

## ANNEX 2

**Core Grant Narrative Progress Report** Report period July-December 2009

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

**Organisation** Centre for Policy Analysis

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

**Report Date** 24 January 2010

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**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
<b>1. HR Management</b> i) <i>Leadership</i> ii) <i>Core staff</i> iii) <i>Support staff</i>	<b>June 2008</b> 1 5 10	<b>Jan-Jun 09</b> 1 5 10	<b>Jul-Dec 09</b> 1 5 10	
<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>	9 2 4 1/monthly weekly	9 2 2 4 8	8 2 2 4 8	
<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>	CEPA has a budgeting system, an accounts department which follows the required processes and rules.  CEPA's has an external audit run			CEPA has the required financial management systems

<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>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>One has been developed and is being reviewed</p> <p>Being discussed.</p> <p>Available</p> <p>Available</p>
<p><b>4. Funding base development</b> <i>List long-term programmes(3yrs +)</i></p>				<p>Current State of the Macroeconomy of Ghana</p> <p>Government Budget Policy Review</p> <p>Spatial Dimension of Poverty in Ghana</p> <p>Gender, Poverty and Economic Growth in Ghana</p> <p>Capacity Building and Institutional Strengthening</p> <p>Training Programme for</p>



- judiciary - legislature		Ongoing	<p>three northern regions and incorporate the northern parts of the Volta and the Brong Ahafo regions expanding the project to a Guinea Savannah Ecological belt. This is the first of the three ecological belts recommended. The expansion of the belt incorporates the spatial, sectoral and gender dimensions that CEPA has reiterated in the past with its growth advocacy.</p> <p>The objective of the SADA project is to bridge the gap between the northern and the southern parts of the country; thus, promoting the development programme of the nation.</p>
<b>Coalition, network</b>	Policy Analysis and Research Programme (PARP) of the Nigerian National Assembly	Capacity building Ongoing	As testified by PARP through the African Capacity Building Foundation (ACBF), which encourages networking and capacity building, the participants were well positioned to serve the Nigerian National Assembly.
<b>Peers CBOs</b>	Christian Council (CC) of Ghana  ISODEC	Budget Process Completed  Budgetary Process in Parliament Completed	<p>The CC better understood and was well equipped to teach the Community Based Organisations (CBOs) about the intricacies of the budget.</p> <p>Improved the debate on the budget in Parliament.</p>
<b>Donor agencies</b>	World Bank	Dissemination Ongoing	For better dissemination of CEPA's research.
<b>DA (please indicate district)</b> Atebubu Kintampo Krachi Nkwanta Pru Senu Tain	Savannah Accelerated Development Authority (SADA)	Incorporation of some districts of the northern parts of the Volta and Brong Ahafo regions into the SADA project.  Ongoing	Coherent work plan for the extended districts.
<b>Private Sector</b>	KPMG	Post Budget Analysis Completed	Better understanding of the budget by the private sector.

	KPMG	Recapitalization of Banks  Completed	Better understanding for the requirements of recapitalization of banks as Ghana enters an oil era.
	Joy FM and Coconut Grove Hotel	Building awareness of a consensus behind a National Agenda.  Completed	Importance of consensus building was articulated.

### 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
Economic Growth and Job Creation	Policymaking as incorporated in the budget in agreement with the Bretton Woods Institution (BWIs) was too heavily weighted on achieving macro stability without much concern for growth. Ghana's case was peculiar since in the midst of a global recession, macro stability was still emphasised.	As a result of the global financial crisis, flows into the Ghanaian economy from remittances and foreign direct investment declined. Even though the world market prices of the main Ghanaian exports increased, the global recession affected the volumes traded on the world market. Furthermore, Ghana could not go back to borrow because of the 750 US dollar bond floated on the world market; thus, domestic lending as opposed to international lending was encouraged. Fiscal financing was affected and financing was in dilemma which culminated into a presentation by CEPA titled: "The Dilemma of Macroeconomic Policymaking: A Tale of Two Cities".	There is the need to focus on growth with macro stability. This is needed for a better balance and CEPA has suggested in the review of the budget for 2010, the need for policies that would be growth-inducing and thus create jobs. This would be needed to create an environment that would not destabilise the economy.	CEPA has the leading edge to show that the macro indicators would be met. Even though the national figure was not brought down as expected, the projection CEPA made was within the band of the International Monetary Fund's projection.

### 4. Success Story

Briefly describe your organisation's landmark achievement this period

CEPA's success story lies in its analysis of macroeconomic outcomes especially that of inflation targets. These targets signalled to the Bank of Ghana (BOG) the appropriateness of bringing the prime rate down.

## **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?**

Stakeholder perception of CEPA went up creditably. CEPA's credibility and perception have improved in the eyes of the Government of Ghana and the Ghanaian public because the Centre's analysis and forecast get a wider coverage and response. The reference point to the stakeholder perception has been the response to the Centre's workshops with attendance at these workshops having profiles such as Members of Council of State, Donors, Ambassadors and the like.

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

What was called the home grown crisis shows a deterioration of the economy over the period 2006 – 2008. The situation was exacerbated with the World Bank Country Director's letter to the newly installed President in 2008 reiterating the fact that "Ghana was broke". As a result, donor conditionality has tightened and some donors are holding back on donor flows. Country ownership of the programs that are available to the GoG should be enforced to create an environment of job creation.

## **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?**

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)).