grant Narrative Progress Report Report period January 2009 – June 2009

Contract Ref. No. _____ **Organisation** Ghana Center for Democratic Development

Contact Tel. No. 021- 777214/776142 **Report Date** 1st August, 2009

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Signature & date

Signature & date



5th August,2009

5th August, 2009

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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>	i. CDD-Ghana is made up of the Executive Director, the Treasurer and 3 Heads of Department	i. CDD-Ghana's Associate Director position is currently inactive, the other positions have remained the same	i) Same as baseline	i) The Center has the full complement of leaders except that the Associate Director position is currently inactive
ii) <i>Core staff</i>	ii. 23 Core support staff members	ii. Core staff numbers have not changed though departing staff have been replaced	ii) Same as baseline	ii.) Core staff numbers remain the same
iii) <i>Support staff</i>	iii. 7 Support staff members	iii. Same numbers	iii) Same as baseline	iii) Support staff numbers remain the same
2. Governance				
i) <i>Board</i>	i) CDD has a 10 member board, 4 women and 6 men.	i).Same number previously	i) Same number	i) Same number
ii) <i>Committees</i>	ii) Board has 3 standing committees on change management, development and public relations and media	ii) Same as baseline	ii) Same as baseline	ii) Change management committee is an addition
iii) <i>Documented board meetings Management meetings</i>	iii) Board and management meetings are documented	iii) Same as baseline	iii) Same as baseline	iii) Same as baseline
iv) <i>Staff meetings</i>	iv) Staff meetings are held every Monday morning	iv) Same	iv) Same as baseline	iv) Same as baseline
3. Systems and procedures				
<i>Financial management systems</i>				
i) <i>Budgeting</i>	i) There is a budget for all projects undertaken by the organisation. Actuals are compared to budget and variances are addressed.	i) Same as the baseline	i) Same as the baseline	i) Same as the baseline

ii) <i>Accounting</i>	ii) Financial reports are prepared based on the procedures outlined in the accounting manual of the organisation. In relation to specific donors with specific requirements, accounts are prepared based on spelt out guidelines for reporting. We are using a computerised accounting system.	ii) Same as the baseline	ii) Same as the baseline	ii) Same as the baseline
iii) <i>Internal control</i>	iii) The finance department is responsible for the adherence to internal controls stated in the accounting manual, staff handbook and other control measures required by the donor community	iii) Same as baseline	iii) Same as baseline	iii) Same as baseline
iv) <i>Financial reporting</i>	iv) Financial reports are prepared for all projects and donors at specified time intervals. Annual financial statements are prepared at the end of each year.	iv) Same as baseline	iv) Same as baseline	iv) Same as baseline
v) <i>External audit</i>	v) Annual audits are conducted at the end of each year. There are also special and specific audits conducted on some projects per donor agreements.	v) Same as baseline	v) Same as baseline	v) Same as baseline
Operational policies				
vi) <i>HR policy</i>	vi) There is an HR policy in operation.	vi) Same as baseline	vi) Same as baseline	vi) Same as baseline
vii) <i>Gender policy</i>	vii) There is no gender policy in operation currently. However, organization is mindful of gender equity in its recruitment and operations.	vii) Same as baseline	vii) Same as baseline	vii) Same as baseline
viii) <i>Conflict of interest policy</i>	viii) This policy is covered in the staff condition of service manual	viii) Same as baseline	viii) Same as baseline	viii) Same as baseline
ix) <i>Programme development policy</i>	ix) There is no program development policy currently. The current Strategic Development Plan however provides a guide for program development for the next five years	ix) Same as baseline	ix) Same as baseline	ix) Same as baseline
x) <i>Procurement policy</i>	x) This policy is covered in the financial management manual of the organisation	x) Same as baseline	x) Same as baseline	x) Same as baseline
4. Funding base development <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>				

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	<ul style="list-style-type: none"> • judiciary • police & prisons services, Ghana Aids commission, Association of People living with HIV/AIDS 	<ul style="list-style-type: none"> • HIV and AIDS anti stigmatization and human rights initiative. The program is aimed at improving the legal and policy space for anti –stigmatization of persons living with HIV and AIDS particularly most at risk population. The Center also collaborating with Judiciary to facilitate the conduct of research on state supported justice delivery institutions under the Africa, Power and Politics program. Collaboration on both fronts is ongoing. • HIV and AIDS anti stigmatization and human rights initiative. All the institutions are collaborating with the Center on this project which is ongoing. 	<ul style="list-style-type: none"> • Ongoing • The Center has secured the by in and ownership of all the key stakeholders including the Police, Prisons, Judicial Service, Ghana Association of People living with HIV/AIDS and AIDS Commission
Coalition, network	<ul style="list-style-type: none"> • Ghana Federation of the Disabled (GFD) • Ghana Association of People living with HIV/AIDS 	<ul style="list-style-type: none"> • Promoting the rights of PWDs, • HIV and AIDS anti stigmatization and human rights initiative 	<ul style="list-style-type: none"> • Increased knowledge of Disability Act and improved organizational capacity of DPOs • Program is ongoing
Peers	<ul style="list-style-type: none"> • Ghana Integrity Initiative 	<ul style="list-style-type: none"> • Strengthening Asset Declaration and increasing information inflow among accountability institutions 	<ul style="list-style-type: none"> • Completion of a Draft Legislative Instrument presented to Attorney General
CBOs			
Donor agencies	<ul style="list-style-type: none"> • USAID • Overseas Development Institute • DED • Results For Development Inc. (R4D) • Canadian High Commission • SIDA, USAID, Danish Foreign Ministry, DFID, CIDA • Participatory Development Association (PDA) 	<ul style="list-style-type: none"> • HIV/AIDS stigma reduction • Building institutions that work for the poor – Africa, Power, policies and Politics project • CDD Perception Study to gather opinion on stakeholders' perception of the Center. • Support to track government inflows into primary schools • Co-organized symposium on decentralization • Afrobarometer • Support to conduct research to gather baseline information on governance and transparency 	<ul style="list-style-type: none"> • Ongoing • Ongoing • Ongoing • Ongoing • Papers presented at the symposium and the ensuing suggestions are being put together as a policy guide • Cross country survey on multi dimensional issues. The research over the years have been used by both national governments and international institutions as policy guide • Ongoing, the results will assist in implementing Governance and Transparency Fund (GTF) program on Strengthening Citizens Demand for Good Governance.
DA (please indicate district)			
Private Sector			

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
Public resource leakage in education and its impact on development	Conducted pilot study tracking teacher absence in 30 primary schools in 3 districts in Ghana. Activities include data gathering, cleaning, analysis, report and dissemination of results to stakeholders. Phase ii of the project has just started which seeks to track the capitation grant to primary schools.	Preliminary indication from the pilot suggests that weak supervision is partly responsible for high incidence of teacher absence. Similarly, it was found that there is a strong correlation between the availability of public amenities like clinics, portable water and banks and low incidence of teacher absence. Additionally, schools with strong Parent-Teacher Associations record lower incidence of teacher absence	Ghana is poor country with very limited resources. Therefore the need for prudent management of public finances is critical for development. Any type of public resource leakage particularly involving education is a real problem and must be addressed. The research looked at just three districts out of 168 and therefore is just scratching the surface. A larger research sample would help policy makers to take more concrete step. But the current evidence alone requires action from the Ghana Education Service.	<ol style="list-style-type: none"> 1. There is some indication that the current structure of the Long Distance Education requires revision. It should be rescheduled to begin on Saturday rather than Friday so reduce the high incidence of absenteeism on Friday. 2. The study stumbled upon some troubling issues with the capitation grants which require revision in order to ensure that the 30 Ghana cedis per child is not used by head teacher for other projects and to grant soft loans to teachers.

4. Success Story

Briefly describe your organisation’s landmark achievement this period

The Center has not done much in the first half of the year. Coming fresh from Ghana’s 2008 elections with election support from many institutions and donors, major part of the period was used in compiling technical and financial reports to donors and writing proposals.

However, the Center successfully organized two events that brought stakeholders together to brainstorm on sensitive issues in the country. The Center’s post election reflections workshop held at Koforidua delved into the positives and the negatives of the various roles played by various stakeholders in the 2008 elections. The program was aimed at developing appropriate interventions to avert election violence come 2012.

The Center’s symposium on decentralization also revealed weaknesses in the policy and participants brainstormed on possible measures to revive the policy. The program witnessed high attendance, including ministers of state, academics and the deputy minister of LGRD who promised of taking up the suggestions made at the program.

Even though the HIV/AIDS anti-stigmatization project is ongoing, feedback from the workshops have been positive and we believe the end result will be a drastic reduction of stigmatization of people living with HIV/AIDS

Likewise, the first component of the Africa Power Politics and Policy (APPP) program currently underway has already identified problems with the state supported justice institutions (CHRAJ, magistrate court and the Customary Land Secretariat). We have given initial advice to the head offices of these institutions and we hope to share with them a comprehensive report after the project. For example, our initial findings are that ADR mediators in most of the magistrate courts have stopped attending mediation sessions because of lack of incentives. Looking at the number of cases that have been settled through this mechanism, we advised the ADR coordinator to strive to sustain the policy.

The second component of the APPP program currently underway is monitoring MP’s accountability to citizens. This phase is actually seeking to build upon and verify findings from the pilot phase, conducted in 2008, which revealed interesting findings. It was realized that about 75% percent of Ghanaians do not know the actual

functions of MPs. It followed that citizens' judgment of MPs is based on the ability of the MPs to meet material demands rather than helping to provide public good. The current study will build upon this findings and design appropriate strategy in tackling the problem.

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 general view of the State-NGO relationship has not necessary changed in spite of the fact that RAOs and civil society in general have strengthened their relevance and intermediary position after the highly contested 2008 elections. RAOs and CSOs played a variety of roles in bridging civic/peace/voter education gaps, promoting issue based media reportage, addressing corruption issues in the country, helping to moderate incumbency abuse and levelling the playing field for all political parties. In addition, years of advocacy culminated in the incorporation of many RAOs campaign issues into the ruling party's manifesto and curtailing incident of opposition attack and arrest in the country. For example, the National Democratic Congress (NDC) dedicated a whole chapter in its manifesto to tackling corruption.

Notwithstanding these improvements, the GoG-RAOs relationship is still characterised by mistrust and unease on both sides. GoG is still uncertain about RAOs role in governance and wary of their power. RAOs on the other hand are occasionally reminded of the kind of resentment that still pertains in official corridors and remain quite suspicious of the integrity of GoG to protect civic space and effective participation. The unease around the surprisingly unprogressive drafts of the NGO/Trust Bill and the protracted negotiations with the Ministry of Manpower, Youth and Employment still persists.

The public, after the elections continue to have a favourable opinion of RAOs because they consider the RAOs as watchdogs through which the ideals of good governance and democracy can be realized. The Center's still respond to frequent media requests to comment on various governance issues, and members of staff appears on many public affairs focused radio and television programs. Listeners, viewers and contributors to such programs have largely expressed their appreciation for the explanations, insights and information provided by RAO representatives.

The significant involvement of some RAOs in the formulation, development, implementation, monitoring and evaluation of government-initiated programs such as the MCA, GPRS, APRM, etc is recognition of the credibility and utility of RAOs/CSOs/CBOs. It also confers some level of legitimacy on RAOs/NGOs/CBOs. However, the public suspicions of weak accountability and transparency systems operated by some RAOs remain. Occasionally, such issues impact poorly on the public image of RAOs.

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

The policy making environment continue to be held hostage by short term political incentives embedded in a neo-patrimonial state. Governments favour quick fixes to political, social and economic problems and avoid addressing long term problems. This has impacted on policy certainty and predictability undercutting stable and sustained economic development and reducing the prospects for accelerated growth. The same neo-patrimonial state continues to weaken issue based pressure and demand for performance from the private sector and civil society in general who are reliant on the state and prefer to secure stronger patron-client relationships. This undermines collective action and further weakens policy effectiveness.

7. Grant and report related issues

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

None

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

Grants from other donors, apart from G-RAP grant

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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).