

# ANNEX 2


## Core Grant Narrative Progress Report Report period July 2008 – December 2008

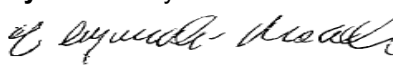
**Contract Ref. No.** 03/Core/15/CDD

**Organisation:** Ghana Center for Democratic Development

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**Report Date** 8th May 2009  
**Report Approved by** Prof. E. Gyimah-Boadi

**Signature & date**   
 8<sup>th</sup> May, 2009

**Signature & date**   
 8<sup>th</sup> May, 2009

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*Please do not write in green coloured sections; refer to notes at last page for explanations*

**1. Institutional/Organisation Development: Evidence of significant progress / change**

What are major changes in the organisation’s circumstances that are likely to have impacted your outputs over the period?

- Organisational structure / board / management team
- Strategy / planning / decision making / knowledge management
- Human resource issues
- Marketing / communication / public relations

Indicators	Baseline	Prior Period	Current Period	Cumulative
<b>1. HR Management</b> i) <i>Leadership</i>  ii) <i>Core staff</i>  iii) <i>Support staff</i>	i. CDD-Ghana is made up of the Executive Director, the Treasurer and 3 Heads of Department  ii. 23 core support staff members  iii) 7 support staff members	i. CDD-Ghana's Associate Director position is currently inactive, the other positions have remained the same  ii. Core staff numbers have not changed though depart	i)Same baseline  ii)Same as baseline  iii)Same as baseline	i)The Center has the full complement of leaders except that the Associate Director position is currently inactive  ii.)Core staff numbers remain the same  iii)support staff numbers remain the same

		ting staff have been replaced iii. Same numbers		
<b>2. Governance</b> i) <i>Board</i>  ii) <i>Committees</i>  iii) <i>Documented board meetings</i> <i>Management meetings</i>  iv) <i>Staff meetings</i>	i).CDD has a 10 member board, 4 women and 6 men.  ii) Board has 3 standing committees on change management, development and public relations and media  iii)Board and management meetings are documented  iv)Staff meetings are held every Monday morning	i).Same number previously  ii) There used to be two committees  iii)the same  iv) the Same	i)same number  ii) Same as baseline  iii)same as baseline  iv)same as baseline	i)same number  ii) Change management committee is an addition  iii)same as baseline  iv)same as baseline
<b>3. Systems and procedures</b> <i>Financial management systems</i>  i) <i>Budgeting</i>  ii) <i>Accounting</i>  iii) <i>Internal control</i>	i)There is a budget for all projects undertaken by the organisation. Actual are compared to budget and variances are addressed.  ii)Financial reports are prepared based on the procedures outlined in the accounting manual of the organisation. In relation to specific donors with specific requirements, accounts are prepared based on spelt out guidelines for reporting. We are using a computerised accounting system.	i)Same as the baseline  ii)Same as the baseline	i)Same as the baseline  ii)Same as the baseline	i)Same as the baseline  ii)Same as the baseline

		iii)Same as baseline	iii)Same as baseline	iii)Same as baseline
iv) <i>Financial reporting</i>	iii)The finance department is responsible for the adherence to internal controls stated in the accounting manual, staff handbook and other control measures required by the donor community			
		iv)Same as baseline	iv)Same as baseline	iv)Same as baseline
v) <i>External audit</i>	iv)Financial reports are prepared for all projects and donors at specified time intervals. Annual financial statements are prepared at the end of each year.			
		v)Same as baseline	v)Same as baseline	v)Same as baseline
<i>Operational policies</i>				
vi) <i>HR policy</i>	v) Annual audits are conducted at the end of each year. There are also special and specific audits conducted on some projects per donor agreements.			
			vi) same as baseline	vi) same as baseline
vii) <i>Gender policy</i>		vi) same as baseline	vii)same as baseline	vii)same as baseline
viii) <i>Conflict of interest policy</i>	vi)There is an HR policy in operation.	vii)same as baseline	viii)same as baseline	viii)same as baseline
	vii)There is no gender policy in operation currently.			
ix) <i>Programme development policy</i>		viii)same as baseline		
	viii)This policy is covered in the staff condition of service manual		ix)same as baseline	ix)same as baseline
		ix)same as baseline		
x) <i>Procurement policy</i>	ix) There is no program development policy currently. The current Strategic Development Plan however provides a guide for program			

	development for the next five years		x)same as baseline	x)same as baseline
	x)This policy is covered in the financial management manual of the organisation	x)same as baseline		
<b>4. Funding base development</b> <i>List long-term programmes(3yrs +)</i> <i>List short-term programme(1 year)</i> <i>Total dollar volume of programmes</i> <i>Approved dollar volumes</i> <i>Percentage overhead recovery</i>	<ol style="list-style-type: none"> <li>1. Africa Power. Policies and Politics Program (5 years) £121,454</li> <li>2. HIV and AIDS Anti-Stigma and Human Rights Initiative (2 Years) \$507,713</li> <li>3. Afrobarometer (3 years) \$199,724</li> </ol>	£121,454	121,454	
		\$507,713	\$507,713	
		\$199,724	\$199,724	

## 2. Collaboration, coalitions and networking

Using the format below, list the most important organisations you collaborated with over the period. For each organisation, give an indication of the issues or themes you worked on, its status and the outcomes.

	Organisation /Coalition	Policy issue / theme / nature Starting / ongoing / ending	Outcome
<b>Government</b> <b>- executive</b> <b>- judiciary</b> <b>- legislature</b>	<ul style="list-style-type: none"> <li>• Electoral Commission (EC)</li> <li>• Commission on Human Rights and Administrative Justice (CHRAJ)</li> <li>• Judicial Service</li> </ul>	<ul style="list-style-type: none"> <li>• Promoting and securing election peace and credibility. Activities included training of observers, peace and voter education and creating an early warning system for election violence. The collaboration under the project has ended</li> <li>• Promoting and securing peaceful elections. Recruitment of CHRAJ officers as election violence watchers as well as training of CHRAJ officers as observers. The collaboration under the project has ended.</li> <li>• HIV and AIDS anti stigmatization and human</li> </ul>	<ul style="list-style-type: none"> <li>• Election 2008 was largely free, fair, peaceful and credible</li> <li>• Largely peaceful Elections in 2008</li> <li>• The Center has secured the by in and ownership of all the key stakeholders including</li> </ul>

	<ul style="list-style-type: none"> <li>Ghana Police Service, Ghana Prison Service &amp; Ghana AIDS Commission</li> <li>Parliament of Ghana</li> </ul>	<p>rights initiative. The program is aimed at improving the legal and policy space for anti –stigmatization of persons living with HIV and AIDS particularly at risk groups. The Center also collaborating with Judiciary to facilitate the conduct of research on state supported justice delivery institutions under the Africa, Power and Politics program. Collaboration on both fronts is ongoing.</p> <ul style="list-style-type: none"> <li>HIV and AIDS anti stigmatization and human rights initiative. All three institutions are collaborating with the Center on this project which is ongoing.</li> <li>Parliamentary strengthening. The Center in collaboration with the Public Affairs Department of Parliament of Ghana and the Parliamentary Press Corps organised the last of its parliamentary briefings for the press corps and leadership of Parliament to interact.</li> </ul>	<p>the Police, Prisons, Judicial Service and AIDS Commission</p> <ul style="list-style-type: none"> <li>Improved Parliament-Public interface and accountability.</li> </ul>
<b>Coalition, network</b>	<ul style="list-style-type: none"> <li>Coalition of Domestic Election Observers (CODEO)</li> <li>Ghana Federation of the Disabled (GFD)</li> <li>Media</li> </ul>	<ul style="list-style-type: none"> <li>Promoting and securing election peace and credibility. Trained and deployed over 4000 election observers to undertake Parallel Vote Tabulation (PVT) and regular observation.</li> <li>Promoting the rights of PWDs, participation in politics and strengthening Disable Persons Organization (DPOs). This aspect of the current disability projected has ended</li> <li>Promoting issue based electioneering</li> </ul>	<ul style="list-style-type: none"> <li>Election 2008 was largely free, fair, peaceful and credible</li> <li>Increased participation of PWDs in Election 2008. Increased knowledge of Disability Act and improved organizational capacity of DPOs</li> <li>Increase in issue based campaigning</li> </ul>
<b>Peers</b>	Ghana Integrity Initiative	<ul style="list-style-type: none"> <li>Strengthening Asset Declaration and increasing information inflow among accountability institutions</li> </ul>	<ul style="list-style-type: none"> <li>Completion of a Draft Legislative Instrument presented to Attorney General</li> </ul>
<b>CBOs</b>	None		
<b>Donor agencies</b>	<ul style="list-style-type: none"> <li>USAID</li> </ul>	<ul style="list-style-type: none"> <li>Election, disability support and HIV and AIDS anti-stigmatization</li> </ul>	<ul style="list-style-type: none"> <li>Credible and peaceful election 2008 and effective participation of PWDs.</li> </ul>

	<ul style="list-style-type: none"> <li>British High Commission</li> <li>French Embassy</li> <li>German Embassy</li> <li>Overseas Development Institute</li> <li>Brookings Institute</li> <li>Carter Center</li> <li>Co-Existence International</li> </ul>	<ul style="list-style-type: none"> <li>Election peace support</li> <li>Media policy literacy support</li> <li>Election violence monitoring and early system support</li> <li>Building institutions that work for the poor – Africa, Power, policies and Politics project</li> <li>Support to conduct research on teacher absenteeism in Ghana</li> <li>Support for peace and voter education</li> <li>Support to organise West Africa workshop on co-existence and democracy.</li> </ul>	<ul style="list-style-type: none"> <li>Largely peaceful election 2008</li> <li>Increase in issue based campaigning in 2008 Elections</li> <li>Largely peaceful election 2008</li> <li>Ongoing</li> <li>Increased awareness of the causes of teacher absenteeism and the public resource leakage implication</li> <li>Largely peaceful election 2008</li> <li>Experience sharing and understanding of nexus between co-existence and democracy consolidation</li> </ul>
<b>DA (please indicate district)</b>			
<b>Private Sector</b>			

### 3. National pro-poor policies

Identified Policy Issue	Research activities in relation to the identified policy area	What are the policy gaps identified from the research conducted	What is your organisations position on these issues supported by your research	What policy alternatives do you propose and how do you hope to achieve this policy change
Public resource leakage in education and its impact on development	Conducted pilot study tracking teacher absence in 30 primary schools in 3 districts in Ghana. Activities include data gathering, cleaning, analysis, report and dissemination of results to stakeholders	Preliminary indication from the pilot suggests that weak supervision is partly responsible for high incidence of teacher absence. Similarly, it was found that there is a strong correlation between the availability of public amenities like clinics, portable water and banks and low incidence of teacher absence. Additionally, schools with strong Parent-Teacher Associations record	Ghana is poor country with very limited resources. Therefore the need for prudent management of public finances is critical for development. Any type of public resource leakage particularly involving education is a real problem and must be addressed. The research looked at just three districts out of 168 and therefore is just scratching the surface. A larger research sample would	<ol style="list-style-type: none"> <li>There is some indication that the current structure of the Long Distance Education requires revision. It should be rescheduled to begin on Saturday rather than Friday so reduce the</li> </ol>

		lower incidence of teacher absence	help policy makers to take more concrete steps. But the current evidence alone requires action from the Ghana Education Service.	high incidence of absenteeism on Friday. 2. The study stumbled upon some troubling issues with the capitation grants which require revision in other to ensure that the 30 Ghana cedis per child is not used by head teacher for other projects and to grant soft loans to teachers.

#### 4. Success Story

##### Briefly describe your organisation's landmark achievement this period

The Center's landmark achievement for the reporting period was its successful deployment of the Parallel Vote Tabulation (PVT) methodology for the first in Ghana in last year's 2008 Election.

The PVT is an advanced observation methodology that builds on traditional observation. It involves deploying trained and accredited non-partisan observers to a representative random sample of polling stations. Using statistics, this enabled the CDD/Coalition of Domestic Election Observers (CODEO) to make statements about the conduct of voting and counting at all polling stations. It also enabled CDD/CODEO to verify the accuracy of the tabulation process and the official results.

For the 2008 Election, CDD/CODEO with the support of the National Democratic Institute in Washington and USAID deployed 1,070 Rapid Response Observers (RROs) to a statistical sample of 1,070 polling stations. The RROs equipped phones used SMS text message to send messages to a CDD/CODEO Command Center based at the Kofi Annan International Peace Keeping Center. The Command Center was manned by 20 Data Entry Assistants and 30 other staff including phone operators receiving and analysis information as well reporting to the general public.

The Center's staff, drawing on their vast experience in conducting surveys and election monitoring was able to draw an almost statistical sample that produced a near perfect result of the elections for both rounds. On both occasions (1<sup>st</sup> and 2<sup>nd</sup> Rounds of the Elections) in the CDD/CODEO obtained a 99% returns from the 1,070 observers scattered across the country, the first ever in any country where the PVT had been conducted and in some of the remotest places in Ghana.

The results as captured in the table below comparing the CDD/CODEO PVT results and the Electoral Commission of Ghana results affirm the incredible landmark achievement of CDD/CODEO.

**TABLE 7: PVT ESTIMATES OF DECEMBER 7, 2008 PRESIDENTIAL ELECTION**

Candidate	Political Party	PVT Margin of Error	PVT Results (%)	EC Official Results (%)
Nana Addo Dankwa Akufo-Addo	NPP	±1.6	49.8	49.1
Prof. John Evans Atta Mills	NDC	±1.6	47.4	47.9
Dr. Paa Kwesi Nduom	CPP	±0.1	1.3	1.3
Dr. Edward Nasigrie Mahama	PNC	±0.2	0.8	0.9
Emmanuel Ansah-Antwi	DFP	±0.0	0.3	0.3
Kwesi Amofo-Yeboah	Independent	±0.1	0.2	0.2
Kwamena Adjei	RPD	±0.0	0.1	0.1
Thomas Ward Brew	DPP	±0.0	0.1	0.1

*Note: PVT estimate range is based on a 95% confidence level. NPP = New Patriotic Party; NDC = National Democratic Congress; CPP = Convention People's Party; PNC = People's National Convention; DFP = Democratic Freedom Party; RPD = Reformed Patriotic Democrats; and DPP = Democratic People's Party.*

**TABLE 8: PVT ESTIMATES OF DECEMBER 28 RUN-OFF PRESIDENTIAL ELECTION**

Candidate	Political Party	PVT Margin of Error	PVT Results (%)	EC Official Results (%)
Prof. John Evans Atta Mills	NDC	±1.7	50.19	50.13
Nana Addo Dankwa Akufo-Addo	NPP	±1.7	49.81	49.87

*Note: PVT estimate range is based on a 95% confidence level.*

## 5. Stakeholder Perception

How has the credibility and legitimacy of RAOs changed in the eyes of GoG and the Ghana public? What is your interpretation? Is there a reference to this evidence of change?

The general view of the State-NGO relationship has not necessarily changed in spite of the fact that RAOs and civil society in general have strengthened their relevance and intermediary position after the closely contested 2008 elections. RAOs and CSOs played a variety of roles in bridging civic/peace/voter education gaps, promoting issue based electioneering, addressing election peace and security, helping to moderate incumbency abuse and levelling the playing field for all political parties. In addition, years of advocacy culminated in the incorporation of many RAOs campaign issues into the manifestos of the two leading parties thereby creating the opportunity for more engaged RAO/CSO-GoG interaction.

Notwithstanding these improvements, the GoG-RAOs relationship is still characterised by mistrust and unease on both sides. GoG is still uncertain about RAOs role in governance and wary of their power. RAOs on the other hand are occasionally reminded of the kind of resentment that still pertains in official corridors and remain quite suspicious of the integrity of GoG to protect civic space and effective participation. The unease around surprisingly unprogressive drafts of the NGO/Trust Bill and the protracted negotiations with the Ministry of Manpower, Youth and Employment still persists. Relationships along the same horizontal spectrum of governmental in contrast continue to flourish and were deepened during the election largely between Parliament, EC, CHARJ, Police Service and NCCE.

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

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

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

The policy making environment continues to be held hostage by short term political incentives typical of neo-patrimonial state. Governments favour quick fixes to political, social and economic problems and avoid addressing long term problems. This tendency has been exacerbated by the shortness of the political cycle as governments favour short term policy programs with potential political advantages over long term planning. This has impacted on policy certainty and predictability undercutting stable and sustained economic development and reducing the prospects for accelerated growth. Neo-patrimonialism also continues to weaken issue based pressure and demand for performance from the private sector and civil society in general who are reliant on the state and prefer to secure stronger patron-client relationships undermining collective action and weakening policy effectiveness.

## **7. Grant and report related issues**

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

None

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

None

## G-rap Narrative Progress Report

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### Notes on narrative reporting

In addition to this narrative report, G-rap accepts grantee organisation's own annual report, on the assumption that these reports show a relationship between annual workplans, budgets and outputs of these organisations and – if possible – impact.

G-rap however monitors a number of indicators that a Grantee's annual report may not always focus on and have designed a simple narrative reporting format to gather this data. This gives the programme managers a quick overview of progress against workplan of each grantee and of significant results in a number of relevant areas relating to the Logical Framework and objectives of the Programme.

G-rap intends to minimize Grantee's time investments in reporting, hence this concise format. Nonetheless, additional documentation can be annexed to the report for more detail.

Narrative reporting is a bi-annual contractual requirement. The deadline for report submission is four weeks after the end of the reporting period.

Completed reports need to be submitted in signed hard copy (2 signatures), as well as in electronic format using MS-Word 2003 compatible software (to: [info.grap.ghana@gmail.com](mailto:info.grap.ghana@gmail.com) ).