

ANNUAL REPORTS 2011-2013

CD D - Ghana

Ghana Center for Democratic Development



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ABOUT THE CENTER

The Ghana Center for Democratic Development (CDD-Ghana) is an independent, non-governmental and non-profit research and advocacy institute dedicated to the promotion of democracy, good governance and economic openness in Ghana and throughout Africa. It was established in July, 1998. CDD-Ghana's research outputs and other services are available to and used by governmental and non-governmental agencies, Africa regional bodies, development partners as well as researchers and the public.

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TABLE OF CONTENTS

List of Acronyms	1
Board of Governors	3
From the Chairman	4
From the Executive Director	5
Report from the Research and Programs Department	7
AFRO BAROMETER SURVEYS	8
ELECTION CREDIBILITY ENHANCEMENT	10
CONSTITUTIONAL DEVELOPMENT	15
HUMAN RIGHTS PROMOTION	17
GOVERNMENTAL TRANSPARENCY AND ACCOUNTABILITY	19
LOCAL GOVERNMENT DECENTRALIZATION	24
ENVIRONMENTAL/NATURAL RESOURCE GOVERNANCE	29
OTHER RESEARCH AND COLLABORATIVE PROJECTS	31
SEMINARS AND WORKSHOPS	36
OUTLOOK FOR 2014 & BEYOND	39
PUBLICATIONS	41
Financial Reports	43

LIST OF ACRONYMS

ATI	Access to Information
AU	African Union
BBC	British Broadcasting Corporation
CAMBED	Campaign for Balanced Education
CAPs	Community Action Plans
CBOs	Community based Organizations
CEDEP	Center for Development of People
CENWOP	Center for Women Opportunities
CHRAJ	Commission for Human Rights and Administrative Justice
CODAC	Community Development and Advocacy Centre
CODEO	Coalition of Domestic Election Observers
CRC	Community Report Card
CRIS	Center for Rural Improvement Services
CSC	Citizens Score Card
CSO	Civil Society Organizations
CSSP	Civil Society Support Program
CWDs	Children Living with Disabilities
DACF	District Assembly Common Fund
DfID	Department for International Development
EC	Electoral Commission
ECOWAS	Economic Community of West African States
EU	European Union
FISTRAD	Foundation for Integrated and Strategic Development
FNF	Friedrich Naumann Foundation for Freedom
GIZ	German Development Corporation
IDASA	Institute for Democracy in Africa
IMF	International Monetary Fund
IPYDC	Interparty Youth Peace Dialogue Committees
IREEP	Institute for Empirical Research in Political Economy
ISD	Information Services Department
KAIPTC	Kofi Annan International Peacekeeping Training Center
LANEKs	Local Accountability Networks
LI	Legislative Instrument
MARPs	Most-At-Risk Populations
MMDA	Ministries Departments and Agencies
MSU	Michigan State University
NCRC	National Constitutional Review Coalition
NDI	National Democratic Institute
NMC	National Media Commission
NRCC	Northern Regional Coordinating Council
ODI	Overseas Development Institute
OSIWA	Open Society Initiative for West Africa
PCCs	Peace Campaign Committees

PLWHA	Persons Living with HIV/AIDS
PMO	Parliamentary Monitoring Organizations
PMT	Project Management Team
PTA	Parent Teacher Association
PVT	Parallel Vote Tabulation
RTI	Right to information
RISE-Gh	Rural Initiative for Self-Empowerment
SMC	School Management Committee
STAR-Ghana	Strengthening Transparency, Accountability and Responsiveness
TAMA	Tamale Metropolitan Assembly
UCs	Unit Committees
UNDEF	United Nations Democracy Fund
UNDP	United Nations Development Program
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNECA	Nations Economic Commission for Africa (UNECA)
USAID	United States Agency for International Development
VOA	Voice of America
WAEON	West African Election Observers Network
WANEP	West Africa Network for Peacebuilding
WUZDA	Wuni Zaligu Development Association

BOARD OF GOVERNORS



Dr. Baffour Agyeman-Duah



Prof. Henry Kwasi Prempeh



Mr. Seth Dei



Prof. Audrey Gadzekpo



Justice Therese Striggner Scott



Prof. Naana Opoku-Agyemang



Mrs. Angelina Domakyaareh



Prof. E. Gyimah-Boadi



Mr. Kwasi Abeasi



Mr. William Asiedu Yeboah

If the remarkable changes brought about by the implementation of the CDD-Ghana's Five Year Strategic Development Plan in the short term are anything to go by, then there is every reason to believe that the Center is well on course to achieving its long-term goals of building a stronger institution that is well-positioned and able to confront the challenges of democratic governance in Ghana and Africa.

Changes in our organizational structure; the review of our core work areas, so as to address emerging challenges; the institutionalization of resource mobilization as a critical part of the Center's business; building a team of motivated staff to lead the research and programs department; managing a regional expansion project which resulted in the setting up of the Tamale office (in the Northern Region of Ghana) are all immediate benefits and result of the implementation of the Strategic Plan.

I am particularly delighted at the completion of our new office complex, which provides a bigger office space and conducive environment for our operations. These far-reaching changes are meant to add value to the structural and functional operations of the Center and provide a favorable environment to fully maximize its potential as a leader and a key player in Africa's democratic governance agenda.



Message from the Chairman of the Board of Governors

On behalf of the Governing Board, I wish to express my profound gratitude to the management and staff for keeping up with the tradition of hard work and excellence, and also for contributing significantly to the growth of democratic governance, particularly in Ghana and the rest of Africa.

I am also grateful to our board members for their dedication and commitment to the work of the Center. Your dependable support in providing strategic vision and direction is responsible for the Center's success and growing reputation among the best think tanks in Africa.

Going into 2014, a lot more diligence and commitment would be required from both management and staff to consolidate our achievements. I hope we can continue to count on your professionalism, commitment and passion for excellence to continue to promote democracy and good governance in Ghana and Africa.



Message from the Executive Director

The past three years have been both exciting and a great turning point for the Center in expanding some of its key program areas – elections and surveys. Year 2012 particularly provided a rare opportunity for the Center to consolidate its preparatory work in the preceding year for Ghana's sixth consecutive national elections in the fourth Republic. Although Ghana has received international recognition for its growing democratic credentials, democratic governance in Ghana is still fraught with teething challenges. As a result, the Center dedicated a large chunk of its research activities in 2012 to strengthening its institutional capacity, mobilizing resources and strategizing for the 2012 elections.

On the specific issue of elections, we reconstituted and strengthened membership of the Coalition of Domestic Election Observers (CODEO) and consolidated its operational network with the Electoral Commission of Ghana and other civil society groups.

The Coalition, under the auspices of the Center, deployed domestic election observers to monitor the novel Biometric Voter Registration (BVR) exercise in 300 randomly selected polling stations in 100 districts across all ten regions of Ghana.

We also recruited, trained and deployed 4,500 CODEO observers for the December 7 and 8 polls and successfully undertook a Parallel Vote Tabulation (PVT) for the second time in Ghana's national elections. The PVT estimates were widely published and quoted by election stakeholders within and outside the country and they provided a non-partisan and independent means of verifying results declared by the Electoral Commission of Ghana.

At the sub-regional level, the Center used its strategic position as the Secretariat of the West African Election Observation Network (WAEON - an association of 11 Francophone and Anglophone countries which have come together to exchange and share ideas on domestic election observation) to promote and expand the visibility of the network in the sub-region.

In 2013, the Center began post-election observation of the political environment. CODEO deployed 25 observers in January, in selected constituencies to report on the security environment following the petition filed by the New Patriotic Party (NPP) against the 2012 presidential results. CODEO also observed the election petition at the Supreme Court and educated citizens on the

hearings and the need for peaceful co-existence.

During this time, the Center also broadened and deepened the scope of resource mobilization for its flagship project, the Afrobarometer. The Afrobarometer is a series of comparative public perception surveys on democracy, governance, markets and social conditions in Africa. The Center completed Round 5 Survey by the middle of 2012 and embarked on extensive dissemination ahead of the 2012 polls. Similarly, the Project Management Unit (PMU-the coordinating unit for the Afrobarometer surveys in all the 35 countries covered) coordinated the dissemination of Round 5 survey results in 8 countries by the end of December 2012.

Our collaboration with the William and Flora Hewlett Foundation, to build a national database on education, water & sanitation, agriculture, roads, security and health to make information on the delivery of public goods and services in these sectors easily accessible to citizens and policy makers recorded remarkable successes. We compiled data on 20 districts in Ghana, which was widely circulated and used by the media and other election stakeholders during the 2012 electioneering campaign.

Underpinning our success was the excellent leadership provided by our Governing Board. I am most indebted to our hard-working board members for their

continuous support and guidance. I would also like to express my gratitude to particularly KPMG, USAID, OSIWA, the National Democratic Institute (NDI), the Overseas Development Institute (ODI), the Electoral Commission of Ghana, the Commission on Human Rights and Administrative Justice (CHRAJ), the National Media Commission (NMC), individuals, visiting scholars and interns, resource persons and all stakeholders for promoting the Center's work in diverse ways.

I also wish to thank management and staff for their continuous dedication and hard work. Indeed, our staff continues to exhibit professionalism and distinguish themselves at every opportunity. I urge all team members to work even harder to ensure the realization of our vision of promoting democracy and good governance in Ghana and Africa.

Report from the Research and Programs Department

The years 2011, 2012 and 2013 were very exciting for the Center. CDD-Ghana's strong global networks and collaborations provided learning opportunities for staff to engage their counterparts in other countries in Africa, Asia and Europe. The Center also hosted a number of distinguished researchers, individuals and delegations from Washington DC-based National Democratic Institute (NDI), New York University, United Nations Educational, Scientific and Cultural Organization (UNESCO), Export Development Canada and the Canadian High Commission, Ethiopian Ministry of Federal Affairs, European Union Parliament, ECO WAS Secretariat, the IMF Country Director, among others during the years under review. With the generous funding from its sponsors, the Center focused on fulfilling its mission of bridging research and practice to promote good governance and deepening democratic

governance in Ghana and Africa as a whole. With 2012 being an election year in Ghana, the Center implemented several activities aimed at deepening electoral democracy, facilitating dialogue as well as expanding avenues for citizens' input into policy-making and participation in governance.

The following are summaries of specific research and programs, developed around the Center's Seven (7) program areas, undertaken from 2011 to 2013.

AFROBAROMETER SURVEYS

The Afrobarometer (AB) is a comparative public attitude survey that provides reliable data on democracy, governance, markets and social conditions in Africa. The results of the Afrobarometer are aimed at providing empirical basis for policy making and programing, promoting the demand for and supply of public accountability, and helping to stimulate dialogue on political, economic and social development issues in Africa.

Currently conducted in 35 African countries, the Afrobarometer is a joint enterprise of the Ghana Center for Democratic Development (CDD-Ghana), the Institute for Democracy in South Africa (IDASA), the Institute for Empirical Research in Political Economy (IREEP) in Benin and the Institute of Development Studies of the University of Nairobi, Kenya, with Michigan State University (MSU) and the University of Cape Town (UCT) providing technical support. Policy makers, researchers, students, governments, public institutions and agencies extensively use the Afrobarometer to capture the progress or retrogression in the political, social and economic conditions of post independent African countries.

Round 5 Survey

We expanded the coverage of the Afrobarometer from 20 to 35 countries, making the Afrobarometer the most comprehensive public opinion study on the perception of democracy, governance and economic reform in Africa. New countries covered in Round 5 included , Niger, Mauritius, Sierra Leone, Morocco, Tunisia, Algeria, Burundi, Cameroon, Egypt, Cote D' Ivoire, Burkina Faso, Guinea, Swaziland, Sudan and Ethiopia.



Ms. Kathy Addy on Afrobarometer outreach assignments

In 2012, 17 out of the 35 countries completed their fieldwork on schedule while 8 countries, namely Benin, Cape-Verde, Ghana, Mauritius, Kenya, South Africa, Uganda and Zimbabwe successfully conducted dissemination activities according to schedule. Press reportage of the survey findings as use of Afrobarometer data in policy making improved considerably in Round 5, with Ghana receiving one of the most favorable media reviews. International media, including the British Broadcasting Corporation (BBC) and Voice of America (VOA), among others, also carried several citations.

For more about the Afrobarometer project, visit, www.afrobarometer.org

ELECTION CREDIBILITY ENHANCEMENT

Promoting election transparency, integrity, peace and credibility in Ghana and Africa is at the heart of CDD-Ghana's mandate. In pursuit of CDD-Ghana's efforts to enhance election credibility, the following activities, were carried out during the years under review:

- Strengthening election management bodies
- Promoting civil society involvement, (particularly of marginalized groups) in election observation, peer and peace education.
- Advocating to build confidence and promote credibility of the electoral system.
- Advocating for electoral law reforms

The West African Election Observation Network (WAEON)

In 2010, the Washington DC based National Democratic Institute (NDI), with support from the National Endowment for Democracy (NED), tasked CDD-Ghana to form an umbrella election observation network known as the West Africa Election Observation Network (WAEON). WAEON, which now has a membership of 11 West African countries, has CDD-Ghana serving as the secretariat. WAEON's primary objective is to share ideas and exchange best practices on domestic election observation in West Africa, and to support each other in vital areas such as training, knowledge and experience sharing to promote democracy and credible electoral governance in the sub-region.

The Center served its first year as the Secretariat of WAEON and successfully discharged responsibilities for the award period (2011-2012). During this time, in addition to working to promote and expand the visibility of the network in the sub-region, we supported the WAEON executive council to organize the following activities:

- Four (4) academy trainings for members in Mali, Senegal, Guinea, and Liberia
- Thirteen (13) exchange missions/visits in Mali, Senegal, Guinea and Liberia

WAEON collaborated with the National Democratic Institute (NDI), to conduct a study on the status of the ratification of the AU Charter on Democracy, Elections and Governance and the extent of its implementation in the West African sub-region. We also promoted and expanded the visibility of the network in the sub-region by organizing training for members in Mali, Senegal, Guinea and Liberia, in addition to organizing a roundtable in Ivory Coast.

WAEON and NDI organized a symposium in Abuja, Nigeria from May 5-9, 2013 to disseminate the findings of the study conducted on the status of ratification and implementation of the AU Charter on Democracy, Elections and Governance in the West African sub-region. A delegation from WAEON subsequently visited the ECOWAS Commission and the ECOWAS Parliament to present key findings from the study. The visit was also an opportunity to introduce the network to both institutions and seek their partnerships on deepening election credibility in the sub-region.

For more about WAEON, visit, www.waeon.org

Promoting Peaceful and Transparent Voter Registration Processes and a Credible Biometric Voter Register during the 2012 Ghana Elections

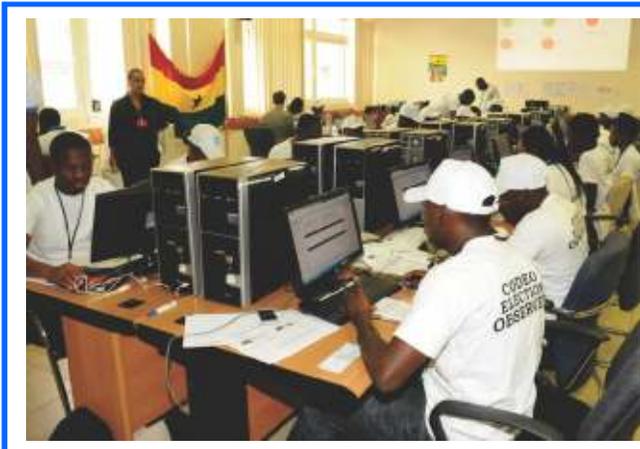
With support from DfID, the goal of CDD-Ghana/ Coalition of Domestic Election Observers' (CODEO's) Biometric Voter Registration (BVR) observation project, *Promoting Peaceful Voter Registration Process and a Transparent as well as a Credible Biometric Voter Register*, was to promote transparency and peace in the registration process, following Ghana's Electoral Commission's (EC) exercise to transit from the traditional to biometric voter's register. Our project also aimed at ensuring the credibility of the voter's register ahead of the 2012 general elections. It involved the deployment of 620 CODEO observers to 300 randomly selected polling stations in 100 districts across the 10 regions of Ghana. In addition to observing the main registration exercise, other phases (the compilation of the new voter register, the work of the district registration review committees and the provisional voter list exhibition exercise) were also observed.



CODEO National Coordinator, Mr. John Larvie, and an Officer of the CODEO secretariat, Mrs. Rhoda Osei-Aful together with a representative of one Member Organization on monitoring visits

Civil Society Interventions toward Peaceful and Credible 2012 Ghana Elections

With support from USAID, this project aimed to enhance election transparency and credibility, equality of opportunity, and to also ensure that the final electoral results were legitimate and accepted by all stakeholders. Under the auspices of CODEO, we implemented a 9-month pre-election observation activity of the electoral/political environment in more than 100 constituencies in the 10 regions of Ghana. On Election-day, 4,500 trained domestic election observers were deployed to observe the conduct of voting and counting of results. Of the 4,500 observers, 50 of them were involved in the long-term observation of the pre and post-election environment.





A media briefing on the final PVT results at the International Press Center, Accra

As it was done with the 2008 general elections, the Parallel Vote Tabulation (PVT) was utilized to independently verify the accuracy of the presidential election results. The independent verification using the PVT complemented results declared by the Electoral Commission and was helpful in diffusing tensions arising from election results disputes by the competing parties.

Citizen Intervention in the Post 2012 Presidential Election Result Adjudication

Considering that the 2012 presidential election was not entirely over until the Supreme Court concluded its hearings and pronounced its verdict [Nana Addo Danquah Akufo Addo (New Patriotic Party) contested the 2012 elections in which John Mahama (National Democratic Congress) was declared winner in the supreme court of Ghana], there was the need to continue to engage with the post-election ramifications. With support from FNE, CDD-Ghana embarked on a 5-month project, to educate citizens on the Supreme Court hearings and the need for peaceful co-existence.

As part of the project, two community forums were organized in each of the 14 project districts, reaching over 3,750 participants directly. The theme for these fora was *“Let Rule of Law Prevail: Let Us Accept the Verdict of the Supreme Court”*. Three (3) minute radio infomercials were also developed in English and Twi to support the community fora and reach a greater number of citizens.

Local Governance Election Peace-Building Project during the 2012 Ghana Elections

With support from the British High Commission in Ghana, the Tamale Office implemented a project to promote the capacity of MMDAs' Sub-structures to undertake peace and electoral education in the Tamale Metropolis and Yendi Municipal Assemblies based on the conflict profile and the relatively high youthful population in these areas. The project, implemented ahead of the elections, built the capacities of local governance sub-structures, namely the sub-metropolitan, Urban and Area councils, in peace building and conflict prevention mechanisms. In addition, Peace Campaign Committees (PCCs) were established in each of the sub-structures and members were drawn from traditional councils, faith based organizations, youth groups, women groups, councilors of Zonal Councils and Sub-Metros. Alongside other activities, the PCCs organized peace and electoral education programs in identifiable violent prone communities in Tamale and Yendi. The project contributed to the maintenance of peace and tolerance before and after the 2012 elections whilst strengthening the capacity of the sub-structures in undertaking peace work in their communities.

CONSTITUTIONAL DEVELOPMENT

The Review of Ghana's 1992 Constitution: Mobilizing citizens' inputs

As part of efforts to improve and consolidate democracy and good governance in the country, CDD-Ghana has organized workshops and seminars and conducted research to solicit public and civil society input into Ghana's constitutional reform process. The Center sought to solicit and collate civil society input into Ghana's constitutional review process and ensure that constitutional reform in Ghana is aligned with best practices in democratic societies around the world. Supported by the United Nations Democracy Fund (UNDEF), CDD-Ghana built a strong coalition of civil society actors called the National Constitutional Review Coalition (NCRC) to strengthen and monitor a process initiated by the government of Ghana to review the 1992 Constitution.

Two Focus Group Discussions on Retirement Benefits paid to Article 71 Appointees under the 1992 Constitution were held in the Northern and Ashanti regions in collaboration with the Center for Development of People (CEDEP). This was complemented by three public fora on the Media and the 1992 Constitution, the 1992 Constitution and Emoluments of Article 71 Office Holders: Challenges and Opportunities for Reform; and the Kenyan Constitutional Reform Process: Lessons for Ghana.

The NCRC also participated in the National Constitutional Review Conference held at the Accra International Conference Center and developed a website to engage various stakeholders as part of its public education objectives.

Access to Information

The main objective of this project is to promote greater transparency in Africa in order to make governments more accountable to citizens. Strategies adopted toward achieving this objective included promoting a better understanding of transparency models and approaches to accessing environmental information among citizens. By keeping policymakers and citizen groups informed on Access to Information (ATI) and by supporting new initiatives aimed at promoting ATI, citizens are better equipped to hold their governments accountable.

Following a meeting with the Right to Information (RTI) Coalition to coordinate and influence strategies to be adopted towards the passage of the bill, we recruited, trained and deployed six researchers in August 2012 to collect data on specific activities related to the natural resources sector from various government agencies and departments in the natural resource sector. The objective of the research was to assess public official responses to information requests within the broad context of 'Access to Information'.

In addition to earlier regional fora held in Kumasi, Koforidua and Ho between January and March 2013 to discuss the findings of the study on access to information, media engagements took place in Kumasi, Tamale and Ho on June 25, 26 and 28 respectively. The media engagements formed part of the influence strategy by the Center to share identified variations and difficulties in accessing information from public institutions. The engagements also sought to contribute to advocacy and sensitization of the public on the need for Ghana to enact a 'right to information' law.

A validation workshop was organized in Accra on April 30, 2013 to share the findings from the study with key stakeholders. Among the participants at the workshop were representatives from public institutions such as the Ghana National Petroleum Corporation, Ghana Gas Company, Land Commission, Ministry of Lands and Natural Resources, Environmental Protection Agency, Ministry of Information, and the Chamber of Mines. The project ended in June, 2013.

HUMAN RIGHTS PROMOTION

Our human rights work focuses on the protection of the rights of vulnerable groups in society as well as expansion of citizen's access to justice. We do this by promoting an environment in which the appropriate legal frameworks, institutions and administrative processes are able to respond to the rights and needs of the population. This includes projects that focus on promoting institutional and legal reform for human rights protection, advocacy, awareness raising, human rights education, empowering the vulnerable and disadvantaged segments of the society.

HIV Anti-Stigma and Human Rights Initiative

Started in 2008, the HIV Anti-Stigma and Human Rights project was designed to sensitize the public against discrimination and stigmatization of Persons Living with HIV/AIDS (PLWHA). The project was to facilitate an enabling legal and policy framework for PLWHAs to access information and social services, and to promote and protect the rights of PLWHAs and Most-At-Risk Populations (MARPs).

During the period (2011-2013), two major activities were carried out to complete work on the project. A manual prepared to aid PLWHAs on their legal rights was developed and translated into two local dialects -Twi and Ga- to aid accessibility. Radio and television messages and advertisements were also developed and broadcasted on selected media outlets nationwide.



HIV/Anti-stigma close-out event



HIV Anti-stigma Education Program, Koforidua

As a follow-up to the HIV-Anti Stigma project, the Center in collaboration with UNAIDS, initiated an AIDS Legislation Project to sensitize key stakeholders on the development and passage of an HIV Anti-Stigma and Anti-Discrimination Legislation. As part of the project, regional advocacy workshops on HIV legislation and sensitization were organized in Kumasi, Takoradi and Koforidua for key stakeholders. There was also a high profile seminar for three Parliamentary Select Committees (Health, Constitutional, Legal and Parliamentary Affairs and the Employment and Social Welfare) to solicit their support for the passage of the bill.



HIV Anti-stigma Education for DOVVSU

Subsequently, the Center held a meeting with key stakeholders working in the area of HIV and MARPs to deliberate on the proposed draft legislation. The legislation was finalized by senior drafters of the Attorney General's Department and the Commission for Human Rights and Administrative Justice (CHRAJ), among others.

GOVERNMENTAL TRANSPARENCY AND ACCOUNTABILITY

Issues of accountability, transparency, inclusiveness and responsibility are central to the effectiveness and legitimacy of any attempt to instill democratic governance practices. By actively encouraging and enforcing such principles, citizens are able to access information and have a say in issues that matter to them. It also affords them the opportunity to influence decision-making and hold decision-makers accountable. Our Transparency and Accountability program is designed to promote transparency and accountability in the management of public resources and procedures. This we do to foster dialogue, mitigate corrupt systems and practices, improve public access to information, and promote public participation at all levels of government.

Tracking School Infrastructure provided by the District Assembly Common Fund (DACF), Ghana Education Trust Fund (GET fund) and MPs Common Fund

In 2011, CDD-Ghana initiated a 3-year research and advocacy program, supported by STAR-Ghana, on tracking school infrastructure in selected districts in Ghana funded by the District Assembly Common Fund (DACF), Ghana Education Trust Fund (GETfund) and MPs Common Fund. The overall goal of the project was to improve access and sensitivity of the school environment of 110 public primary schools for girls and children with disabilities.

In 2012, CDD-Ghana conducted a public expenditure tracking survey (PETS) to trace the allocation and use of public resources (GET Fund, DACF and MP Common Fund) in the provision of infrastructure in public primary schools in Ghana. An audit of 110 public schools was also carried out to provide data on the state of public school infrastructure with respect to the needs of children with disabilities and girls. Using the results of PETS and the audit, CDD-Ghana implemented a validation and sensitization program on the provision, status and impact of school infrastructure on access for girls and children with disabilities (CWDs) to education with 120 PTA and SMC members and 110 school and district authorities.

Ten dissemination meetings with stakeholders at the national level (e.g. Ghana Education Service, Ministry of Education, civil society organizations, donors, Parliamentary committee on Education, Disability and Women and Children Affairs) were also held to present the data on allocations and expenditure of public resources on school infrastructure and the impact it has on access for girls and CWDs, especially in rural and deprived communities.

In 2013, CDD-Ghana developed and broadcasted infomercials on TV/radio to reach over 2 million community members in and outside the project districts in order to increase public knowledge of the outcomes of the project and generate public interest on the need to develop appropriate policies for marginalized children. Over 90 stakeholders at the national level were also engaged on policy discussions regarding the allocation and expenditure of public resources

and to disseminate the results of the project. This served as a conduit for ensuring public fund disbursement and utilization are made more responsive to pupils' needs, while promoting the rights of marginalized groups and to increase their participation in basic education, contributing to achieving the Millennium Development Goals 2 and 3.

Transparency and Accountability Project (TAP III)

Transparency and Accountability Project (TAPIII) is a public expenditure tracking survey (PETS) that sought to promote transparency and accountability in the allocation and use of educational resources. This phase focused on tracking leakages in the distribution and usage of textbooks in thirty selected public primary school in the Ajumako-Enyan-Esiam District and Cape Coast Metropolis, all in the Central Region. CDD-Ghana carried out a pilot survey in three schools under the Ghana Education Service in the Ayawaso Central Sub-Metropolitan area in the Greater Accra Region.

Fieldwork and dissemination activities were concluded in 2012. The dissemination activities followed two validation workshops which were organized at the project districts—Ajumako-Enyan-Esiam District and Cape Coast Metropolis in the Central Region. In total, 3 dissemination fora were organized for the Parliamentary Committee on Education, officials of the Ghana Education Service, and the donor sub-group on Education between July and October 2012. A final report and briefing papers generated from the study were officially launched at a media briefing later in the year.



The launch of the TAP publications

In 2013, CDD-Ghana presented the project's findings at a peer review workshop in Uganda from June 17 to the June 21. In June and July, the team conducted two validation workshops in Cape Coast with Education Service providers who were part of the Citizens Score Card (CSC), and selected CSOs working in education in the Central Region. The team also organized 6 radio engagements to disseminate the findings of the community report card (CRC) survey and the Citizens Score Card (CSC) to the public.

Improving Public Service Delivery through an Informed Citizenry (I AM AWARE)

Through years of research and advocacy targeted at transparent, accountable and responsive governance, CDD-Ghana identified the lack of user-friendly data on the state of public goods and services as one of the main challenges to accountable and transparent governance. In 2011, the Center, with support from the William and Flora Hewlett Foundation and Hewlett-Packard, initiated the I AM AWARE project with the ultimate goal of providing free, up-to date, user-friendly and accessible information on the state of public goods and services delivery to ordinary citizens and duty bearers, as well as policy analysts, relevant stakeholders, media practitioners and academic researchers, in order to strengthen the demand and supply of political, social, and economic accountability in Ghana, and thereby strengthen responsiveness of duty bearers.

In August 2012, the Hewlett Data Center was inaugurated. CDD-Ghana also analyzed information on three major public goods and services delivery (education, water and health) collected from the Ghana Statistical Service (GSS) and from other state agencies responsible for the provision of these services. In addition to this, primary data was collected twice a year from 20 districts and focused on citizen's experiences with service delivery and tracked the actual delivery of public goods and services in the selected districts. Information was then disseminated using the "I AM AWARE" website, selected media platforms and stakeholder engagements through public fora and town hall meetings.

The Center also conducted a pre-election survey to determine the level of citizen engagements, state of public goods and services, platforms for information acquisition on public goods and services delivery, and voting patterns. The objective of the survey was to determine the extent to which voters from the treated constituencies had their voting pattern influenced as a result of the quality of government services. The baseline survey was conducted in eight constituencies selected across four regions in Ghana (Western, Central, Greater Accra, and Eastern). The survey, using mobile phone technology for the interviews, drew from a sample of 960 respondents.



Inauguration of the Hewlett Data Center

For more on our citizen engagement project, visit, www.iamawareghana.com

Parliamentary Monitoring Organizations

The objective of the Parliamentary Monitoring Organizations (PMO) project is to strengthen parliamentary openness and accountability in Africa through enhanced citizens' engagement with parliaments. As an Africa wide project, it will afford parliamentary monitoring groups in Africa the opportunity to exchange best practices, promote awareness of their activities, build their internal capacities, and familiarize themselves with modern monitoring tools and techniques that could enhance their performance. The first phase of project implementation which started in 2013, involved conducting baseline/desk research on the state of PMOs in Africa. During the period, 4 separate desk studies were commissioned focusing on Anglophone and Francophone West Africa, Southern Africa, East/Central Africa, and Francophone Africa.



PMO inception meeting

Consolidating Transparency and Accountability in Ghana

CDD-Ghana collaborated with UNDP to deepen citizens' demand for transparency and accountability from duty bearers. The project, which seeks to build capacity of Local Accountability Networks (LANEKs), focuses on vulnerable groups, such as women, PWDs and youth to engage effectively and hold duty bearers accountable and responsible for their use of public resources. The project activities will take place in 21 districts selected from the Western, Volta, Northern and Central regions. Expected outcomes of the project are to ensure that governance institutions operate within a decentralized and enabling environment; and to promote inclusive, accountable and transparent governance targeted at vulnerable groups and people. The first phase of the project activities completed in November 2013 included a desk review on the transparency and accountability gaps and a baseline survey in the 21 project districts.

LOCAL GOVERNMENT DECENTRALIZATION

Decentralized governance, accurately planned, appropriately implemented and effectively managed, can lead to significant improvement in the welfare of people at the local level. Decentralizing democratic governance can accelerate and deepen improvements in access to basic services by the poor and enhance their capacities to contribute to decision-making processes directly affecting their lives. In the light of this, CDD-Ghana collaborates with key stakeholders and designs programs aimed at creating awareness and building the capacity among grassroots audiences in local government participation leading to improved service delivery and governmental accountability.

Local Democratic Debate Project, Western Region

In 2012, CDD-Ghana signed a memorandum of understanding with the French Embassy to implement the “Local Democratic Debate Project”. The project aimed at promoting community responsiveness and engagement with local government to improve community participation in local governance in 17 districts of the Western Region. It involved the development and dissemination of information to strengthen grassroots and community-based organizations (CBOs) to maximize opportunities available to them within the current legal, constitutional, political and administrative framework. The project also provided small grants for CBOs to undertake citizen-initiated community development projects.



Launch of the project

Some of the main activities carried out under the project included building a collaborative network with the Western Region Network of Non-Governmental Organizations (WERENGO), radio stations, district assemblies, citizen groups and individuals among others. Another key aspect of the project was the organization of several community fora in all 17 project districts to engage and educate community members on the various developmental themes, particularly on how to actively participate in community development.

Promoting Social Accountability through Citizen Participation in Local Governance

In 2012, the Center was awarded an European Union grant to undertake a 3-year program to deepen decentralization policy in Ghana.

The project sought to contribute to participatory, transparent and accountable local governance through sensitization, knowledge transfer and capacity building of citizens, political leaders, and traditional authorities and media practitioners.

We undertook a number of key project activities to empower citizens and political leaders on issues of social accountability. A gap analysis in the form of a desk review, and a total of 340 questionnaires and 170 elite interviews in the 17 selected project districts was completed to identify gaps in the level of knowledge on governance norms among citizens, their understanding of social accountability, and their role as citizens in the governance of their affairs.

In addition, 2,000 copies of social accountability education manuals (that we developed) were printed to complement the training and capacity building workshops for identified stakeholders. In all, 160 media practitioners were trained in 7 zonal training workshops, and over 1800 of the other target stakeholders —youth and women groups, traditional authorities, political party activists, elected and district assembly officials, persons with disability (PWDs) and opinion leaders benefited from the training workshops. CDD-Ghana also held 17 training workshops with MMDCEs, assembly members, presiding members and Unit Committee members on accountability, planning and policy dialogue.

Local Democratic Debate Project, Northern Region

The Local Democratic Debate project implemented in the Northern Region was led by the Tamale office. This was funded by the French Embassy and the German Agency for International Cooperation (GIZ) and implemented in partnership with the Northern Regional Coordinating Council (NRCC). The project was implemented in all districts in the Northern Region and involved citizenship education and sensitization campaign through the use of radio and community durbars to educate and deepen citizens' understanding of the roles and responsibilities of all stakeholders in local governance. At the community level, the education and durbars were organized by a District Education Team comprising the heads of the National Commission for Civic Education (NCCE), Information Services Department (ISD), the Department for Community Development, Department for Social Welfare and a majority of radio stations in the region. The project raised awareness among citizens to cultivate the right attitudes toward taking initiatives in addressing local developmental challenges in partnership with their respective local government institutions, sub-structures and traditional councils. The project also empowered citizen groups and networks to undertake such initiatives by funding forty community-based citizens' projects which addressed developmental issues in health, education, disability, children, women and gender, water and sanitation, among others.

Building a Productive Youth for Development Project

In November 2013, a new project aimed at strengthening youth participation in local governance was initiated. The project, which targeted young people in the Tamale metropolis, was funded by the Foreign and Commonwealth Office of the British High Commission in Ghana. The project sought to strengthen the capacity of young people to actively participate in decision-making as well as engage with local authorities and institutions on relevant policy issues. The expected outcome was a constructive initiative from young people in the Tamale metropolis in addressing local level development challenges in partnership with local authorities.



Coalition of youth groups embark on a peace march to celebrate international Youth Day in the Tamale metropolis

Civil Society Support Program

For the second time running, our northern Ghana (Tamale) office successfully implemented the 'Civil Society Support Program' (CSSP) in partnership with GIZ. CSSP supports Civil Society Organizations (CSOs) and Community Based Organizations (CBOs) with grants to carry out short-term projects aimed at building capacity and raising awareness of citizens on policy issues, as well as monitoring the political process while strengthening participation and involvement of citizens to promote accountable and responsive institutions. The CSSP is built around three core pillars, namely:

- To improve civic engagement between civil society and local authorities at different levels of governance
- To promote responsive, accountable and transparent local level institutions and structures
- To improve the capacity of CSOs in northern Ghana to strengthen coalitions and networks for addressing developmental issues in northern Ghana

Under the CSSP grant component, five projects were selected in 2011, out of a total of 160 proposals received, to promote participation in local government and peace-building initiatives in northern Ghana. Similarly, in 2012, out of a total of 120 proposals received, seven proposals

were selected to undertake projects in elections and peace-building, participation in local governance and climate change. Among the funded projects were:

- ***Participation in Local Governance***

In 2011, the CSSP built capacities of Unit Committees in Tamale in revenue mobilization, local planning and the Legislative Instrument (LI) establishing them. As a result, unit committees (UCs) were empowered, and in collaboration with WUZDA (a beneficiary organization), they developed Community Action Plans (CAPs) which were approved and harmonized into the annual planning cycle of the Tamale Metropolitan Assembly (TAMA).

Similarly, to promote gender empowerment and social inclusion, the CSSP built capacities of women leaders to influence policy makers for a fair and equitable distribution of resources by local authorities and traditional authorities. For example, the Community Development and Advocacy Centre (CODAC), with funding from the CSSP, successfully advocated for enhanced recognition of the role of women in local traditional councils and local government assemblies and agencies. Most significantly, CODAC led advocacy in the Upper East Region and its efforts contributed to the inclusion of women leaders in some traditional councils.

Moreover, the CSSP, in partnership with the Rural Initiative for Self-Empowerment (RISE-Gh) in Bolgatanga, implemented a project that raised awareness on disability rights and led to improved support and de-stigmatization against People with Disabilities (PWDs) in some districts in the Upper East Region. In addition, a disability audit was conducted and the findings were used for sensitizing and advocating for support for PWDs.

- ***Peace-Building and Promoting Violent Free Elections***

In 2011, the CSSP, in partnership with the Center for Rural Improvement Services (CRIS), supported peace-building activities through sensitization and dialogue between two feuding chieftaincy factions - Lebu and Jinapor (in Buipe, Central Gonja), which contributed to promoting tolerance and peaceful co-existence of these gates in the district pending the judicial ruling on the matter. Moreover, the CSSP funded the West Africa Network for Peace building's (WANEP's) Youth in Election Project that contributed to the establishment of an Interparty Youth Peace Dialogue Committees (IPYDC) in Bawku and Tamale and supported trainings on conflict Resolution/ Transformation, non-violent communication and establishment of Early Warning Systems.

In 2012, the CSSP supported WANEP to undertake a project on the 2012 Elections that led to the production and screening of election videos on violence and creating a platform for an interactive session among young people from different political parties in selected constituencies in the North. SKEGU-GH also implemented a project on “Changing the face of

politics through the Peace Manifesto in the West Mamprusi and Yagaba Districts of the Northern Region“. A Peace Manifesto was developed by SKEGU in partnership with all the political parties which was consented to, and enforced, during the campaigning and electioneering period. In addition, Foundation for Integrated and Strategic Development (FISTRAD), a community based organization in Sandema in the Builsa North District received funding to mobilize young people to contribute to the national peace agenda for the 2012 presidential and parliamentary elections in the Builsa District. These initiatives contributed to the relatively peaceful election environment experienced in the North and specifically in these districts.

- **Climate Change**

In 2012, the CSSP supported two CBOs, the Campaign for Balanced Education (CAMBED) and the Center for Women Opportunities (CENWOP) to undertake a campaign against the annual bushfires experienced in the north and planted seedlings to enhance the communities' resilience and adaptation to climate change in the Tolon-Kumbungu and West-Gonja districts respectively.

ENVIRONMENTAL/NATURAL RESOURCE GOVERNANCE

The management of natural resources requires that policymakers are held responsible for ensuring that regulatory frameworks support their sustainable use and exploitation, and that government agencies appropriately allocate and account for revenues. Thus, a key focus for CDD-Ghana in the area of environmental and natural resource governance has been to track and promote transparent and accountable mechanisms by:

- Bridging the gap in research and analysis on the political and economic determinants of policy making in the governance of environmental and natural resources in Ghana and Africa
- Advocating for legal and policy reforms and creating viable oversight mechanisms that will ensure that the interests of civil society and citizens are taken into account; from the environment to the disbursement of revenues collected by central governments
- Identifying and raising awareness of effective policies, structures and techniques for monitoring industry revenue flows with the goal of assisting reform-minded legislators and their partners in civil society in the design and implementation of workable strategies

Other activities within this thematic area have included a series of analytical pieces on avoiding the 'resource curse' in dealing with Ghana's nascent oil industry and a political economy analysis of the oil and gas sector.

Promoting Transparency and Accountability in Contracts and Licenses in Ghana's Oil and Gas Industry

With support from STAR-Ghana, CDD-Ghana began a research project in 2013, with the overall objective of assessing the extent to which existing and recently enacted regulatory and legal frameworks provide basis for transparency and accountability in the award of contracts and licenses as well as compliance with international best practices. The expected outcomes of the project were: to improve public accessibility and understanding of oil and gas contracting and licensing in Ghana, improve the capacity and opportunity for review and analysis of oil and gas contracts by stakeholders at national and local levels, and improve access to reader-friendly information on existing and new oil and gas contracts.

A project steering committee to advise CDD-Ghana on project implementation was constituted in August. The project steering committee made up of 13 members composed of key civil society actors working in the oil and gas sector. A scoping mission to the 9-project implementation districts was undertaken between September and October with the aim of apprising the project management team (PMT) of on-going developments in the districts and to identify key pointers that will help in the project planned implementation and dissemination activities.

A map of literature and content analysis of oil and gas contracts awarded was also undertaken and publications on transparency and accountability in the award of contracting and licensing were developed. CDD-Ghana also conducted training workshops for relevant stakeholders and developed a map of interests and citizen's perspectives.

OTHER RESEARCH AND COLLABORATIVE PROJECTS

CDD-Ghana implemented certain research projects in collaboration with international partners and think tanks as part of its mandate to promote democracy in other parts of Africa. Key projects under this section include:

- **The African Governance Report (AGR) III Project**

The African Governance Report (AGR) was commissioned by the United Nations Economic Commission for Africa (UNECA) to monitor and track the status and trends in governance in participating countries. CDD-Ghana was selected for the project in 2011 by UNECA after CDD-Ghana successfully executed two initial studies in 2005 and 2007 respectively. The third report tracked issues on elections and the management of diversity.

Major activities undertaken in 2011 included the establishment of a National Steering Committee in collaboration with the United Nations Development Program (UNDP) to oversee the project. Subsequently, focus group discussions and expert surveys were conducted in different parts of the country to provide key stakeholders on elections and management of diversity in Ghana to provide a more nuanced view of the issues on elections and diversity management to complement the desk review and findings of the expert panels. A final report that incorporated input from a validation workshop was submitted to UNECA in 2012 and officially concluded the project.



Presentation of findings of the AGR

- **African Governance Outlook**

The African Governance Outlook (AGO) project is an initiative of the African Capacity Building Foundation (ACBF) to introduce a new Financial Governance Assessment tool from a political economy perspective. Supported by the African Development Bank (AfDB), the pilot study was launched in selected countries in Africa. CDD-Ghana was selected by ACBF to conduct the Ghana study.

As part of the study, CDD-Ghana facilitated a two-day meeting in Accra and made a presentation on budget and financial governance issues facing Ghana. Furthermore, CDD-Ghana, along with other collaborating technical institutions, made significant contributions to the research template that was developed to undertake the project.

Mo Ibrahim Index of African Governance (IIAG)

The Mo Ibrahim Foundation contracted the Center to develop a Sanction Index as part of the Ibrahim Index of African Governance (IIAG). CDD-Ghana completed the 2011 “Sanction Index” and submitted it to the IIAG. We also developed a briefing paper on the Index and made a public presentation at the launch of the 2011 Index in Ghana.



The launch of the index

- **Engagement for Africa: Ghana and Germany CSO relationships**

The civil society study was commissioned by GIZ to assist the German Ministry for Economic Cooperation and Development (BMZ) implement the “*Engagement for Africa*” initiative. Implementation began in October 2013, to match Ghanaian and German CSOs in a peer-to-peer relationship towards fostering stronger civic engagement and commitment among civil society actors in Ghana and Germany. The project, which lasted 9 months, among others initiated an online platform for CSOs in Ghana and Germany to collaborate and share knowledge and learning experiences. The project also funded 5 jointly designed projects in the areas of transparent public budgeting processes, political participation, especially of vulnerable groups, governmental transparency in public payment transfers, and tax justice and benefit sharing.

CDD-Ghana was the implementing agency and fund manager for the project. A call for expression of interest to Ghanaian CSOs was advertised in October 2013 and a short-list of 25 CSOs out of over 50 CSOs was made. The short-listed CSOs were taken through an inception workshop on November 18. They were given a briefing on the next phase of the project implementation, which among others required them to register on the online platform.

- **Consortium for Development Partners (CDP)**

CDD-Ghana is a member of the Consortium for Development Partners (CDP) which puts together researchers, academics and think tanks from across the north and south to interrogate the progress and performance of human rights and governance institutions in West Africa. Under the CDP, a research project on institutions that aided government accountability and respect for human rights and the rule of law in Ghana, Nigeria and Benin, was completed.

- **Africa Power & Politics Program (APPP)**

The Africa Power and Politics Program (APPP), which sought to analyze prospects for strengthening the development and production of public goods by generating policies and programs that work well within African societies, entered its final phase in 2011. Activities carried out by CDD-Ghana under the Local Justice Stream involved researching the operations of state supported justice institutions to find out how legitimate, accessible and effective their dispute resolution processes are. The study focused on three justice delivering institutions in the country, namely the Commission on Human Rights and Administrative Justice (CHRAJ), the Customary Land Secretariat (CLS), and the Magistrate Courts.



APPP dissemination workshop, Accra

The Lead Researcher, Professor Richard Crook, supported by senior staff of CDD-Ghana, presented the findings of the research at a roundtable discussion in Accra. Participants at the event included top ranking members of the judiciary, senior lawyers and managers as well as practitioners of the Alternative Dispute Resolution (ADR). The report of the Round Table Discussion was finalized and copies submitted to the Judicial Council as well as the APPP communication team for dissemination. The five-year project was financed by the UK Department for International Development (DfID) and managed by the Overseas Development Institute (ODI).

- **Effective States and Inclusive Development (ESID Research)**

CDD-Ghana is a member of the Effective States and Inclusive Development (ESID) research consortium that brings together think tanks and research organizations in Africa, Asia and Europe. Under the patronage of the University of Manchester, UK, it involved research, capacity development and communication that targets evidence-based policymaking for promoting effective and legitimate state institutions towards the delivery of improved pro-poor programs in Africa. ESID research investigates the political drivers of inclusive development, particularly how state capacity and elite commitment can emerge, be sustained and support these processes. At the center of the conceptual framework is the role of power relations and dominant ideas in shaping developmental forms of state capacity and elite commitment. ESID is funded by the United Kingdom's Department for International Development (DfID).

Under this 3-year program, CDD-Ghana in 2013 undertook a research project to explore how political settlements shape women's inclusion in formal politics and how the nature of this inclusion has impacted on women's ability to promote gender equity outcomes. The study seeks to identify the key actors, ideas and interests, as well as the institutions that negotiate women's inclusion in politics. Two national policies, the *Girls Education policy* and the *Domestic Violence Act of 2007*, were examined to find out about the process, adoption and implementation of these policies and how women were involved. The formal and informal processes that also impacted on the policies' adoptions were also to be explored.

CDD-Ghana also began implementation of the comparative study with Bangladesh on education. Final research design and the contractual agreement with Manchester University were concluded to pave way for implementation.

For further information on ESID, do visit: www.effective-states.org

- **Development Leadership Project (Higher Education and Developmental Elites)**

The Developmental Leadership Program (DLP) seeks to investigate the role of higher education in the production of leaders and coalitions for development oriented politics. The project started in the last quarter of 2012. CDD-Ghana, working in partnership with DLP team, conducted interviews for a list of 60 Ghanaian personalities. The study was supported by CfBT Education Trust.



Enhancing Knowledge for Renewed Policies against Poverty (NOPOOR Project)

In 2012 CDD-Ghana became a member of a consortium consisting of 19 institutions from 17 countries around the world undertaking various studies on the NOPOOR project. Funded by the European Union, NOPOOR aims to develop new knowledge on the nature and extent of poverty in developing countries to provide policymakers with a broader understanding of poverty and elicit effective policy responses. It aims at rethinking poverty – providing political actors and other stakeholders with new analysis and a greater understanding of the areas in which they could make a difference, thereby giving them what they need to implement workable policies.

In 2013, the Center continued with desk studies, field research and report writing for four research themes, namely:

- Efficiency of the National Youth Employment Program
- Vulnerability and Social Protection in Ghana
- Perception of Corruption and Quality of Public Health Service Delivery by the Poor
- The Voice of the Poor and Democracy: Progress in Electoral System

In June 2013, a member of the project team participated in an all-partners' general assembly meeting in Brazil. The meeting afforded the staff the opportunity to brief the assembly on the progress of implementation of the four research streams.

For more information on the NOPOOR project, visit: www.nopoor.eu

Core Textbook Tracking Survey

The Center was commissioned in 2013 by the UK Department for International Development (DfID) to track the distribution of Government of Ghana procured core textbooks to public basic schools in Ghana. DfID supported the Ghana Government in the procurement of about 13 million core textbooks to basic schools throughout Ghana before the start of the 2013/14 academic calendar. The tracking study provided a snapshot of how responsive suppliers/distributors and the District Education Directorates (DEDs) have been in getting textbooks to beneficiary public basic schools. It also assessed the extent and possible causes of delays in the distribution chain, particularly from the district education directorates to the schools. A summary report of the study was submitted to DfID at the end of October, 2013.

SEMINARS AND WORKSHOPS

CDD-Ghana organizes roundtables, workshops and conferences to disseminate research findings, launch publications and to advocate recommendations and policy reforms on national and regional issues. These platforms provide useful avenues attracting leading experts and practitioners on governance and democracy from around the world. CDD-Ghana, in collaboration with several local and international organizations, hosted several workshops, seminars, roundtables and public forums on topical democracy and governance issues as part of efforts to promote democracy and good governance in Ghana and Africa. Among them were the following:

2011

- The 2011 *Kronti ne Akwamu* (Democracy and Governance) lecture was held at the British Council Hall on March 17. The guest speaker was Bisi Adeyeye-Fayemi, the President and Co-founder of the African Women's Development Fund (AWDF). She spoke on the theme: **Democratization and Women in Africa: Progress, Stagnation and Retreat**. It was chaired by Justice Akoto Bamfo, a judge of the Supreme Court of Ghana.
- CDD-Ghana, in collaboration with Strategy 3 Group, organized a workshop on Ghana-China relations on April 12, 2011. The workshop was led by Dr. Lloyd Amoah whose presentation focused on trade and aid relations between China and Ghana. It was attended by students from the Ashesi University, the media and the public.
- CDD-Ghana hosted Dr. Kevin Fridy, a visiting scholar from the USA, at a Roundtable Discussion on May 26, 2011. Dr. Fridy presented his research findings on **Ghana's Decentralization and Local Accountability** to participants from selected institutions. The discussion was chaired by Hon. Aquinas Tawiah Quansah, Deputy Minister for Local Government and MP for Mfantseman West and moderated by Ambassador Francis Tsegah, a Senior Research Fellow at CDD-Ghana.

2012

- The 2012 *Kronti ne Akwamu* Lecture was delivered by Justice (Rtd.) Emile Francis Short, the first Commissioner of Ghana's Commission on Human Rights and Administrative Justice (CHRAJ). The topic was: **The Quest for Governmental Accountability and Responsiveness in Ghana: Achievements, Challenges and the Way Forward**. It was chaired by Rev. Dr. Joyce Aryee, a former CEO of the Ghana Chamber of Mines.

2013

- The 2013 *Kronti ne Akwamu* Lecture was held at the British Council Hall on the April 18, 2013. The topic was: **Democratic Governance in Ghana: How Political Polarization may be Abated**. The Speaker was Justice V.C.R.A.C Crabbe. Participants included parliamentarians, public officials, and representatives of civil society organizations,

officials from foreign missions and embassies, donors, academics, students, leaders of political parties, religious leaders and the media among others.

- CDD-Ghana also organized a special public lecture on October 9, 2012 in Accra as a prelude to the 2012 general elections on the topic, **Credible Elections and Governance in Africa**. It was delivered by H.E Festus Gontebanye Mogae, Former President of Botswana and Mo Ibrahim Prize for Achievement in African Leadership Laureate (2008) and it was chaired by Most Rev. Prof. Emmanuel Asante, Chairman of the National Peace Council.
- On July 9, 2013, CDD-Ghana and the Media Foundation for West Africa (MFWA), in collaboration with the National Media Commission (NMC), organized a public forum on the topic: **The Courts, Free Speech and Judicial Accountability in a Democracy: Defining the Boundaries**. The forum was organized in response to the exercise of the judicial powers of contempt by the Supreme Court panel of judges hearing the 2012 presidential election petition. The purpose of the forum was to contribute to public education and understanding of the law of contempt and its implication for free speech and the administration of justice.



A panel of five distinguished experts;

Prof. Kwame Karikari of the MFWA, Prof. Audrey Gadzekpo of the School of Communication Studies, University of Ghana, His Excellency Amb. Kabral Blay Amihere, Chairman of the NMC, Mr. Tony Forson of the Ghana Bar Association (GBA) and Mr. Kissi Adjabeng of the Faculty of Law, University of Ghana, made presentations.

- Hosting and interacting with a five-member parliamentary delegation from Germany on April 29, on the framework and dynamics in the implementation of decentralization and local government policies in Ghana. The delegation was led by the Deputy German Ambassador in Ghana, Mr. Hans Christian Winkler.
- On October 30 and November 1, 2013, the Tamale Office screened two video documentaries to a select group of CSOs and other key stakeholders of democracy promotion. The videos, “A Whisper to a Roar” and “Kinshasa Symphony”, tell stories about how courageous democratic activists (in select countries) have worked to defend democracy at the risk of their lives. The screening attracted several active CSOs in the Tamale metropolis
- A roundtable discussion under the 'Development Dialogue Series' was held in Tamale on September 12, 2013 on the theme **Maternal Mortality in Ghana: The case of the Northern Region and Attainment of MDG 5**
- A policy advocacy and engagement training was held for 12 CSOs from November 25 – 27, 2013. The participants included all current beneficiary organizations of the civil society support project (CSSP) and other civil society groups in the north. The training was facilitated by the West Africa Civil Society Institute (WACSI). Prior to the training, WACSI conducted needs assessments with the participants to tailor the training to participants' needs

OUTLOOK FOR 2014 & BEYOND

CDD-Ghana's major projects for 2014 will include the following:

Afrobarometer (AB) Round 6 Surveys

As in the past, the Round 6 instrument will retain many core questions asked in previous rounds, especially on Afrobarometer's core topics on democracy and governance, economic reform, and quality of life. In Round 6, special modules on corruption, access to justice, understanding and behavior of democratic citizenship, the role of China in Africa, the role of political parties and attitudes toward the opposition, will be covered.

Enhancing Citizen Participation in the 2014 Local Government Elections: Deepening Ghana's Decentralization Process

With support from USAID, this project broadly aims at increasing the engagement and participation of citizens, particularly women, youth and PWDs, in local government elections, and enhancing the transparency and credibility in the 2014 local elections. Specifically, the project seeks to mobilize the youth, women and PWDs to actively participate in the upcoming local government election process as observers, aspirants and peer educators. Aspirants will receive capacity building training on effective and efficient campaigning, while the observers will monitor and report on the elections environment before, during and immediately after the local government elections. The project will further seek to build the capacities of the target groups to understand local government issues, including citizens' participation in the process and accountability issues, and motivate them and whip up their interest to actively take part in local governance, even after the elections.

UNDP GAP Poll

CDD-Ghana will undertake, on behalf of the UNDP (Ghana) to run the first Ghanaian regular opinion polling (tracking survey). The poll, which will be conducted three times in a year using telephone, will focus on governance and peace (GAP). The GAP Poll will track indicators that inform UNDP-Ghana government cooperation agreement. CDD-Ghana and UNDP finalized the contractual arrangement in December 2013 whilst survey activities are expected to commence in 2014.

Strengthening Research Capacity of Parliament (STAR Ghana)

CDD-Ghana has secured funding from STAR-Ghana to work with the Research Department of Parliament enhance the capacity of the research department in ways that will enable it proactively serve MPs. It also aims to build the research capacity and skills of national service personnel assigned to parliament; and mentor selected research assistants and service personnel for one year.

PUBLICATIONS

The following were published within the period:

Political Economy of Change Papers

- *Ghana's Nascent Oil and Gas Sector: A political Economy of Change Group Analysis*, Political Economy of Change, Paper No. 1 (2011)
- *Managing Water in Ghana: A Political Economy of Change Analysis*, Political Economy of Change, Paper No. 2 (2011)
- *The Political Economy of Agriculture in Ghana: Some Contemporary Issues*, Political Economy of Change, Paper No. 3 (2011)

Constitutional Review Series

- Prempeh, Kwasi H. (2011) Constitutional Review Paper No. 4: *The 1992 Constitution and Public Financial Management: Challenges and Opportunities for Reform*
- Sam, Bernice. (2011) Constitutional Review Paper No. 5: *The 1992 Constitution and Gender: Challenges and Opportunities for Reform*
- Gadzekpo, Audrey (2011) Constitutional Review Paper No. 6: *The 1992 Constitution and Media: Challenges and Opportunities for Reform*
- Brobbey, Victor and Prempeh, Kwasi H. (2011) Constitutional Review Paper No. 7: *The Determination of Emoluments for Article 71 Public Servants*

Democracy Watch Newsletters

- Democracy Watch No. 32 (2011)
- Democracy Watch No. 33 & 34 (2012)
- Democracy Watch No. 35 (2012)

Kronti ne Akwamu Series

- Adeleye-Fayemi, Bisi. (2011) *Democratization and Women in Africa-Progress, Stagnation or Retreat*, No. 7
- Short, Emile. (2012) *The Quest for Governmental Accountability and Responsiveness in Ghana: Achievements, Challenges and the Way Forward*, No. 8
- Crabbe, V.C.R.A.C. (2013) *Democratic Governance in Ghana: How Political Polarization may be Abated*, No. 9

Liberal Lecture Series

- Dapaah, Kan Albert. (2011) *Public Accountability and Donor Budget Support*, No. 6

Briefing Papers

- Smith, Daniel. (2011) *The Re-demarcation and Reapportionment of Parliamentary Constituencies in Ghana*, Vol. 10 No. 2
- Ampratwum, Edward Fokuoh. (2011) *The 2011 Ibrahim Index on African Governance (IIAG) Rankings: Some Issues for Analysis and Discussions*, Vol. 10 No. 3
- Ampratwum, Edward Fokuoh & Agyei Ashon, Maxwell. (2011) *Governance In Africa's Oil and Gas Exporting Countries: Evidence from the Ibrahim Index of African Governance*, Vol. 10 No. 4
- Paller, Jeffrey W. (2012) *Political Accountability in Ghanaian Sums: Evidence from the Grassroots*, Vol. 11 No.1
- Armah-Attoh, Daniel & Agyei Ashon, Maxwell. (2012) *Availability and Access to Core-Textbooks in Public Primary Schools in Ghana*, Vol. 11 No. 2
- Ampratwum, Edward Fokuoh & Armah-Attoh, Daniel. (2012) *Leakages in the Supply and Distribution of Core-Textbooks in Public Primary Schools in Ghana*, Vol. 11 No. 3
- Ampratwum, Edward Fokuoh; Armah-Attoh, Daniel & Agyei Ashon, Maxwell. (2012) *School Level Structures and the Management of Education Resources in Public Primary Schools in Ghana*, Vol. 11 No.4
- Acheampong, Rhoda; Ampratwum, Edward Fokuoh & Armah-Attoh, Daniel. (2012) *Storage and Management of Textbooks in Public Primary Schools in Ghana* Vol. 12 No. 1
- Oduro, Franklin. (2012) *Parallel Vote Tabulation (PVT) and Election Credibility*, Vol.12 No.2

Research Paper

- *Public Expenditure Tracking Survey in Education - Tracking possible leakages in the supply and distribution of textbooks in Public Primary Schools in Ghana*, No. 20: 2012

Others

- *Rights of Persons Living with HIV (PLHIV) in Ghana [FAQ]* [English, Ga and Twi versions] (2011)
- *Promoting Local Democratic Debate in Ghana-A Citizen's Manual* (2011)
- *Promoting Local Democratic Debate in Ghana—Northern Region [Manual]* (2012)
- *Local Governance Peace Building and Elections Project (Northern Region) [Manual]* (2012)
- Mogae, HE. Festus Gontebanye. (2012) *Credible Elections and Governance in Africa*
- *A Manual for CODEO Constituency Supervisors*, 2012
- *A manual for CODEO Rapid Response Observers*, 2012
- *Ghana's Election 2012 in Perspective – Papers from a Post-Election Review Workshop* 2013
- *Promoting a Peaceful, Transparent and Credible Biometric Voter Registration Process: Ghana's Election 2012*, 2013
- *Final Report on Ghana's 2012 Presidential and Parliamentary Elections*, 2013

FINANCIAL REPORTS

2011

THE GHANA CENTER FOR DEMOCRATIC DEVELOPMENT
(A COMPANY LIMITED BY GUARANTEE)
REPORT OF THE BOARD OF GOVERNORS
FOR THE YEAR ENDED 31 DECEMBER 2011

The Board of Governors present the audited financial statements of The Ghana Center for Democratic Development (CDD) for the year ended 31 December 2011.

GOVERNORS' RESPONSIBILITY FOR THE FINANCIAL STATEMENT

The board of governors is responsible for the preparation and fair presentation of the financial statements, comprising the statement of financial position at 31 December 2011, income and expenditure account and statement of cash flows for the year then ended, and the notes to the financial statements of the company for each financial year, which include a summary of significant accounting policies and other explanatory notes in accordance with the Ghana Accounting Standards and in the manner required by the Companies Code, 1963 (Act 179) and for such internal control as the governors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

FINANCIAL STATEMENTS

The results for the year are as set out in the attached financial statements.

NATURE OF BUSINESS

CDD is registered as a company limited by guarantee. CDD is donor funded and its principal objectives are:

- (i) To research on economic, social and political development in Ghana and Africa;
- (ii) To disseminate findings on such research;
- (iii) To promote democratic development in Ghana and Africa.

There was no change in the nature of business of the organisation for the year under review.

STATE OF AFFAIRS OF THE CENTER

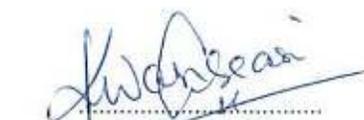
The governors consider the state of affairs of the center to be satisfactory. Projects and activities undertaken during the year under review are outlined in the relevant sections of this document.

The governors have made an assessment of the center's ability to continue as a going concern and have no reason to believe the operations will not be a going concern in the year ahead.

APPROVAL OF THE FINANCIAL STATEMENTS

The financial statements of the company, as indicated above, were approved by the Board of Governors on August 09, 2012.


 GOVERNOR


 GOVERNOR



**INDEPENDENT AUDITORS' REPORT
TO THE MEMBERS OF
THE GHANA CENTER FOR DEMOCRATIC DEVELOPMENT
(A COMPANY LIMITED BY GUARANTEE)**

Report on the Financial Statements

We have audited the financial statements of Ghana Centre for Democratic Development, which comprise the balance sheet as at 31 December 2011, the income and expenditure statement, the accumulated fund account and the cash flow statement for the year then ended and the notes to the financial statements which include a summary of significant accounting policies and other explanatory notes as set out on pages 36 to 45.

Governors' Responsibility for the Financial Statement

The center's governors are responsible for the preparation and fair presentation of these financial statements in accordance with Ghana Accounting Standards and in the manner required by the Companies Code, 1963 (Act 179) and, for such internal controls as the governors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments; the auditor considers internal controls relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal controls. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements give a true and fair view of the financial position of the center as at 31 December, 2011 and of its financial performance and cash flows for the year then ended in accordance with Ghana Accounting Standards and the Companies Code, 1963 (Act 179).

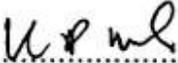
INDEPENDENT AUDITORS' REPORT
TO THE MEMBERS OF
THE GHANA CENTER FOR DEMOCRATIC DEVELOPMENT
(A COMPANY LIMITED BY GUARANTEE) – CONT'D

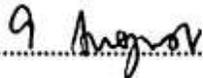
Report on Other Legal and Regulatory Requirements

Compliance with the requirements of Section 133 and fifth Schedule of the Companies Code, 1963 (Act 179).

We have obtained all the information and explanations which, to the best of our knowledge and belief, were necessary for the purpose of our audit.

In our opinion, proper books of account have been kept and the balance sheet, income and expenditure account and the accumulated fund account are in agreement with the books of accounts.


.....
CHARTERED ACCOUNTANTS
13 YIYIWA DRIVE, ABELINKPE
P O BOX 242
ACCRA

....., 2012

THE GHANA CENTER FOR DEMOCRATIC DEVELOPMENT
(A COMPANY LIMITED BY GUARANTEE)
INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 DECEMBER 2011

	Note		2011 GH¢	2010 GH¢
INCOME				
Research Grant	3	3,516,057	3,971,332	
Other Grants and Donations	3	498,422	575,167	
Other Income	5	1,231,475	1,425,322	

			5,245,954	5,971,821
EXPENDITURE				
Direct Project Costs	13	(4,014,479)	(4,546,499)	
Administrative Costs	4	(1,451,196)	(1,281,622)	

			(5,465,675)	(5,828,121)
			-----	-----
(Deficit)/ Surplus of Income over Expenditure transferred to Accumulated Fund Account			(219,721)	143,700
			=====	=====

3. GRANTS BY DONOR

Research Grants:

	2011	2010
	GH¢	GH¢
Afrobarometer Core Partner	833,556	635,890
USAID	83,409	194,621
ODI	73,992	173,819
ECA	35,925	-
Northwestern University	8,595	20,321
APRM	879	25,380
TAP	73,602	26,577
College of William & Mary	-	89,377
MSI/SNV	640	93,551
Afrobarometer- PMU	2,405,459	2,711,796
	<u>3,516,057</u>	<u>3,971,332</u>

Other Grants And Donations:

UNAIDS	41,632	-
FNF	-	14,815
IDASA	-	18,813
STAR- Ghana	2,283	187,276
World Bank	11,635	27,632
*Embassies	221,964	-
NED	29,583	14,462
HP	7,476	-
Other donors	58,475	39,410
DED	4,049	-
EU/FNF	37,839	675
GDC	-	15,386
UNDEF	66,868	134,175
Humanity	-	103,325
Penplusbyte	-	16,975
Nahomi Ichino and Mathias	-	2,223
EU-CDD	16,618	-
	<u>498,422</u>	<u>575,167</u>

**Embassies*

A Consortium of embassies supported the project.

2012

THE GHANA CENTER FOR DEMOCRATIC DEVELOPMENT
(A COMPANY LIMITED BY GUARANTEE)
REPORT OF THE BOARD OF GOVERNORS
FOR THE YEAR ENDED 31 DECEMBER 2012

The Board of Governors present the audited financial statements of The Ghana Center for Democratic Development (CDD) for the year ended 31 December 2012.

GOVERNORS' RESPONSIBILITY FOR THE FINANCIAL STATEMENT

The board of governors is responsible for the preparation and fair presentation of the financial statements, comprising the balance sheet at 31 December 2012, income and expenditure account and statement of cash flows for the year then ended, and the notes to the financial statements which include a summary of significant accounting policies and other explanatory notes in accordance with the Ghana Accounting Standards and in the manner required by the Companies Act, 1963 (Act 179) and for such internal control as the governors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

FINANCIAL STATEMENTS

The results for the year are as set out in the attached financial statements.

NATURE OF BUSINESS

CDD is registered as a company limited by guarantee. CDD is donor funded and its principal objectives are:

- (i) To research on economic, social and political development in Ghana and Africa;
- (ii) To disseminate findings on such research;
- (iii) To promote democratic development in Ghana and Africa.

There was no change in the nature of business of the organisation for the year under review.

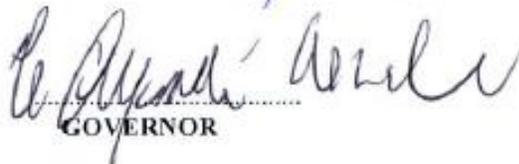
STATE OF AFFAIRS OF THE CENTER

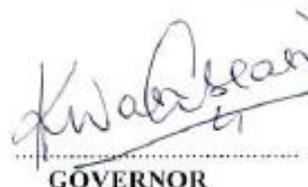
The governors consider the state of affairs of the center to be satisfactory. Projects and activities undertaken during the year under review are outlined in the relevant sections of this document.

The governors have made an assessment of the center's ability to continue as a going concern and have no reason to believe the operations will not be a going concern in the year ahead.

APPROVAL OF THE FINANCIAL STATEMENTS

The financial statements of the company, as indicated above, were approved by the Board of Governors on 22nd July....., 2013.


 GOVERNOR


 GOVERNOR



**INDEPENDENT AUDITORS' REPORT
TO THE MEMBERS OF
THE GHANA CENTER FOR DEMOCRATIC DEVELOPMENT
(A COMPANY LIMITED BY GUARANTEE)**

Report on the Financial Statements

We have audited the financial statements of Ghana Centre for Democratic Development, which comprise the balance sheet as at 31 December 2012, the income and expenditure statement, the accumulated fund account and the cash flow statement for the year then ended and the notes to the financial statements which include a summary of significant accounting policies and other explanatory notes as set out on pages 11 to 20.

Governors' Responsibility for the Financial Statements

The center's governors are responsible for the preparation and fair presentation of these financial statements in accordance with Ghana Accounting Standards and in the manner required by the Companies Act, 1963 (Act 179) and, for such internal controls as the governors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements give a true and fair view of the financial position of the center as at 31 December, 2012 and of its financial performance and cash flows for the year then ended in accordance with Ghana Accounting Standards and the manner required by the Companies Act, 1963 (Act 179).



INDEPENDENT AUDITORS' REPORT
TO THE MEMBERS OF
THE GHANA CENTER FOR DEMOCRATIC DEVELOPMENT
(A COMPANY LIMITED BY GUARANTEE)

Report on Other Legal and Regulatory Requirements

Compliance with the requirements of Section 133 and fifth Schedule of the Companies Act, 1963 (Act 179).

We have obtained all the information and explanations which, to the best of our knowledge and belief, were necessary for the purpose of our audit.

In our opinion, proper books of account have been kept and the balance sheet and income and expenditure account are in agreement with the books of accounts.


.....
Signed by: Nathaniel D. Harley (ICAG/P/1056)
For and on behalf of:
KPMG: (ICAG/F/0036)
CHARTERED ACCOUNTANTS
13 YIYIWA DRIVE, ABELINKPE
P O BOX GP 242
ACCRA


....., 2013

THE GHANA CENTER FOR DEMOCRATIC DEVELOPMENT
(A COMPANY LIMITED BY GUARANTEE)
INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 DECEMBER 2012

	Note	2012 GH¢	2011 GH¢
INCOME			
Research Grant	3	11,072,022	3,516,057
Other Grants and Donations	3	1,008,519	498,422
Other Income	5	1,968,565	1,231,475
		<u>14,049,106</u>	<u>5,245,954</u>
EXPENDITURE			
Direct Project Costs	13	(12,080,541)	(4,014,479)
Administrative Costs	4	(2,045,942)	(1,451,196)
		<u>(14,126,483)</u>	<u>(5,465,675)</u>
Deficit of Income over Expenditure transferred to Accumulated Fund Account		<u>(77,373)</u>	<u>(219,721)</u>

3. GRANTS BY DONOR

Research Grants:

	2012 GH¢	2011 GH¢
Afrobarometer Core Partner	999,956	833,556
OSIWA	416,533	-
DFID	423,712	-
GDC	4,097	-
Other Donors (Fixed price & Short term contracts)	71,637	-
USAID	1,806,930	83,409
ODI	-	73,992
ECA	-	35,925
UNDEF	9,417	-
Northwestern University	616	8,595
CFBT	1,996	-
APRM	-	879
TAP	-	73,602
MSI/SNV	-	640
Afrobarometer- PMU	7,138,881	2,405,459
French Embassy	21,001	-
NDI	16,860	-
No Poor	21,063	-
PMO	27,579	-
UCLA	111,744	-
	----- 11,072,022 =====	----- 3,516,057 =====

Other Grants And Donations:

	2012 GH¢	2011 GH¢
UNAIDS	-	41,632
STAR- Ghana	71,267	2,283
ODI	745	-
World Bank	-	11,635
*Embassies	1,600	221,964
NED	75,759	29,583
GII	2,750	-
HP	250,607	7,476
Other donors	87,949	58,475
DED	-	4,049
RDI	52,037	-
EU/FNF	264,974	37,839
UNDEF	-	66,868
EU-CDD	200,831	16,618
	----- 1,008,519 =====	----- 498,422 =====

*Embassies

A Consortium of embassies supported the project.

2013

THE GHANA CENTER FOR DEMOCRATIC DEVELOPMENT
(A COMPANY LIMITED BY GUARANTEE)
REPORT OF THE BOARD OF GOVERNORS
FOR THE YEAR ENDED 31 DECEMBER 2012

The Board of Governors present the audited financial statements of The Ghana Center for Democratic Development (CDD) for the year ended 31 December 2012.

GOVERNORS' RESPONSIBILITY FOR THE FINANCIAL STATEMENT

The board of governors is responsible for the preparation and fair presentation of the financial statements, comprising the balance sheet at 31 December 2012, income and expenditure account and statement of cash flows for the year then ended, and the notes to the financial statements which include a summary of significant accounting policies and other explanatory notes in accordance with the Ghana Accounting Standards and in the manner required by the Companies Act, 1963 (Act 179) and for such internal control as the governors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

FINANCIAL STATEMENTS

The results for the year are as set out in the attached financial statements.

NATURE OF BUSINESS

CDD is registered as a company limited by guarantee. CDD is donor funded and its principal objectives are:

- (i) To research on economic, social and political development in Ghana and Africa;
- (ii) To disseminate findings on such research;
- (iii) To promote democratic development in Ghana and Africa.

There was no change in the nature of business of the organisation for the year under review.

STATE OF AFFAIRS OF THE CENTER

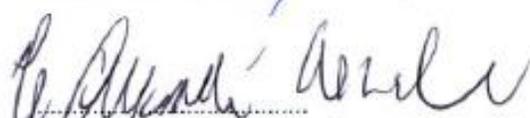
The governors consider the state of affairs of the center to be satisfactory. Projects and activities undertaken during the year under review are outlined in the relevant sections of this document.

The governors have made an assessment of the center's ability to continue as a going concern and have no reason to believe the operations will not be a going concern in the year ahead.

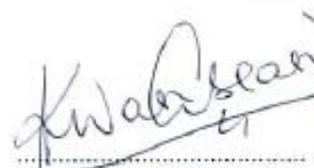
APPROVAL OF THE FINANCIAL STATEMENTS

The financial statements of the company, as indicated above, were approved by the Board of Governors

on 22nd July....., 2013.



GOVERNOR



GOVERNOR



INDEPENDENT AUDITORS' REPORT
TO THE MEMBERS OF
THE GHANA CENTER FOR DEMOCRATIC DEVELOPMENT
(A COMPANY LIMITED BY GUARANTEE)

Report on the Financial Statements

We have audited the financial statements of Ghana Centre for Democratic Development, which comprise the balance sheet as at 31 December 2013, the income and expenditure statement, the accumulated fund account and the cash flow statement for the year then ended and the notes to the financial statements which include a summary of significant accounting policies and other explanatory notes as set out on pages 11 to 17.

Governors' Responsibility for the Financial Statements

The center's governors are responsible for the preparation and fair presentation of these financial statements in accordance with Ghana Accounting Standards and in the manner required by the Companies Act, 1963 (Act 179) and, for such internal controls as the governors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements, and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements give a true and fair view of the financial position of the center as at 31 December, 2013 and of its financial performance and cash flows for the year then ended in accordance with Ghana Accounting Standards and the manner required by the Companies Act, 1963 (Act 179).



7

INDEPENDENT AUDITORS' REPORT
TO THE MEMBERS OF
THE GHANA CENTER FOR DEMOCRATIC DEVELOPMENT
(A COMPANY LIMITED BY GUARANTEE)

Report on Other Legal and Regulatory Requirements

Compliance with the requirements of Section 133 and fifth Schedule of the Companies Act, 1963 (Act 179).

We have obtained all the information and explanations which, to the best of our knowledge and belief, were necessary for the purpose of our audit.

In our opinion, proper books of account have been kept and the balance sheet and income and expenditure account are in agreement with the books of accounts.

.....
Signed by: Nathaniel D. Harlley (ICAG/P/1056)

For and on behalf of:

KPMG: (ICAG/F/2014/038)

CHARTERED ACCOUNTANTS

13 YIYIWA DRIVE, ABELENKPE

P O BOX GP 242

ACCRA

....., 2014

THE GHANA CENTER FOR DEMOCRATIC DEVELOPMENT
(A COMPANY LIMITED BY GUARANTEE)
INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 DECEMBER 2013

	Note	2013 GH¢	2012 GH¢
INCOME			
Research Grant	3	9,508,470	11,072,022
Other Grants and Donations	3	1,032,037	1,008,519
Other Income	5	3,180,152	1,968,565
		<u>13,720,659</u>	<u>14,049,106</u>
EXPENDITURE			
Direct Project Costs	13	(10,782,069)	(12,080,541)
Administrative Costs	4	(2,183,449)	(2,045,938)
		<u>(12,965,518)</u>	<u>(14,126,479)</u>
Surplus/(Deficit) of Income over Expenditure transferred to Accumulated Fund Account		<u>755,141</u>	<u>(77,373)</u>

3. GRANTS BY DONOR

Research Grants:

	2013 GH¢	2012 GH¢
Afrobarometer Core Partner	761,301	999,956
OSIWA	140,989	416,533
DFID	168,846	423,712
GDC	1,046	4,097
Other Donors (Fixed price & Short term contracts)	-	71,637
USAID	389,859	1,806,930
UNDEF	-	9,417
Northwestern University	-	616
CFBT	-	1,996
Afrobarometer- PMU	7,628,278	7,138,881
French Embassy	-	21,001
NDI	38,554	16,860
No Poor	10,794	21,063
PMO	-	27,579
UCLA	-	111,744
GIZ	63,821	-
UNDP	78,606	-
University of Leipzig	27,050	-
MSI	199,326	-
	<u>9,508,470</u>	<u>11,072,022</u>

Other Grants and Donations:

	2013 GH¢	2012 GH¢
STAR- Ghana	215,261	71,267
ODI	-	745
*Embassies	37,794	1,600
NED	71,336	75,759
GII	-	2,750
HP	15,904	250,607
Other donors	139,294	87,949
RDI	45,504	52,037
EU/FNF	122,144	264,974
EU-CDD	384,800	200,831
	<u>1,032,037</u>	<u>1,008,519</u>

*Embassies

A Consortium of embassies supported the project.

