

Core Grant Narrative Progress Report

Report Period

July – December 2009

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

Organisation The Institute of Economic Affairs

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Report Date 11th January 2010

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Report Approved by Mrs. Jean Mensa, Administrator

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
1. HR Management 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 10 support staff
2. Governance i) <i>Board</i> ii) <i>Committees</i> iii) <i>Documented Board and Management meetings</i> iv) <i>Staff meetings</i>	5 member Board of Directors 4 Board meetings per year	5 member Board of Directors 2 Board meetings	5 member Board of Directors 2 Board meetings	5 member Board 4 Board meetings

			IEA 20 th Anniversary Committee IEA Strategic Planning Committee Agriculture Trade Policy Research Team Research Working Group	4 Anniversary Planning Committee meetings 2 Strategic Planning Committee meetings 4 Research progress meetings
	26 Weekly staff meetings	26 Weekly staff meetings		
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>	The Institute uses Zero Based Budgeting (ZZB) in our budgets The Institute has in place a Financial Manual with policies and procedures which corresponds with International Financial Reporting Standards (IFRS)	Zero Based Budgeting used Procedures in Financial Manual followed Quarterly Financial Reports to	Zero Based Budgeting used Procedures in Financial Manual followed Quarterly Financial Reports to	Annual auditing undertaken Annual Financial Reports to funding partners and Board

		funding partners and Board produced	funding partners and Board produced	produced 2009 Annual Audit Report in progress
	The Institute also has in place internal control systems which ensures that expenses conform to procedures	Internal control systems monitored	Internal control systems monitored.	
	External Auditors are contracted on an annual basis. Interim audits also done as and when the need arises.		A Monitoring and Evaluation system is being developed and is in the inception phase. The system will appraise staff performance and monitor programs	
<i>Operational policies</i>	HR Policy in place	Existing HR policy in use	Existing HR policy in use	HR policy in place
vi) <i>HR policy</i>				
vii) <i>Gender policy</i>	Draft Gender Policy	Gender policy finalised	Gender policy finalised	Gender policy in place
viii) <i>Conflict of interest policy</i>				
ix) <i>Programme development policy</i>	Programme Development Policy	Programme development policy reviewed	Programme development policy reviewed	Annual programme meeting to review programme development policy
x) <i>Procurement policy</i>				
xi) <i>Non-Discriminatory Policy</i>	Procurement policy	Procurement	Procurement	Procurement policy in

		policy in use Non-Discriminatory Policy developed	policy in use Non-Discriminatory Policy developed	place Non-Discriminatory Policy developed and HR Policy Manual upgraded
<p>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 [d1]</i> <i>Approved dollar volumes[d2]</i> <i>Percentage overhead recovery[d3]</i></p>	<p>Long –term programs</p> <p>The IEA/NIMD Ghana Political Parties Program</p> <p>International Development Research Centre</p> <p>Ghana Research and Advocacy Program</p> <p>Short term programs</p> <p>1.Centre for</p>	<p>Long-term programs</p> <p>The IEA/NIMD Ghana Political Parties Program</p> <p>International Development Research Centre</p> <p>Ghana Research and Advocacy Program</p> <p>Short term programs</p> <p>Research and</p>	<p>Long-term programs</p> <p>Support to Constitutional Review Process</p> <p>Strengthening Democratic Institutions</p> <p>Strengthening multiparty democracy</p> <p>Support to research and advocacy activities and support to organizational development</p> <p>Support to research and advocacy activities and support to organizational development</p> <p>Short term programs</p> <p>Research and</p>	<p>Long-term programs</p> <p>The IEA/NIMD Ghana Political Parties Program</p> <p>The 2008 Evening Encounters with Presidential Candidates</p> <p>Support to Constitutional Review Process</p> <p>Strengthening multiparty democracy</p> <p>Support to research and advocacy activities and support to organizational development</p> <p>Short term programs</p> <p>Research and</p>

	International Private Enterprise (CIPE)	Advocacy on the Impact of the Global Financial Crises	Advocacy on Policy options to cushion Ghana from future crises	Advocacy on Policy options to cushion Ghana from future crises
	2.Canadian High Commission	Research and advocacy on Strategies for Increasing Female Participation in Politics	In discussions on future collaboration to move further on the issue of female participation in politics	Research and advocacy on Strategies for Increasing Female Participation in Politics
	3.FAO	Research and advocacy project on Articulating Appropriate Trade policies and Trade policy mainstreaming in Agriculture	Research and advocacy project on Articulating Appropriate Trade policies and Trade policy mainstreaming in Agriculture	Research and advocacy project on Articulating Appropriate Trade policies and Trade policy mainstreaming in Agriculture
Project		Budgeted Amount (\$)	Amount Received (\$)	overhead and admin
Netherlands Institute of Multiparty Democracy (NIMD) Ghana Political Parties Programme		667,000.00	705,301.70	100,528.50
Centre for International Private Enterprise (CIPE)		150,000.00	133,312.48	-
International Development Research Centre (IDRC)		414,542.98	206,921.98	65,554.04
G-RAP		120,000.00	120,000.00	43,414.00
Food and Agricultural Organisation (FAO)		65,000.00	35,000.00	-
Grand Total		1,416,542.98	1,200,536.16	209,496.54

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 [E.O.4]
Government - executive - judiciary - legislature	Executive Legislature Judiciary	<p>The Institute has identified as a pressing policy issue, The Survival of Multiparty Democracy in Ghana.</p> <p>The Institute raised public discussion on the issue through three programs over the reporting period.</p> <p>Public Lecture The Challenge of Multiparty Democracy September 2009</p> <p>Workshop The Survival of Multi-party Democracy and the Politics of Accommodation October 2009</p> <p>Public Debate Proportional Representation vs Winner-takes-all: The Way Forward December 2009</p>	<p>Public Lecture: The Challenge of Multiparty Democracy:</p> <p>In commemoration of the 20th anniversary of The IEA's founding as Ghana's first public policy think tank, The Institute has scheduled a series of public lectures on the theme, "20 Years of Advancing Multi-Party Democracy".</p> <p>The first of the series was delivered by Mr. Kwami Pianim, economist and politician, on the theme, "The Challenge of Multiparty Democracy".</p> <p>Through this lecture, The Institute advocated for the creation of a national alliance for transformational development. I.e. a framework within which to build consensus on key economic and political policies across the nation's political, economic and socio-political sub-groupings. This would also be a framework within which to build cross political party collaboration in pursuit of the national interest.</p> <p>Participants included the donor community, Members of Parliament, The Electoral Commission, Political Parties, members of the business community, civil society and the Media. Number of Participants: 69</p>

			<p>Workshop: The Survival of Multiparty Democracy and the Politics of Accommodation</p> <p>The IEA organized a second event to further catalyse public discourse on the threat to Ghana’s multiparty democracy, posed by the development of noticeably high levels of intolerance across Ghana’s political groupings.</p> <p>Through this workshop, key members of civil society, Ghana’s political parties, the Media, the Clergy and the Public Services, advocated in a communiqué, that the development of rancour and intolerance across political groupings be addressed through policy reform and the inculcation into Ghana’s political culture, practices that will portray mutual respect, fundamental human rights and accommodation of diversity.</p> <p>Participants included the donor community, Members of Parliament, The Electoral Commission, Political Parties, members of the business community, civil society and the Media.</p> <p>Number of Participants: 40</p> <p>Public Debate Proportional Representation versus Winner-takes-all: The Way Forward</p> <p>The IEA continued its advocacy for Constitutional and Policy Reform to protect Ghana’s multiparty democracy, with a Public Debate on the above theme.</p> <p>The Plurality system of voting,</p>
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			<p>also referred to as First Past the Post (FPTP), has been criticised for encouraging a two-party state instead of a multiparty system, and making it likely for a single party to hold a majority of legislative seats.</p> <p>Arguments for the FPTP in the Public Debate were that the problems Ghana faced with this system were due to its abuse, and that strengthening the system, rather than abolishing it, was the way forward.</p> <p>The argument against this system proposed a Mixed Member Proportional formula.</p> <p>The FPTP argument won the debate. Useful options emerged for reform of the parliamentary election system.</p> <p>Participants included the Electoral Commission, Members of Parliament, members of the international donor, members the Council of State, community, members academic institutions, Political Parties and the Media.</p> <p>Number of participants: 94</p> <p>Workshop “Harnessing Ghana’s Oil Revenue for Sustainable Development”</p> <p>The IEA commissioned two papers on the above topic,</p>
		<p>Policy Options for managing Ghana’s expected Oil revenues</p> <p>The IEA has facilitated a series of discussions to</p>	

	<p>raise policy issues and options for managing Ghana’s expected oil revenues.</p> <p>The following programs were carried out over the reporting period:</p> <ol style="list-style-type: none"> 1. A three-day workshop on the theme; “Harnessing Ghana’s Oil Revenue for Sustainable Development” December 2009 2. A Seminar on the theme; “Saving Ghana from its Oil” 	<p>following which a workshop was organized, where these papers were presented to the Parliamentary Committee on Energy. The Committee discussed the papers in depth, and formulated a communiqué, capturing the policy issues that had emerged from their discussions.</p> <p>Participating in the workshop were the Political Parties, the Office of Parliament, Members of Parliament, academic institutions and the Media. Number of participants: 43</p> <p>Seminar Saving Ghana from its Oil The IEA organized a seminar, where Todd Moss, Senior Research Fellow with The Centre for Global Development, US, presented a paper in which he proposed direct cash distribution of oil revenues to citizens, as an approach to protect and accelerate Ghana’s political and economic gains, with the expected oil revenues.</p> <p>Participants in the seminar included the Deputy Minister for Energy, the Deputy Minister for Trade, The National Petroleum Authority, members of the Parliamentary Committee on Energy, the NCCE, the University of Ghana, the IRS, Political Parties, civil society and members of the business community. Number of participants: 68</p>
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Coalition, network	The Ghana Political Parties Program (GPPP)	Capacity building and institutional strengthening of Ghana's Political Parties	<p>The IEA continues its work with the network of Ghana's Political Parties, facilitating cross-party dialogue at the level of Chairpersons and General Secretaries of the four parties with representation in Parliament.</p> <p>Over the period, The IEA worked closely with the GPPP, the Attorney General and Parliament, in advocating on key policy issues including the following:</p> <ul style="list-style-type: none"> ❖ The review of Ghana's Constitution ❖ The passage of the Transition Bill ❖ The passage of the revised Political Parties Bill ❖ The passage of the Public Funding of Political Parties Bill ❖ The passage of the Right to Information Bill <p>The Institute continues further to involve the Ghana's Political Parties in all its programs.</p>
Peers CBOs	GIMPA, ISODEC, THE Electoral Commission, The University of Ghana, The Media	Promoting democracy and good governance in Ghana	<p>The IEA continues to collaborate with its peers in working towards the common aim of good governance and democracy in Ghana.</p> <p>In carrying out a series of program on Ghana's Oil Find, The</p>

	Union (EU)		collaborating towards promoting democracy and good governance in Ghana.
	UN Democracy Fund (UNDF)		The IEA and The UNDF continue to discuss the possibility of collaborating towards promoting democracy and good governance in Ghana.
	The International Development Research Centre (IDRC)		Though The IEA still has a deficit in budget, the period saw a new boost in IEA's financing, through a contract it signed with the IDRC. Extensive discussions with The IDRC finally opened the doors to funding from the IDRC. In July 2009, The IDRC signed a contract to provide core support to the Institute and to support its research and advocacy
	The Netherlands Institute of Multiparty Democracy (NIMD)		The NIMD continues to support The Institute's work in building the capacity of Political Parties and strengthening democratic institutions. Over the reporting period, The NIMD provided support for The IEA's Constitutional Review Series, to provoke and initiate research and dialogue on provisions of Ghana's Constitution, identified by the IEA's Democracy Consolidation Strategy Paper (DCSP) as requiring reform. The ultimate aim was to deepen Constitutional governance in Ghana.
	FAO	Development of Pro-poor policies in the Agriculture	Following the research undertaken by a team of lectures from The University of Ghana on

		and Trade industries	<p>the theme; “Articulating and Mainstreaming Appropriate Agricultural and Trade policies”, a workshop was organized and the final findings of the research presented to stakeholders, including the Minister for Trade and Industry, the Minister for Agriculture, advocacy organizations and the business community.</p> <p>Other donors, including The Australian Embassy, The UNDP, Danida, CIDA and The British High Commission, DFID, the Dutch Embassy, continue to participate at a high level in The IEA’s Roundtables and Seminars.</p> <p>The IEA’s Oil Series and programs on Proportional Representation and Multiparty Democracy were each well attended by these institutions.</p>
Other Donors			
DA (please indicate district)			
Private Sector	Private sector firms in the agricultural, trade and oil industries, members of PEF and AGI	Policy options for strengthening Ghana’s Agricultural, trade and oil industries	Members of the business community participated actively in the series of discussions on Ghana’s Oil Find, and in the discussions on Appropriate Agricultural and Trade policies.

3. National pro-poor policies

Identified Policy Issue <i>(In all these identified Policy Issues, continuous lobbying, continuous advocacy, regular organisation of Policy fora and media outreach programmes were embarked upon for maximum stakeholder buy-in)</i>	Research activities in relation to identified policy area	What are the policy gaps identified from the research conducted	What is your organization's 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>The need to gain local support in the implementation of natural resource conservation strategies, and building legitimate regulatory institutions with the capacity to design conservation policies, which are acceptable to all stakeholders</p>	<p>Assessment of preferences of Ghanaian farmers for the Kakum National Park, a microcosm of the National Biodiversity strategy.</p> <p>Research topic: Do Ghanaian farmers have preferences for the national biodiversity? A case study of farmers living around the Kakum National Park in the Central Region</p>	<p>Inadequate integration of environmental, economic and social considerations in the design of National Biodiversity strategies</p>	<p>The preferences of farmers are an important input in the formulation of policies on biodiversity conservation. Local residents can become partners in biodiversity conservation if their preferences are integrated into the design of national biodiversity strategies.</p>	<p>In the evaluation of national biodiversity strategies, an in the formulation of natural resource conservation policies, higher weights should be put on the impacts of biodiversity programs on the local communities.</p>
<p>The need to strengthen national strategies towards industrialisation of African economies</p>	<p>Research into the determinants of the Output of the Manufacturing industry from 1974 to 2006</p>	<p>Narrow focus of Ghana's current industrialisation policy, which is mainly linked to agro-industry.</p>	<p>There is the need to broaden Ghana's industrialisation strategy to place emphasis on the development of industries such as garments and textiles, pharmaceuticals, book publishing, computer</p>	<p>Public – private partnerships in the Manufacturing, Gas and ICT industries, as well as integrated rural development</p>

			assembly plants and new industries related to the emerging oil and gas industry.	
The need for strategic policy choices in the management of Ghana's oil revenues	Examination of policy options for managing Ghana's oil revenues, to determine best option for sustainable development	Inadequacy of Ghana's institutional, regulatory, and legislative framework for management of the industry.	The key to minimising the adverse social impacts associated with oil is to ensure transparency, accountability and inclusiveness in the operations of the industry	Strengthening of Ghana's State oversight institutions; Establishment of clear regulatory and supervisory policies over the industry; Establishment of policies to encourage investment in the agricultural sector; Long-term development planning in consultation with political parties and civil society.
The need for strategic policy choices in the management of Ghana's oil revenues	Paper advocating for an accountable governance system to be build around the Oil and Gas industry	Inadequacy of Ghana's institutional, regulatory and legislative framework for the management of the Oil and Gas industry	The key to minimising the adverse social impacts associated with oil is to ensure transparency, accountability and inclusiveness in the operations of the industry	Strengthen transparency and governance systems in the management of the industry.
The need for strategic policy choices in the management of Ghana's oil revenues	Research paper advocating direct benefits to citizens as an option for managing Ghana's oil revenues	Lack of a revenue management framework	Direct benefit sharing will not address infrastructure needs of the nation, which is a national development priority at present. Again, it does not provide	

			for future generations	
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4. Success Story

Briefly describe your organisation’s landmark achievement this period

The Government has set up a Constitutional Review Committee. This move is a direct response to The IEA’s research and advocacy for a review of the Constitution, as contained in the IEA’s Democracy Consolidation Strategy Paper (DCSP). Again, it is worthy of notice that The DCSP has been referred to extensively in the Proposal on the Constitutional Review presented by the Attorney General to Cabinet.

Yet another point worthy of notice is in the composition of the Constitutional Review Commission, set up by the President. This Commission has been constituted along the lines of The IEA’s recommendation for a multi-partisan Constitutional Review Committee.

Again, The IEA’s Transition bill has been presented to Cabinet by the Attorney General and approved by Cabinet for onward passage to Parliament.

In like manner, the IEA’s Right to Information Bill has been presented to Parliament. The IEA recognized a need for this bill as far back as 1996, when The Institute carried out a nationwide discussion and research on the issue. Although this bill was approved by the then President Kufuor, the bill was never passed. The bill having now been presented to Parliament marks a significant landmark. It is note worthy that The IEA’s bill remains largely intact, despite having been worked on by other bodies over the period. The provisions and substance presented by The IEA in its initial paper, remain intact.

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 Institute continues to engage policy makers in its work. In seeking to gain their buy-in and support of its research and policy alternatives, The IEA has worked with the Ministry of Energy, members of Parliament of the Energy Committee, the Ministry of Food and Agriculture, and the Ministry of Trade and Industry.

Credibility of RAO’s continues to grow. Government continues to acknowledge the value addition of the work of RAO’s. The IEA’s recommendation for a Constitutional Review, as contained in the Democracy Consolidation Strategy Paper, is being implemented. The IEA’s Transition Bill has been presented to Cabinet for onward passage to Parliament, with its content and substance largely intact.

Again, the credibility of RAO’s has been demonstrated in Government’s public recognition of the work of RAO’s and its noticeably timely invitations for their input into policy development processes.

Notable over the period have been invitations to The Institute, to input into the Ministry of Energy’s Local Content and Participation Policy in Oil and Gas Industry; The Ministry of Finance and Economic Planning’s 2010 Budget Statement and Economic Policy; and the formulation of the New Decentralization policy.

These invitations have come at the onset of the policy development process. This is a marked improvement from the past when the tendency had been for RAOs’ inputs to be invited only at the tail end of a policy formulation process.

Again, The Institute has been invited by Parliament to receive an award for its efforts at building and deepening Parliamentary democracy in Ghana.

In addition, the Institute has received recognition and congratulatory messages from the Executive, Legislature and the Presidency, on the occasion of its 20th anniversary.

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

The policy making environment in Ghana continues to be ad hoc in nature. There is limited research influencing the policy environment and the lack of a National Development Plan continues to affect the policies in the country. Nevertheless, there is a visible effort on the part of the Government to collaborate with RAO’s in the policy development process.

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 IEA anticipates the continued cooperation and mutually beneficial collaboration with GRAP in the next phase.

[d6] 7.2 What parts of the report are confidential or cannot be shared without prior consent?

None

G-rap Narrative Progress Report 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).