

2019 ANNUAL REPORT

**ADVANCING OUR STRATEGIC
TAKE-OFF**

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ACRONYMS & ABBREVIATIONS

AEN - Africa Evidence Network

DSA - Development Studies Association

EIPM - Evidence-informed Policy Making

EPA- Environmental Protection Agency

GHS - Ghana Health Service

GLA - Ghana Library Association, Ghana

ICED -The International Centre for Evaluation and Development

IDRIG - Inter-Departmental Research and Information Group

IPA - Innovations for Poverty Action

NGO - Non-Governmental Organisation

OGP - Open Government Partnerships

RDA - Research Data Alliance

RGD - Registrar Generals Department

WFD - Westminster Foundation for Democracy

FOREWORD



Tensions within global governance structures heightened this year, which has been associated with decreasing pursuit of collective action. Following trade wars between China and the USA that started last year, politicians in London succeeded in alienating Great Britain from the European bloc. Citizens in Hong Kong rebelled against expansion of influence from Beijing, and global attention was drawn to the burning Amazon, with its potential implications for the changing climate.

In Africa, we need to consolidate our democratic gains by deepening participation in policy processes. But how to achieve this has become an arduous task for most governments, while some others have considered it a mirage.

These have however not weakened our determination to work towards development processes around the continent that are fueled by evidence-informed policies. Rather, they have strengthened our resolve to maximize resources available to us, and get innovative in our programming.

Working with our partners – both operational and beneficiary – we have demonstrated that resource constraints are just a microcosm of the daunting challenges we are faced with. From our performance this year, we have firm conviction that we are progressing steadily in realizing targets for our strategic foundation. At this pace, we will be ready post-2022 to strategically expand into other sub-regional groupings.

Kirchuffs Atengble
Executive Director

BACKGROUND

On 2nd March 2017 we were registered in Ghana to operate as a company limited by guarantee, and specifically as the Centre for Knowledge Management and Research.

To enable our recognition as a not-for-profit nongovernmental organisation, we also acquired registration from the Social Welfare Department of the Ministry of Gender, Children and Social Protection (MoGCSP) in 2018.

We operate as a youth-led think tank to improve public sector management through information systems research, knowledge management and advocacy for evidence-informed policy making (EIPM).



VISION & MISSION

As a pan-African organisation, our vision is a Pan-African development process that is fueled by evidence-informed policies. Our mission therefore is to influence the use of research and other forms of knowledge in the development of policies in Africa.

OBJECTIVES

We operate to achieve the following objectives:

- Conduct research into information systems, with the view of optimising performance;
- Manage knowledge effectively for improved uptake in policymaking and development practice; and
- Advocate for Evidence-Informed Policy Making (EIPM) in its operational areas



ORGANISATIONAL CHART

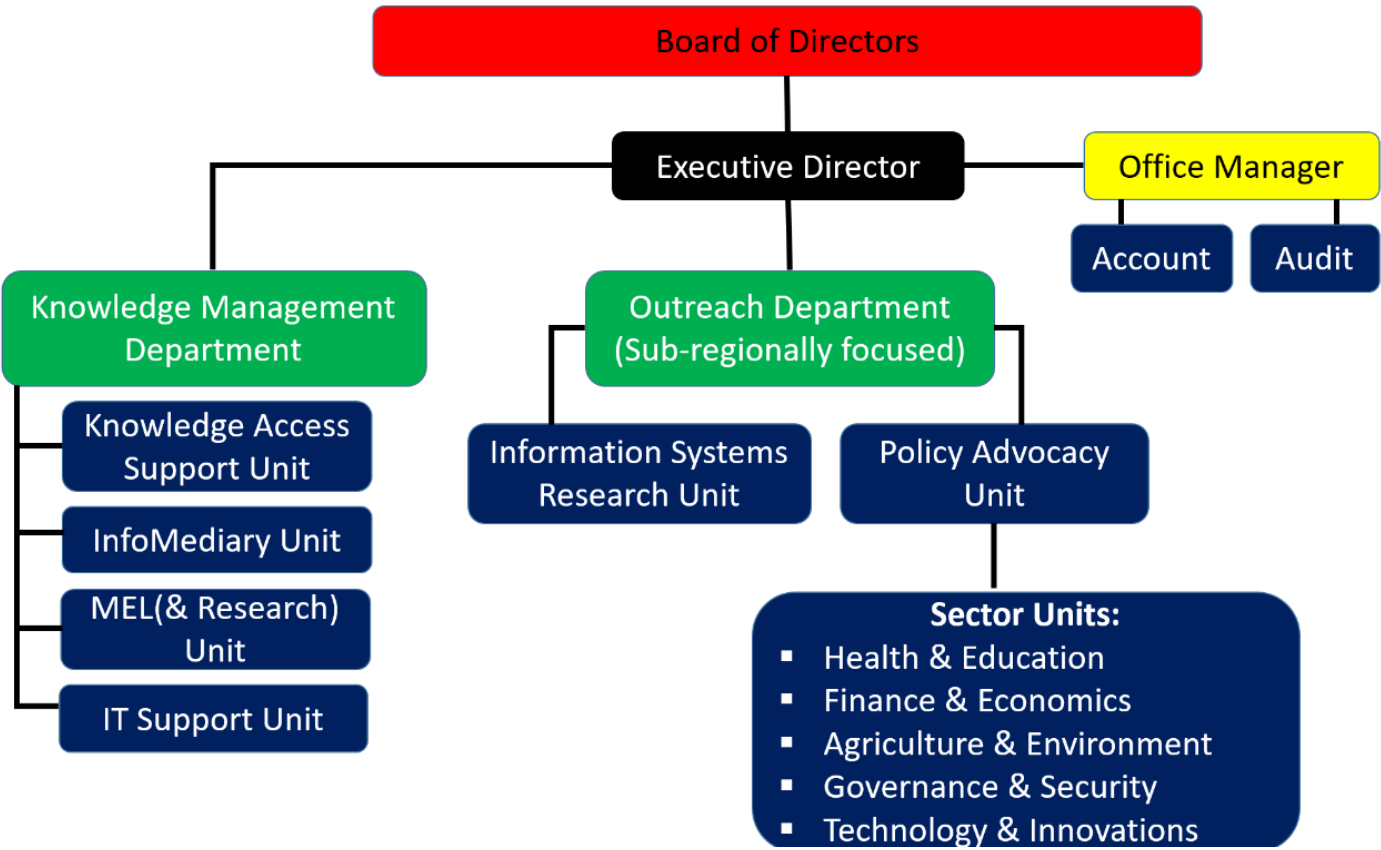


Figure 1: Organisational Chart

In our foundational years (2017-2022), we decided to operate based on the organisational chart depicted in Figure 1. In this framework, we have secured a functioning Administration (secretariat) under the leadership of the Executive Director, who also oversees operations within the three functional areas of the organisation: information systems research, knowledge management and advocacy units.

The ensuing sections of this report outlines the extent to which these and many more were achieved in the third year of our operation.

BUSINESS ACTIVITIES



This section emphasizes on the key activities that were embarked on as an organisation.

Income Generating Activities



This year, the organisation's source of income was mostly from consultancy services. One of those services was rendered to the Westminster Foundation for Democracy (WFD), and aimed at ensuring that the country works incrementally to make its governance systems open, transparent and inclusive. The organization also received funding from the University of Southampton to organize a workshop to enhance health policy making, governance and research in Ghana.

Non-Income Generating Activities

The ensuing activities constitute those mostly embarked upon without express quest for income expansion.

Capacity Building



Adhering to our quest to improve uptake of knowledge resources and also to champion evidence informed policy processes, especially within public policymaking and practice organisations, we have been involved in some capacity building efforts. Some platforms explored for such activities in 2019 are:

- Co-hosting the 2019 edition of Africa Evidence Week with the Parliament of Ghana, under the regional leadership of the Africa Evidence Network based in Johannesburg, South Africa.
- Initiating a pilot of our Matrix developed from the Context Matters framework produced by INASP and Politics and Ideas. This tool helps government agencies identify opportunities for further action on evidence use.
- Participating as a delegate in the 2019 Evidence2Action conference organised by the International Center for Evaluation and Development (ICED) in Ghana.
- Negotiating for a familiarization workshop to be organised by the Consortium of Academic and Research Libraries in Ghana (CARLIGH), and supported by CABI in the first quarter of 2019.



STAFFING ISSUES

STAFF AND ASSOCIATES

The organization had four operational staff in this year, the Executive Director, an administrative support officers and a volunteer. Table 1 provides their details:

Table 1: Profile of Staff

Name	Designation	Status
Kirchuffs Atengble	Executive Director	No Contract
Lucy Afatsiawu	Office Assistant	Part-time
Agnes Insor-Brown	Office Assistant	Part-time
Thomas Y. A. Essel	Data Analyst	Voluntary

In addition to the staff who played their respective roles, there were also contributions and support from 10 associates with expertise in research, policy processes and knowledge management.

BOARD MEETING

In 2019, there was only one board meeting on 1st May. Intermittent updates were however provided to Board members through its dedicated WhatsApp platform. Further individual-level interactions were held with Board Members to inform strategic decisions.

STAFF CAPACITY DEVELOPMENT

For the period under review the following capacity development opportunities (in Figure 2) were made available to staff of the organisation.



Figure 2: Internal staff capacity development

Co-creating Evidence with governments in Ghana	
Training provider:	Innovations for Poverty Action
Date:	9th July, 2019
Venue:	Accra, Ghana
Beneficiary:	Kirchuffs Atengble
Fundamentals of Evaluating Development Programs	
Training provider:	Innovations for Poverty Action
Date:	9th July, 2019
Venue:	Accra, Ghana
Beneficiary:	Kirchuffs Atengble
Farm Data Management, Sharing and Services for Agriculture Development	
Organizers:	GORDAN Partners
Date:	14 th October-10 th November, 2019
Venue:	Online
Beneficiary:	Thomas Yaw Ayensu Essel

STAFF MEMBERSHIP IN PROFESSIONAL GROUPS

Our staff were encouraged to join and maintain membership in communities of practice and professional associations for similar capacity building benefits. The under-listed groups have membership from PACKS Africa within the period under review:



LOGISTICAL ISSUES

Our organisation continued to share the office facility at #12 Mango Tree Avenue, Asylum down (Accra), through an arrangement with a partner for-profit management consultancy firm at no direct fee. The offer came with access to internet connectivity and other office infrastructure.

Official telephone communication was however provided through the mobile number of the Executive Director. This is expected to change, particularly with an expansion in staff strength and with improved financial resources.

The organisation started drafting a policy on financial crime, which is about 80% percent complete. Another draft document was started for financial management policies and procedure, which is about 50% complete.

Our website was also redeveloped to reflect progress in our engagements and advocacy for evidence-informed policy making, knowledge management and information systems research.

CERTIFICATION

The organization was unable to renew the following certificates for its operation due to incomplete annual reports of preceding years among other requirements. These include:

- Certificate of Recognition from the Department of Social Welfare.
- Jurisdictional Certificate of Registration as an NGO by the Accra Metropolitan Assembly.

COMMUNICATION

Communication was vital to our operations in 2019. We took advantage of traditional, interactive and/or mediated platforms to engage with our audience.

PACKS Africa employed different media to achieve them within the period under review. Below are some communication media deployed in 2019:

- Social media communication: Twitter, Facebook & YouTube.
- Communication via international blogs
- Personal & face-to-face meetings
- Virtual meetings via Skype, Zoom, Blue Jeans, WhatsApp and webinars
- Communication at conferences and seminars.



REACH & VISIBILITY

Following the organization's continuous activity in knowledge management and advocacy for evidence informed policy making, this has contributed to a number of acknowledgements in promoting our identity and reach.

- Our Executive Director was appointed to be part of the advisory group of the AEN.
- Two of our collaborators, Ebenezer Appah-Sampong (EPA) and Koku Awoonor-Williams (GHS) from Ghana were nominated for the Africa Evidence Leadership Award.



MONITORING, EVALUATION & LEARNING

Value Added Services

Information Systems Research

A consultancy service was rendered to the Westminster Foundation for Democracy (WFD) to serve as a baseline study that explores open government partnership, openness and social inclusion in the parliament of government. This added value to work by our partners involved – WFD and the Parliament of Ghana.



Knowledge Management and Brokerage

The initial pilot of our Context Matters Matrix helped the Parliament of Ghana identify opportunities to channel capacity development for enhanced evidence use within its operations.

A second pilot was initiated to involve the Ministries of health in Ghana and Kenya, as well as the Ghana Health Service for similar benefits. A full-scale project is envisaged to bring different organisations

together for regular and comparative diagnostics.

We negotiated for a National Familiarization Workshop to be organised among relevant stakeholders on access to scholarly publications from CABI. The workshop helped various library officers, postgraduate students and other similar users across research and academic institutions in Ghana learn how to access various electronic resources.

Advocacy for Evidence Use in Policy Process

We consolidated our longstanding relationship with the Inter-Departmental Research and Information Group (IDRIG) of the Parliament of Ghana into our partnership to host the 2019 edition of Africa Evidence Week.

Through this event, participants understood different initiatives by different stakeholders to promote evidence use, while developing specific skills to enhance their use of evidence.

Our participation in the Evidence2Action conference organised by ICED helped

participants to understand key variables that promote or inhibit evidence use within the context of organisations. We facilitated a workshop in collaboration with the University of Southampton to enhance health policymaking, governance and research management in Ghana.

Participants included representatives from the Ghana Health Service, University of Southampton, Ministry of Health, Ghana College of Physicians and Surgeons, and the National Identification Authority.

DEEPEDED COLLABORATION



Through our consultancy services and the resulting impacts thereof, we have good relationship with the Westminster Foundation for Democracy and the Parliament of Ghana for our parliamentary support initiatives.

relationship with the University of Southampton who has been a major micro-funder and collaborator of most events we have organized.

Most of our events have benefited government Ministries, Departments and Agencies (MDAs); and this has led to significant growth in our relationships with these institutions.

We maintained our burgeoning relationship with the Ministries of Health across Ghana, Kenya and Ethiopia; and took further ecosystem exploratory action through the Bamafirnde team for francophone West Africa.

There has been an entrenched

ORGANISATION DEVELOPMENT

Once more, we took seriously initiatives to further our internal development. Specifically, we;

- Maintained compliance for our organisation within the statutes of Ghana.
- Enhanced competencies for staff performance in our thematic areas.
- Improved recognition within our thematic areas, both locally and internationally.



PUBLICATIONS AND KNOWLEDGE SHARING

Through our publications, the following were achieve in 2019:

- Increased availability of knowledge on our thematic issues based on our publications and knowledge sharing initiatives.
- Enhanced understanding of evidence use concepts among beneficiaries of our initiatives through targeted sector interventions

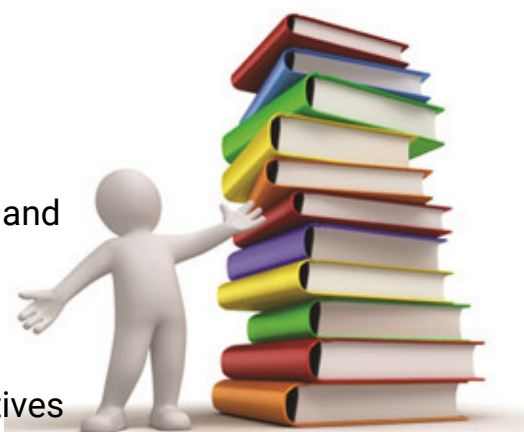


Table 2: Publication List

Publication type	Title	Availability
Consultancy Report	Open Government Partnership, Transparency, Openness and Social Inclusion in the Parliament of Ghana: a Consolidated Report	Available on Request
Workshop Report	Enhancing Health Policy Making, Governance and Research Management in Ghana	Available online: https://figshare.com/articles/Enhancing_health_policymaking_governance_and_research_management_in_Ghana/10319297
Report on event	Africa Evidence Week celebrations	Available on Website https://www.packs-africa.org/
Blog Post	Building momentum to advance citizen evidence in policymaking	https://www.researchtoaction.org/2019/09/building-momentum-to-advance-citizen-evidence-in-policymaking/

REACH & VISIBILITY



In 2019 we expanded our reach and visibility through the following:

- Enhanced visibility on platforms within our thematic areas, mostly through online media activities.
- Services delivered to beneficiary organisations across four African countries: Ghana and Kenya.
- Ignited our presence across francophone West African countries through our Bamafirnde team.

FINANCIAL REPORTING

Our financial statements present an elaborate description of our operational status. A report was produced for the period January-December 2019. Find it available as a separate attachment to this annual report. You may request for a copy of the financial statement if not found enclosed.

LOOKING FORWARD

In our third year of operation, we have overcome many challenges, while consolidating our gains made over the years. Our vision of a pan-African development process which is fueled by evidence-informed policies is gradually taking shape.

We have also seen lots of comparative improvement in our ability to secure funds to undertake a number of projects in addition to our normal routine research and advocacy for evidence-informed decision making.

Our partnerships have been strengthened, and we seek to further exploit these in the years to come. The University of Southampton has become a vital collaborating and funding

partner, adding up to the Westminster Foundation for Democracy.

We desire to be a principal reference point for EIDM, and a preferred youth-led think tank in that domain.

To achieve this, more research and interventions are needed to explore the dynamism of the evidence ecosystem in Ghana and largely the African community.

We therefore continue our appeal to potential funders and collaborators to reach out to us for further exploration of initiatives to enhance general availability and uptake of evidence for a variety of decision making purposes.



BOARD MEMBERSHIP



Full name	Position
Dr. Musah Adams	Chairperson
Mr. Kirchuffs Atengble	Secretary
Mrs. Dora Dei-Tumi	Member
Mr. Emmanuel G.K. Duncan	Member
Mrs. Sylvia Inkoom	Member
Mr. Cephas Egbefome	Member
Miss Monica Geraldo De Lima	Member



Get In Touch

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