

***GHANA CENTRE FOR DEMOCRATIC DEVELOPMENT  
(A COMPANY LIMITED BY GUARANTEE)  
AFROBAROMETER ROUND 5 PROJECT***

***RECEIPTS AND EXPENDITURE STATEMENT  
31 DECEMBER 2013***

**GHANA CENTRE FOR DEMOCRATIC DEVELOPMENT  
(A COMPANY LIMITED BY GUARANTEE)**

**RECEIPTS AND EXPENDITURE STATEMENT**

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**CORPORATE INFORMATION**

**PROJECT MANAGEMENT UNIT** Emmanuel Gyimah-Boadi (*Executive Director*)  
Carolyn Logan (*Deputy Director*)  
Major Ashifie Gogo (*Project Accountant*)  
Sharon Parku (*Monitoring and Evaluation officer*)  
Aba Kittoe (*Operational Manager- Finance*)  
Boniface Dulanibo (*Operational Manager- Field*)  
Paula Park (*Operational Manager- Communication*)

**REGISTERED OFFICE** House No. 95  
Nortei Ababio Loop  
North Airport Residential Area  
P. O. Box LG 404  
Legon-Accra  
E-mail: [info@cddghana.org](mailto:info@cddghana.org)

**SOLICITORS** J Opoku Boateng  
124/3 Mary Dee House  
Subukwe Road, Farrar Avenue  
P. O. Box C1967  
Cantonments, Accra

**AUDITORS** KPMG  
Chartered Accountants  
13 Yiyiwa Drive  
Abelenkpe  
P. O. Box 242  
Accra, Ghana

**BANKERS** Stanbic Bank Ghana Limited

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**ABBREVIATIONS**

AB	-	Afrobarometer
ACBF	-	African Capacity Building Foundation
CDD-Ghana	-	Ghana Center for Democratic Development
CPs	-	Core Partners
DFID	-	Department for International Development
ExCom	-	Executive Committee
IDASA	-	Institute for Democracy in South Africa
IDS	-	Institute of Development Studies
IJR	-	Institute for Justice and Reconciliation
IREEP	-	Institute for Empirical Research in Political Economy
MIF	-	Mo Ibrahim Foundation
MSU	-	Michigan State University
NPs	-	National Partners
OSI	-	Open Societies Institute
PMU	-	Project Management
R5	-	Round five
SIDA	-	Swedish International Development Cooperation Agency
USAID	-	United States Agency for International Development
UON-IDS	-	Institute for Development Studies at the University of Nairobi
UNDP	-	United National Development Program
UCT	-	University of Cape Town

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**BACKGROUND**

The Afrobarometer (AB) is a comparative series of public opinion surveys on democracy, governance, economics, social development and civil society in Africa. It produces scientifically reliable public opinion data, builds research capacity among African institutions, and broadly disseminates practical results. Between 1999 and 2013, the Afrobarometer Network has so far conducted five rounds of surveys in 35 African countries, which has laid a strong foundation for understanding trends in public opinion and for incorporating popular preferences into policy processes. Afrobarometer Rounds 5 and 6 (AB Round 5/6) will cover a period of almost 5 years, from April 2011 to December 2015, in up to 35 African Countries. This report covers Year 3 (2013) activities, which is the third and last year of Round 5.

**R5 OBJECTIVES**

The overall objectives of Afrobarometer Round 5 (R5) were:

- To expand the survey database in Africa by undertaking a fifth round of Afrobarometer surveys, and expanding the Network coverage by including up to 15 additional African countries.
- To enhance the visibility of the Afrobarometer among African Policy Actors through professionalization of the Afrobarometer Communications Program, prioritizing the timeliness, accessibility and continuity in the release of results, and building ongoing engagement with stakeholders.
- To continue building Institutional Capacity for survey research and scientific analysis in Africa.
- To continue strengthening and indigenizing Network Management.

The program for AB Rounds 5 and 6 is being funded by a consortium of donors. Current Core Donors include the Swedish International Development Cooperation Agency (SIDA), the Mo Ibrahim Foundation (MIF), the United States Agency for International Development (USAID), the Department for International Development, UK (DFID) and the World Bank. The British Embassy in Zimbabwe, International Centre for Tax and Development at the Institute of Development Studies (IDS-ICTD), University of Sussex and the United States Institute of Peace have also provided supplemental support.

AB R5 and R6 funds from donors, with the exception of the USAID contribution, are contributed into the Afrobarometer Basket Fund. The Basket Fund is administered by the Ghana Center for Democratic Development (CDD-Ghana) via subcontracts to Afrobarometer Core Partners (CPs) who in turn, extend contracts to National Partners (NPs). The NPs implement the surveys, with Core Partners providing quality assurance through technical support.

The Project Management Unit (PMU) of the Afrobarometer is based at CDD-Ghana. It is made up of the Executive Director, Deputy Director, and Operations Manager for Project Management, Project Accountant, and Monitoring & Evaluation Officer. The unit handles the day-to-day financial management and administration of the Afrobarometer Project, as well as monitoring and evaluation and reporting.

This report covers activities undertaken as part of AB R5 between January 1 and December 31, 2013.

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**NETWORK MANAGEMENT**

Based on the work plan for 2013 presented to donors in the 2012 Narrative Report, the activities planned for Year 3 of Rounds 5 included the following Network Management activities, each of which is reported on below:

- Hold Executive Committee meeting to plan Year 3 activities and address other issues
- Complete recruitment of Communications & Capacity Building Managers; and recruit Network Publications Manager & Administrative Support at MSU.
- Continue Rounds 5 & 6 fundraising and related activities
- Complete Year 3 Contracts with CPs, UCT Support Unit and R5 National Partners
- Hold Round 5 NP-CP Debriefing Meeting
- Hold Round 5 Staff Debriefing Meeting
- Engage Management Consulting Support for development of Institutional Strengthening Plan and Human Resources Development Plan and begin implementation
- Monitoring and evaluation
  - Conduct Policy Users Surveys in approximately 8 countries
  - Conduct internal mid-term project review
  - Continue ongoing M&E activities

**Executive Committee Meetings**

The 2013 Executive Committee Meeting was held in February of 2013, in Cape Town, South Africa, after the closing of the Afrobarometer Summer School. Some of the issues discussed were fund raising, capacity building, new country assessments, completion of Round 5 surveys, and the Round 5 global release. Agenda and minutes are available on request.

**Network Staffing/Recruitment**

In line with plans to continue strengthening the management of the AB Network, the Network achieved the following:

- Recruited a Network Communications Manager, who joined the team in April, 2013 and is based at CDD-Ghana. With this addition, the Network started work on plans to revise the Communications Strategy and launch some of the planned Communications activities under the new strategy.
- Recruited a Network Capacity Building Manager, who joined the team in May, 2013 and is based at UCT. The Capacity Building Manager oversees the implementation and synchronization of the AB Summer Schools, and leads the implementation of other AB Capacity Building programs (fellowships, mentoring exchanges, etc.)
- Recruited a Network Communications and Monitoring & Evaluation (M&E) Assistant who joined the team in September, 2013, based at CDD-Ghana. This Assistant supports the Communications and M&E Units.
- Recruited an Administrative Assistant for the MSU Support Unit, who joined Afrobarometer in September 2013.
- Recruitment of a Network Publications Manager is planned for 2014.

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***Fundraising and Disbursements***

The Network's original fund raising goal for Rounds 5 and 6 was US\$30.4 million. In 2013, we finalized a funding agreement with the World Bank for \$3.2M. The Network also signed agreements in 2013 with the British Embassy (Zimbabwe) for \$202,385 and the United States Institute of Peace (USIP) for \$100,000 to fund Round 5.5 surveys in Zimbabwe and Mali. As of 31 December 2013, the Network has raised a total of US\$25.5 million.

As previously noted, because we are not fully funded, we have had to cancel some planned activities (e.g., reduced the 10 Round 5.5 surveys originally planned to 2), and postponed many new hires and other activities. Thus our current fundraising goal is now US\$27.0 million.

No additional funding commitments were secured during this reporting period, but we continue to communicate with other prospective donors in an effort to raise additional funds to cover the shortfall.

The current funding support will allow us to fully implement Round 6 surveys, but Communications, Capacity Building and Network Management are only partially funded for Round 6. Some of the activities that are partially funded are, External Media Workshops (Communications), Summer Schools and Technical Training Workshops (Capacity Building). Funding for Afrobarometer Network Staff (Network Management) is also not fully funded for Round 6. The Network continues its efforts to secure additional funds to cover these activities.

In 2013, the Network received a total of \$3,085,259.21 in Donor disbursements. The breakdown is as follows:

- DFID - \$1,761,629.20
- Mo Ibrahim Foundation - \$499,992.50
- SIDA - \$453,780.01
- British Embassy (Zimbabwe) - \$202,385.00
- World Bank - \$74,992.50
- USIP - \$59,992.50
- IDS-ICTD - \$32,487.50

***Sub-Contracting with Core Partners, Support Units and National Partners***

Year 3 sub-contracts with all Core Partners, the UCT Support Unit, and National Partners for Round 5 activities have been completed.

In April 2013, we lost our Southern African Core Partner, IDASA. The Network therefore embarked on identifying, assessing and choosing a suitable replacement within Southern Africa in the second quarter. In May 2013 an assessment team visited South Africa to meet with three candidate organizations. A decision was made in the third quarter and the Institute for Justice and Reconciliation (IJR), based in Cape Town, South Africa, was selected as the new Core Partner for Southern Africa.

An additional outcome of the search process has been a decision to expand and consolidate the Network's partnership with UCT (which was one of the three candidates to be Core Partner). Thus, while the functions previously housed at IDASA that were focused on the Southern African region have been moved to IJR, some other network-wide functions have been moved to UCT, which now hosts both the Capacity Building team, and the Data Management unit. During 2014, we expect to further build the relationship with UCT, basing the full Surveys team at UCT, and hopefully collaborating on fundraising, capacity building, and other activities.

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***Staff Debrief and Core Partner-National Partner (CP-NP) Debrief Meetings***

The Staff Debrief Meeting planned for 2013, was canceled because the Network did not have enough funds to hold both Debrief Meetings. The CP-NP Debrief Meeting was held in Kenya in July, 2013.

The CP-NP Debrief Meeting brought together NP Afrobarometer (AB) Project team leaders, CP Management and AB Management to review all phases of the R5 Survey. NPs were present for the first two days of the meeting where challenges, successes and recommendations were shared.

The rest of the meeting was spent (by the CP teams and AB Management) analyzing information gathered from the sessions with the NPs. Full report is available upon request.

The Network currently has no plans for another Debrief Meeting after the Round 6 Surveys due to financial constraints. However, if we are able to raise additional funds, we will have a Debrief Meeting for Round 6.

***Human Resources Development and Institutional Strengthening Plans***

Development of Human Resources Development and Institutional Strengthening Plans has been canceled due to funding constraints. The AB Network plans to engage management consulting support to develop these plans after Round 6 if we are able to raise the funds.

***Monitoring and Evaluation (M&E)***

Afrobarometer tracked all phases of the project in 2013 and kept records on AB use and policy visibility. Tracking activities covered all phases of the project including Surveys, Communication activities, Capacity Building events, Scientific Analysis and Network Management.

During the first part of the year, M&E capacity building sessions were held with the Core Partner (CP) team at IDS. The goal was to help each CP better understand the overall M&E plan, the indicators that need to be tracked, and the frequency for collecting such data, as well as the best ways to communicate M&E information.

The M&E sessions with CPs proved very useful because, among other things, they demonstrated to the CPs the importance of their role in tracking the achievements of the project at the country level, and how the Project Management Unit (PMU) relies on them to track these achievements in an accurate and timely manner.

Following M&E capacity building sessions with CPs, CPs have made efforts to transfer the knowledge to the NPs they manage by guiding them through their deliverables and how to track other important M&E information.

To meet the demand of network expansion and growing volume of work for key staff, in September 2013 AB hired a Monitoring and Evaluation Assistant to augment the M&E team.

AB continues to track all ongoing activities, outputs and outcomes of our efforts within Africa and beyond; and keep records on AB use, policy visibility and deliverables from Partners. Details of key indicators being tracked are included in the AB Indicators Tracker, attached as Appendix 2. Specific M&E activities are detailed below.

***Policy Users Surveys***

Preparatory activities for undertaking Policy Users Surveys in 8 countries started in Q4 of 2013. Questionnaire revision and other preparatory activities have been completed. The surveys will be implemented in mid 2014. Countries scheduled for inclusion include Benin, Ghana, South Africa and Uganda – all of which were included in the previous cycle – as well as Kenya, Senegal, Niger and Malawi.



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Tracking Media Coverage

Media coverage for AB was tracked in 2013 through the efforts of our national partners, who report mention of AB in their countries to the PMU and the services of a media monitoring company, Meltwater, which helps the Network track media coverage both in Africa and globally. In 2013 AB received about 1600 media mentions in globally.

Conduct Internal Mid-Term Project Review

An internal mid-term review of the Rounds 5 and 6 cycle is scheduled for the second quarter of 2014 with the goal of assessing project progress, efficacy, successes, and challenges, and to make recommendations for management and other adjustments.

AB Newsletter

Four newsletters, the March, June, September and December editions were produced and distributed to all Partners in the Network.

File and Archive Management

In 2012, MSU shifted its main project archives to a cloud-based system via the *Onehub* website. During 2013, access and usage of the site was expanded to include many project staff from CPs and Support Units, who can now upload their deliverables directly to the site, rather than relying on sometimes unreliable e-mail sharing systems. Although staff members are still adjusting to the new systems and protocols, we believe that the development of a single common archive for the AB (to replace separate archives at each of the main units) and the ability to more effectively and efficiently share and track files and deliverables, will be a positive step. In addition, the AB is increasingly using both *Onehub* and Google Docs to create shared tracking documents to improve our M&E. As the project expands, management and tracking of files becomes an increasingly critical task, which these new systems are helping us to address.

**Round 6 (Year 1) Network Management Work Plan**

- Hold Executive Committee Meeting to plan Year 4/Round 6 activities and address other issues
- Manage 2014 Donor cash inflows and Partner outflows
- Recruit Network Publications Manager and Website Editor, and complete recruitment of Core Partner Communications Officers
- Continue fundraising for Round 6 activities
- Complete Year 4 Contracts with CPs, UCT Support Unit and National Partners
- Initiate fundraising for next round of surveys – Rounds 7 and 8
- Monitoring and Evaluation of Project Outputs and Achievements
  - Tracking project deliverables/achievements
  - Media Monitoring
  - Undertaking a Policy Users Survey in 8 countries
  - Undertake AB R5/6 Midterm Evaluation
  - Publish AB Newsletters
  - Update of ABCV/Afro glance and other key reporting documents
  - Provide Assistance to NPs/CP's on M&E

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### SURVEYS AND ANALYSIS

Based on the work plan for 2013 presented to donors in the 2012 Narrative Report, the activities planned for Year 3 of Round 5 included the following Survey activities, each of which is reported on below:

- Recruit National Partners in Cameroon, Cote d'Ivoire, Ethiopia, Guinea and Swaziland
- Complete Round 5 Surveys in remaining 14 countries
- If funding permits, implement Round 5.5 surveys
- Complete Data cleaning and merging for Round 5
- Begin preparation of Round 6 questionnaire

### New Country Assessments and Partner Recruitments

Following extensive country assessments and bidding processes, new National Partners were selected in Cameroon, Cote d'Ivoire, Ethiopia, Guinea and Swaziland. We partnered with the following institutions:

- **Cote D'Ivoire:** Center for Research and Opinion Polls / Centre de Recherche et de Sondage d'Opinions (CROP)
- **Cameroon :** Centre d'Etudes et de Recherche en Economie et Gestion (CEREG)
- **Ethiopia:** ABCON Plc
- **Guinea:** Stat View International
- **Swaziland:** ActivQu.est

As reported in the 2012 Technical Narrative, the Afrobarometer Network partnered with the Arab Barometer to field surveys in five North African countries, namely: Algeria, Egypt, Morocco, Sudan and Tunisia.

In 2013, the Network achieved its target of completing Round 5 surveys in 14 additional countries, bringing the total number of countries surveyed to 35. Countries surveyed in 2013 as part of Round 5 were: Algeria, Cameroon, Cote D'Ivoire, Egypt, Ethiopia, Guinea, Madagascar, Morocco, Niger, Nigeria, Sudan, Swaziland, Tunisia and Zambia. Although the Network had envisaged completing all Round 5 surveys by mid-2013, this was not possible as the Ethiopia survey faced lengthy delays due to a drawn-out process of acquiring authorization from various government departments. As a result, the Round 5 surveys were only completed in August 2013 when Ethiopia finally finished fieldwork.

For the most part, surveys were implemented without major hindrances. Some special issues that arose, however, are detailed below, with regard to a South Sudan survey, the Arab Barometer partnership, the Ethiopia survey and issues with other National Partners.

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South Sudan

In 2012, the Afrobarometer conducted a country assessment in South Sudan and determined that a survey could be feasible, but that costs would be extremely high relative to other countries, meaning it would only be possible to conduct a survey there if additional funds could be secured. The Network began negotiating with potential donors for this work.

In the expectation of receiving funds in early 2013 for a survey, the Network put out a request for bids to identify a partner in early 2013. However, the survey was then postponed until late 2013, both because funds did not become available in early 2013, and because the bids received did not fully meet our needs.

However, in August 2013 when the World Bank joined Afrobarometer as a Core Donor, they included support specifically for a South Sudan survey. The Network therefore issued a new request for bids, with the hope of fielding a survey in late 2013 or early 2014. The review process identified a local South Sudanese organization, SAMAH Ltd., as the likely National Partner (confirmed in January 2014). However, the outbreak of internal conflict in mid-December 2013 has forced the Network to put fieldwork plans on hold for the time being. The new National Partner will however, be included in planning and training processes in the anticipation of conducting a survey in South Sudan sometime during Round 6 if the political and security situation on the ground allows.

Arab Barometer Partnership

As reported, the Afrobarometer collaborated with the Arab Barometer to implement Round 5 surveys in five North African countries. For the most part this relationship worked reasonably well, and it was instrumental in allowing Afrobarometer to achieve its 35-country target for Round 5. We are grateful to the Arab Barometer team for their collaboration.

At the same time, this approach and the relationship with Arab Barometer also presented several challenges for the Network, including the following:

- Arab Barometer protocols were not always identical to those of the Afrobarometer, so implementing surveys jointly required some modification of protocols for both Networks;
- Involving another major partner added substantially to the overhead costs of the North African surveys;
- Arab Barometer does not build relationships with its partners in the same way as the Afrobarometer; in addition, because the partners were identified through Arab Barometer, Afrobarometer did not have direct relationships with the North African partners, which limits our opportunities for dissemination, and for long-term capacity building.

For these reasons, after discussions with Arab Barometer, Afrobarometer has concluded that the Network will likely take a different approach during Round 6, possibly recruiting and engaging with partners in North Africa directly. Language challenges will be critical, since the main operating language in North Africa is Arabic, but working in English and/or French is also possible in most of the countries. One possibility will be to work through the partner that Arab Barometer identified in Tunisia for Round 5, SIGMA Ltd., which appeared to be the strongest partner. Afrobarometer will continue to explore options for our work in the region during early 2014, and expects to carry on with Round 6 surveys there in later 2014 and early 2015.

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National Partner Issues

Afrobarometer had enormous success with its recruitment of new NPs in Round 5, and will continue to work with all the new partners that were identified during the Round. At the same time, we encountered challenges in working with several of our ongoing NPs.

- In *Uganda*, a long-term NP, Wilsken Agencies, severely violated Afrobarometer protocols by raising funds for surveys in the name of Afrobarometer without informing the Network. Efforts to secure firm commitments from Wilsken regarding the handling of these funds were not satisfactory, so the Network decided to re-bid the work in Uganda for Round 6.
- In *Liberia*, shortly after the survey was completed the National Investigator who headed the NP organization (Institute for Research and Democratic Development, IREDD) left the country for further studies, leading to long delays in the post-fieldwork phases (data cleaning, dissemination). Ultimately it was not possible to complete all dissemination activities, so a new partner is being recruited for Round 6.
- In *Mozambique*, our National Investigator had formed a new institution (Centre for Research on Governance and Development, CPGD) to conduct the Round 5 work. Afrobarometer agreed to work with this organization while ensuring secure financial management by bringing in another established NGO as funds manager. While all activities were successfully implemented, the arrangement presented many challenges, so the Network will bid for a new partner in Mozambique for Round 6.

The Network advertised calls for bids in all three countries in late 2013 and plans to recruit replacement partners in the first quarter of 2014.

Ethiopia Survey

When doing new country assessments for Round 5, one factor Afrobarometer carefully considered was whether a country's political environment was open enough to allow respondents to give their opinions freely, even if they did not support the government in power. This requirement was given especially close scrutiny in Ethiopia, and after careful assessment, the Network determined in early 2013 that it appeared to be feasible to conduct an Afrobarometer survey there. The Network recruited a partner, and successfully completed fieldwork in Ethiopia in September 2013.

However, careful review of the findings in Ethiopia has raised some concerns, as popular assessments of several aspects of the political system, the economy and the government's performance tend to be quite positive compared to other countries with similar political and economic indicators. The Network has therefore withheld the Ethiopia data while conducting further assessments. In early 2014, a team will be identified to prepare a thorough review and report on Afrobarometer's Ethiopia findings, which will be shared with donors. The Network will base its decision about whether to conduct a Round 6 survey in Ethiopia on the findings of the assessment team. The Network will likely undertake at least one new country assessment, possibly in Gabon, in the first half of 2014.

Technical Assistance for New National Partners

One of the challenges faced during the expansion in Round 5 was training new National Partners. Normally, before conducting a survey, all NPs would have attended a Planning Meeting for the Round, during which all Afrobarometer protocols are carefully reviewed. However, at the time of the Round 5 Planning Meeting in June 2011, many new countries and new partners had yet to be identified. In July 2012, the Network held a "mini-Planning Meeting" with several new partners who had by then been identified. But the recruiting process continued throughout much of 2012 and even into early 2013, so it was not possible for all partners to attend a Planning Meeting before conducting fieldwork.

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*Technical Assistance for New National Partners-Cont'd*

Afrobarometer resolved this concern by developing a program of intensive and expedited Technical Assistance in the five countries (Cameroon, Cote d'Ivoire, Ethiopia, Guinea and Swaziland) for which partners were recruited in late 2012 or early 2013. The Network arranged for extra time in the field from the Network Sampling Specialist, from Core Partner Project Managers (or their colleagues), and data managers to provide intensive one-on-one and hands on training during the survey preparation, implementation, and data management phases. This made it possible for the new partners to successfully field their first surveys without having to wait for the regular Planning Meeting.

*Round 5.5 Surveys*

In addition to the regular Round 5 surveys, special funding was secured to conduct two additional Round 5.5 surveys in Mali and Zimbabwe during 2013. These additional surveys allowed for the exploration of pertinent country-specific issues. In Mali, the Round 5.5 survey, funded by the United States Institute for Peace and the World Bank, included several questions on nation and peace building after the recent conflict in the north of the country. The Zimbabwe survey focused on the July 2013 general elections.

*Round 5 Data Cleaning, Merging and Release*

By the end of 2013, data sets had been finalized for all 35 countries and a 35-country merged data set produced, although the Network is currently only releasing results from 34 countries until the issues noted above in Ethiopia are evaluated and resolved.

According to current Afrobarometer protocols, data sets should be publicly released one year after the completion of fieldwork. In keeping with this protocol, data sets for Botswana, Burkina Faso, Burundi, Ghana, Lesotho, Liberia, Malawi, Mali, Mauritius, Mozambique, Namibia, Sierra Leone, Tanzania, Togo, Uganda and Zimbabwe were publicly released on the Afrobarometer website in 2013.

*Round 6 Questionnaire*

The process of developing the Round 6 questionnaire was launched in October 2013, with requests to key stakeholders, including donors, for suggestions of topics to be covered in Round 6. The questionnaire committee then met in November 2013 to discuss suggestions and identify topics for Round 6 special modules, as well as what would be kept and what would be cut from the R5 questionnaire. Committee members worked with stakeholders to develop proposed questions for the special modules. The questionnaire will be completed in early 2014. We note that discussions were underway with Transparency International, Gates Foundation and Duke University for financial contributions to Round 6 in exchange for special modules on the questionnaire on corruption, health spending priorities, and China, respectively.

*Round 6 (Year 1) Surveys Work Plan*

The focus of Round 6 (Year 1, 2014) activities will be on planning and launching Round 6. The planning process will involve completion of the Round 6 Questionnaire and Manual. While Round 5 activities took longer than anticipated, spanning a period of almost three years, we envisage completing Round 6 fieldwork activities within a year and half. This will be possible because we do not anticipate any funding delays and we will not need to go through an extensive National Partner recruitment process, as was the case in Round 5.

- Finalize the recruitment of new National Partners in Liberia, Mozambique, Uganda and South Sudan
- Complete the Round 6 Survey Manual and Questionnaire
- Hold the Round 6 Planning Meeting in Cape Town, South Africa
- Field Round 6 Surveys in 25 countries
- Clean, merge and release data on an ongoing basis
- Conduct new country assessments in one or more new countries as needed
- Confirm arrangements for managing Round 6 surveys in North Africa and recruit partner(s) as needed

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**CAPACITY BUILDING**

Based on the 2013 work plan presented to donors in the 2012 Narrative Report, the activities planned for Year 3 of Rounds 5 included the following Capacity Building activities, each of which is reported on below:

- Intensive in-country Technical Assistance for new National Partners
- Intensive data management support for new National Partners
- Hold Technical Assistance exchange with Arab Barometer
- Hold Afrobarometer Anglophone and Francophone Summer Schools
- Launch 2013 AB Fellowships and Mentoring Exchanges Programs
- Hold Capacity Building Workshop(s) for new National Partners

*Intensive in-country TA for new National Partners*

As noted above, Afrobarometer technical staff provided intensive Technical Assistance in the five countries where new National partners were recruited in 2013 (Cameroon, Cote d'Ivoire, Ethiopia, Guinea and Swaziland). This Technical Assistance included in-country sampling support from the Network Sampling Specialist, an average of 10 days of TA from Core Partner Project Managers during survey preparations, and an additional two weeks of TA during fieldworker training and at the start of fieldwork. This made it possible for these countries to field their surveys quickly while adhering to AB's usual high standards, despite the fact that they had not been able to attend a planning workshop.

*Intensive data management support for new National Partners*

In order to facilitate the timely completion and finalization of data sets, Afrobarometer provided extra in-country technical assistance on data management and cleaning in a number of new partner countries, including Cote d'Ivoire, Guinea, Niger, Togo, and Ethiopia. In addition, extra assistance was provided during this phase in Madagascar when challenges were encountered in the timely completion of the final data set.

*TA exchange with Arab Barometer*

Afrobarometer sent one Project Manager, Mr. Daniel Armah-Attoh of CDD Ghana, to Tunisia in January 2013 to work with the Arab Barometer team during survey preparations and fieldworker training in the first of the North African countries to undertake fieldwork. His presence was very helpful in familiarizing the Arab Barometer team generally, and the Tunisian team specifically, with the Afrobarometer questionnaire and protocols during its first use in the region.

In addition, National Investigators from the organizations that implemented the R5 Afrobarometer surveys in Morocco and Tunisia were invited and attended the Afrobarometer Debriefing meeting that was held in Mombasa, Kenya, in July 2013. Other colleagues from the Arab Barometer were however unable to attend due to scheduling conflicts. The presence of staff from Morocco and Tunisia provided an important opportunity to exchange ideas and share experiences between Afrobarometer Partners from Sub Saharan Africa and those from North Africa.

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*Afrobarometer Summer Schools*

Anglophone Summer School

The 2013 Afrobarometer Anglophone Summer School was held at the University of Cape Town (UCT) from 7 – 31 January. The four-week summer school, which received supplemental funding support from the Centre for Social Science Research at UCT, consisted of six two-week course modules in substantive subjects relevant to Afrobarometer research (democracy, governance and public policy) as well as two four-week courses in research design and social statistics. These courses were presented by a mixture of University of Cape Town and international scholars and practitioners.

In attendance were 35 participants from 16 African countries. Of the 35 participants, 22 were from Afrobarometer National Partner institutions, 8 were affiliated with the Centre for Social Science Research (CSSR), 1 was from IDASA (the former Afrobarometer Core Partner for Southern Africa), and 4 were UCT post-graduate students all of whom are using or planning to make use of Afrobarometer data for their MA theses.

As part of their attendance, summer school participants were expected to write and present a ten-page paper (similar to an Afrobarometer *Briefing Paper*) as a means of demonstrating both analytical skills and substantive knowledge gained during the four-week summer school. The Anglophone Summer School Director, together with the Capacity Building Operations Manager, have provided feedback to summer school participants about their *Briefing Papers* during the course of the year with the goal that they can be revised and published as Afrobarometer *Briefing Papers*. Thus far none of the papers has been finalized for publication, although several are still being revised for possible publication.

Francophone Summer School

The 2013 Afrobarometer Francophone Summer School was held at the Institute for Empirical Research in Political Economy (IREEP) in Cotonou, Benin from 26 July - 14 August. The three-week summer school, which received supplemental funding from Princeton University's Council for International Teaching and Research (CITR), accommodated 46 participants from Afrobarometer, IREEP, and Princeton University.

The Summer School was divided into two tracks – an introductory track covering courses on econometrics, experiments, surveys, and statistical software and an advanced track covering courses on Bayesian statistics, structural modeling, surveys, and instrumental variables. Participants from both tracks were also able to take substantive courses on ethnic politics, governance and public policies, democratic institutions and citizenship and special topics on social capital, human development and gender.

*Summer School Challenges*

Publications

One of the key challenges associated with the Afrobarometer Summer Schools has been seeing the papers prepared by participants through to publication as Afrobarometer Briefing or Working Papers. One impediment is the challenges that participants face in finding the time, once they have left the Summer School environments, to continue revising and finalizing their papers. Another has been the lack of fit sometimes observed between the level of analysis produced by Summer School participants and the AB standard publications formats. During 2013, the Afrobarometer took several steps to address these challenges.

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- 1) *Revisions to AB Publications* – One problem in achieving publication for Summer School participants is that many participants left the course able to conduct more advanced work than the standard Afrobarometer Briefing Paper could accommodate, but not necessarily able to achieve the level of an Afrobarometer Working Paper (which are generally papers in preparation for publication). Thus, the Network revised our publications profile, and in particular, introduced an intermediate level of publication, the *Afrobarometer Policy Paper*, that can accommodate the more advanced work that can be produced by some Summer School participants, even if they cannot meet the standard of an Afrobarometer Working Paper.
- 2) *Writing Incentives Policy* - During 2013 the Network introduced writing incentives for mid-level staff, for National Partners, and for African participants of the Summer Schools. The incentives policy specifies payments that will be made upon publication of an Afrobarometer Briefing Paper, Policy Paper or Working Paper.

*Summer School Synchronization*

The Afrobarometer Round 4 evaluation recommended greater synchronization between the two Summer Schools so that the two programs, while not needing to be identical, are nonetheless commonly structured around a common set of goals, strategies and approaches. In order to work toward synchronization, the new Operations Manager for Capacity Building (OM/CB), based at UCT, attended a significant portion of the Francophone Summer School in 2013, and was closely involved in planning and preparing the 2014 Anglophone Summer School. Based on these experiences, the OM/CB has drafted recommendations on synchronization. In early 2014, representatives of both schools will review the recommendations and agree on changes and adjustments to each of the current Summer School programs to achieve greater synchronization between the two schools. These adjustments should be implemented as part of the 2014 Francophone and Anglophone Summer School programs.

***2013 AB Fellowships and Mentoring Exchanges Programs***

*AB Fellowships*

Initially, the AB fellowships were designed primarily to strengthen empirical and analytical capacity within the Network beyond what can be accessed through the Anglophone and the Francophone Summer Schools. As the Network has grown and evolved, the scope of the fellowship program is being expanded to accommodate more diverse capacity building needs. Thus fellowships may now be used not only to support the empirical and analytical skills development of AB Network staff and partners specifically, but to also to support their overall professional development as well. Therefore, the opportunities offered under the AB fellowships program will be expanded to include not only the University of Michigan's ICPSR Summer School, but to also allow participants to attend other suitable professional training courses.

The fellowship program was not, however, launched during 2013 for several reasons. First, the AB Capacity Building Program's Operations Manager was only hired in May 2013, which was too late to coordinate fellowships to attend the ICPSR Summer School or any other similar summer school in the Northern hemisphere. Secondly, the heavy work load of Network staff members makes attending training programs of this nature somewhat challenging as this usually means taking 2, 3 or even 4 weeks off work and as such requires long-term planning. We are however encouraged by the fact that two of the Network's CP Project Managers have already expressed an interest in attending the 2014 ICPSR Summer School, while another CP Project Manager has expressed her interest in attending a project management training course next year. The Afrobarometer Monitoring and Evaluation Officer has also expressed her interest in attending a monitoring and evaluation training course during 2014.



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During 2013, the Capacity Building Operations Manager conducted an assessment of staff training requests and needs, compiled a list of training and fellowship opportunities, and assessed the financial feasibility of each of these fellowships opportunities. The Network therefore expects to launch the Rounds 5 & 6 fellowship program in full during 2014, and anticipate that many AB staff and partners will take part in these opportunities.

In addition, some fellowship resources may also be used for 'writing fellowships'. These fellowships will be specifically designed to bring some Summer School participants back to Cape Town to revise and finalize their analyses with the goal of publication as Afrobarometer Policy Briefs or Policy Papers.

Additionally, as the Afrobarometer Capacity Building Program is based at the University of Cape Town, the OM/CB, together with the Network's Senior Advisor based at UCT, underwent a process of building relationships with strategic entities within the university, including UCT's International Academic Programs Office (IAPO) and the Vice-Chancellor's Office, in order to tap into the wealth of capacity building opportunities that currently exist at UCT and its partner institutions. In so doing, the OM/CB is seeking to keep both network staff and network partner organizations abreast of capacity building opportunities worth pursuing at UCT, at their home universities, and elsewhere.

*Mentoring Exchanges*

One mentoring exchange took place during the reporting period when a member of the Mauritius team traveled to Malawi for one week to work closely with the Operations Manager for Fieldwork, Dr. Boniface Dulani. Working together, they analyzed the Mauritius data and produced two bulletins, which were released in public events in Mauritius in June. Both bulletins were subsequently published as Afrobarometer Briefing Papers.

The new Operations Manager for Communications, along with the Project Manager for Southern Africa, also went to Lesotho to work with the team there on refining their bulletins, which have also been publicly released and published.

Mentoring exchanges to date have been arranged on a relatively ad hoc basis. The OM/CB is therefore developing a more structured approach, which started with a skills and needs assessment of network partners and staff executed during the R5 Debriefing Meeting. The results from this preliminary survey have been instrumental in creating a holistic picture as to where the strengths and skills are located within the Network and how these can be more strategically used to address weaknesses and meet the training needs within the Network. With the assistance of Core Partner Project Managers, the OM/CB will be implementing more mentoring exchanges during Round 6, beginning in 2014.

*Capacity Building Workshop(s) for new National Partners*

No training workshops for new partners were held during 2013, since (as noted above) new partners were inducted with extra in-country Technical Assistance, and because partners and Network staff were focused on completing Round 5 surveys and releasing the results. However, the OM/CB has conducted needs assessments, and a basic training workshop in survey methods and analysis is planned for the first half of 2014. Results from this preliminary skills and needs assessment showed an overwhelming demand on the part of National Partners for capacity building in the areas of communication and dissemination, as well as data analysis. As such, rather than limiting these training opportunities to new National Partners, capacity building workshops in each of these respective areas will be conducted for all Network interested partners during the course of 2014.

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**Round 6 (Year 1) Capacity Building Work Plan**

- Develop and implement a plan for synchronization of Anglophone and Francophone Summer Schools
- Hold 2014 Anglophone and Francophone Summer Schools
- Conduct two technical training workshops, one on communications, one on topic(s) to be determined
- Conduct Data Management workshop for regional data managers
- Award and facilitate AB 2014 fellowships for courses and/or writing
- Facilitate mentoring exchanges program
- Assist NPs with AB publications

**COMMUNICATIONS**

Based on the 2013 work plan presented to donors in the 2012 Narrative Report, the activities planned for Year 3 of Round 5 included the following Communications activities, each of which is reported on below:

- Complete release of R5 survey results, publication of R5 SORs, Press Releases, and PowerPoint Presentations
- Continue publication of Briefing and Working Papers
- Hold special Africa Day releases
- Hold Round 5 Global Release
- Maintain the Afrobarometer website and Online Data Analysis facility
- Continue ad hoc communications activities (i.e., invited presentations, conferences, etc.)
- Update and implement R5/6 Communications Plan
- Hold Media Training Workshops

While the full scope of Afrobarometer Round 6 Capacity Building activities is not yet fully funded, we have sufficient funding commitments to implement most of our core capacity building activities during 2014, and the Network is continuing its efforts to raise additional funds.

***R5 Results Released and Published***

Using the new model of rolling release of results, results for R5 were released in 74 dissemination events during 2013. This approach broadened our partners' profile in the media and gave stakeholders and policymakers multiple opportunities to hear about and access Afrobarometer data.

On the website, the Network posts various release documents, including Press Releases, Media Briefings (PowerPoint), Summaries of Results, and Briefing Papers, along with media coverage. During 2013, documents were posted including:

- 106 press releases, bringing round 5 total to 132
- 71 Media Briefings (PowerPoint), bringing the round 5 total to 88
- 14 Summaries of Results, bringing the Round 5 total to 22
- 16 Briefing Papers, bringing the Round 5 total to 27

A number of countries are still in the process of finishing the complete cycle of Round 5 dissemination events, including: Cameroon and Swaziland. All Round 5 country disseminations will be completed in early 2014. While the rolling release approach has generally worked well, several challenges have been encountered. These are detailed below, as well as possible responses during Round 6.

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*Scheduling of Events*

The Round 5 protocol called for holding the first event just one month after the completion of fieldwork, with the 2<sup>nd</sup>, 3<sup>rd</sup> and 4<sup>th</sup> events to each follow one month after that, so that all events would be completed roughly 4 months after the completion of fieldwork. In reality, it was difficult if not impossible to adhere to this schedule. In most cases, the data cleaning process still took at least one month, and in some cases longer, so it was not possible to begin the releases within a month. Our current average time between fieldwork and first release event is 123 days.

In addition, few partners could adhere to the protocol of scheduling subsequent events one month apart. This was especially true with respect to the last event where bulletins were released. The bulletins took most partners longer to prepare, and the review process also required additional time.

In addition, the fourth release events were sometimes delayed by partners because they felt that the first three events had to some degree saturated their audiences, especially within the media.

In response to these issues, in Round 6 we will make several adjustments to the protocols, including:

- Targeting the first event to occur 6 weeks after the completion of fieldwork, rather than one month
- Subsequent events are still scheduled one month apart.
- For the fourth event, partners will be given a range of options to pursue different approaches, for example, by presenting to different audiences, or working with specific groups of stakeholders to utilize the results

*Incomplete Disseminations*

As noted above, we have faced particular challenges with the Liberia partner during the dissemination phase. We were able to complete two releases in Liberia during 2013, but it is unlikely that the partner will complete the other two disseminations. We are seeking a new partner,

The Cameroon dissemination has been delayed as the Network sought a second, more politically neutral partner to work with our National Partner during the dissemination phase. The Network identified a local consultant to work with our partner, CEREG, although the relationship took some time to establish. The dissemination process is now moving ahead.

Swaziland has two remaining releases to complete. The fieldwork was done last in Swaziland, finishing in September 2013. The disseminations were further delayed due to election preparations, but they will be completed in early 2014.

*Francophone Document Review and Publication*

Although IREEP has fully served the Afrobarometer Network in managing surveys and disseminations in francophone country, and conducting the francophone Summer School, the Network is still short-handed in terms of French-speaking and especially French-editing capacity. In particular, there have been bottlenecks around reviewing, finalizing and publishing some of the francophone survey products, such as Summaries of Results and Briefing Papers, due to lack of sufficient French-speaking production and editing capacity, especially at MSU, which has managed the finalization and publication of many of these documents. We hope to address this during Round 6 by hiring a publications manager, ideally bi-lingual, who can increase the editing capacity, as well as improving the coordination of the editing process.

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*Continue to Publish Briefing and Working Papers*

In Rounds 4 and 5, Partners produced "Country Bulletins" as their final dissemination product. When these bulletins met the necessary standards for the quality of the presentation and analysis, they were published as Afrobarometer Briefing Papers. Sixteen bulletins were published as AB Briefing Papers in 2013, in Round 5, bringing the Round 5 total to 25. In addition, the Network published 2 Working Papers, which are not linked directly to a country release of results, bringing the Round 5 total to 27.

The Network also introduced a new series, Afrobarometer Policy Papers, which occupy a middle ground between basic Policy Briefs, and analytically very advanced Working Papers. During 2013, the first seven policy papers were produced for the Round 5 global release (see below). All of these publications are available on the Afrobarometer website ([www.afrobarometer.org](http://www.afrobarometer.org)). See Appendix 3 for additional details.

The introduction of dissemination releases guidelines; templates and boilerplates greatly eased the process of producing and polishing the National Partners' products. We will be introducing changes to the templates to make them both easier to use and more effective as policy tools in 2014.

*Africa Day Releases*

Because the Network was still completing surveys and finalizing data in May 2013, it was determined that holding an initial global release of Round 5 results on May 25<sup>th</sup>, Africa Day, would not be feasible.

*Round 5 Global Release*

Afrobarometer decided to use the "rolling release" approach for the Round 5 Global Release as well. This was a major opportunity to publicize the Network's global 34-country results. A plan was developed to do seven releases – each on a different topic -- in seven cities across the continent, over a period of approximately seven months.

Four releases were completed during 2013, in Johannesburg, Nairobi, Dakar and Accra. The remaining three are planned in 2014, in Lagos, Tunis and Bamako. Topics covered in the 2013 releases included: lived poverty and evaluations of the economy, freedom of speech and globalization of communications, corruption, and governance and management of extractive resources. The global release events were extremely effective in attracting both national and international media attention; we have counted 936 articles related specifically to the events. In addition, AB staff and national partners have been interviewed by the BBC, CNBC, South Africa Broadcasting Corp., Voice of America, Radio France International and TV5 Monde, among others. We have used links to some of these articles and broadcasts to boost our social media followers.

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***AB Website and Online Data Analysis***

The website has been updated with the new Afrobarometer logo; in addition, cosmetic changes were made to match the website content colors with the new logo. We also changed the home page, to place links to news items on the home page and position our widget that shows our Twitter feed at the top of the page. The publicity from our global releases and our social media work has resulted in increased distinct visits on our website, particularly from Africa, including South Africa, Ghana, Senegal, Kenya, Uganda, Benin, Tanzania, Namibia, Nigeria and Burkina Faso. Visits per month have risen by 26%, from 3,473 in 2012 to 4,315 in 2013. Average monthly visits from users in the U.S. rose 11% to 1,634 and those from Europe increased 23%, to 1,284. From Africa, our highest priority, distinct monthly visits increased 55% to 1,133.

We continue to post data sets to the Online Data Analysis (ODA) facility. In 2013, we began using Twitter to drive users to the ODA facility. As much as possible, each new follower is sent a link to the ODA. This has been an incredibly effective tool for increasing our visibility with users from the African continent. In 2013 the "Number of Average Distinct Monthly Users" of Online Data Analysis was 1,165. Of these, an average of 297 were from Africa, up from 90 in 2012, an increase of 331%.

***Ad Hoc Presentations and Communications Activities by AB Staff and Partners***

Afrobarometer staff and partners also engage in various ad hoc communications activities, including presentations at conferences, workshops and various other fora. During 2013, members of the Network made at least 22 such presentations. Some highlights include:

Boniface Dulani presented on "Understanding and Integrating Local Perceptions in the Work of UN Peacekeeping Operations" in Uganda, Kampala between 25 Feb – 1 March, 2013.

Boniface Dulani presented on "Using Afrobarometer data for thesis and paper writing," to students of the University of Malawi, Chancellor College, Zomba on April 11, 2013.

Carolyn Logan presented on "Improving Policy Performance in Africa: Exploring the 'Democracy Dividend', at the Midwest Political Science Association Annual Meeting in Chicago, IL, April 11, 2013.

Boniface Dulani presented on "SADC Citizens' Election Attitudes," at the Southern African Development Community Civil Society Organization Summit in Lilongwe, Malawi, in August 2013

E. Gyimah-Boadi presented on "Popular Opinions on Parliaments and Members of Parliaments in Africa: Evidence from the Afrobarometer" at the First Africa Legislative Summit in Abuja, 10-13 November, 2013.

Mike Bratton presented on "Fifteen Years of the Afrobarometer" and on "Peace or Justice? Popular Reactions to Violence in Zimbabwe" at the Conference on "Cross-National Survey Research" at Mexico City on November 14, 2013.

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The Afrobarometer sponsored two panels at the African Studies Association (ASA) Annual Meeting in Baltimore, Maryland between November 21 and 24, 2013, with papers including:

- Edward Ampratwum and E. Gyimah-Boadi presented on "Effectiveness of Public Service Delivery and Popular Perception of Public Agency/Official Integrity and Accountability: any links?"
- Michael Bratton and Carolyn Logan presented on "From Elections to Accountability in Africa."
- Joseph Asunka presented on "The Electoral Path to Transparency: The Case of Local Government in Ghana"
- Nicholas Kerr presented on "Election Integrity and the Chain of Democratic Accountability in Africa"
- Eldred Masunungure presented on "Weak Societal Accountability: Evidence from Southern Africa"

Winnie Mitullah presented on "Public Accountability Ideals in Kenya and Realities in Public Service Delivery".

Daniel Armah-Attoh presented on "Current State of Corruption in Ghana and the Way forward" to US Embassy Ghana Staff in Accra on November 27, 2013.

Bob Mattes and Carolyn Logan presented on "The Persistence of Lived Poverty in Africa" at the World Bank on December 5, 2014.

Boniface Dulani presented at the State of the Union, Africa Capacity Building Course, Dar es Salaam, in December, 2013.

***Revise R5/6 Communications Plan***

The new communications manager has been revising the communications plan, developing priorities while also accommodating the resource constraints that the program faces due to lack of full funding. Priorities going into Round 6 include:

- Rebuilding the AB website
- Revising the Round 6 release protocol and deliverables
- Building up the communications through new recruitments of Communications Officers at each Core Partner, followed by training
- Building up the network of stakeholders engaged with the AB over the long-term
- Continuing to build the Network's social media profile
- Providing training for National Partners to increase their communications skills

***Media Training Workshops***

We were unable to hold media training workshops due to staff constraints, and these will be a top priority in Round 6 after we hire communication coordinators.

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*Other Communications Issues*

*AB on Social Media*

AB established a presence on Facebook and Twitter for the first time during 2013. The Network also hired a communications assistant, allowing the Network to create and implement the first phase of a social media strategy. In 2013, our Twitter followers increased from around 300 in April to 1,394 by the end of the year; our Facebook followers have increased to more than 4,500 from around 500 early in the year. We have also uploaded two of our presentations to slide share, where they have collected more than 400 views. We have prioritized Facebook as a tool, and have used advertising to promote our events and our page. We hope to expand our social media work in 2014 by adding blogs and other writings.

*Building the Communications Team*

In 2013, we focused on hiring a communications manager and completing the national and global results presentations. In 2014 we will strengthen the communications activities further by hiring regional Communications Officers based at each Core Partner. The Communications Manager and Communications Officers will work with the Capacity Building Manager to implement a training program for National Partners.

We will also hire a Publications Manager and a Website Editor. We also plan to redesign our website, to make it easier for policy audiences and ordinary citizens to see how to find our data, find papers related to their work, and use the online analysis tool.

The expansion of the communications team will allow the Network to build contact lists and networks of stakeholders and users, more aggressively pitch stories and blog pages, and follow up with policymakers and policy advocates.

*Afrobarometer Video*

During the preparations for the Mali Round 5.5 survey, the communications team began production of a video on Afrobarometer's work that will be used to further promote the Network. The video, which was directed by the chief news editor of the government television company, Office of Radio and Television of Mali, shows interviewers practicing their art during a pre-test in a village about an hour from Bamako. We have already uploaded the video, with English subtitles, to YouTube, have prepared a second video, in French and plan to round out the video with the results of the surveys. The video will be completed in early 2014.

*Round 6 (Year 1) Communications Work Plan*

- Complete Round 5 Global release of results and Round 5 country disseminations
- Complete Afrobarometer video and utilize and promote it to increase AB visibility
- Hold Stakeholder workshops prior to each R6 survey (25 or more countries) (in collaboration with Surveys team)
- Complete hiring of Communications Officers at each Core Partner, as well as Publication Manager and Website Manager
- Release/publication of R6 Survey Results
- Redesign the website to make it more user friendly and improve its searchability
- Maintain and promote the Online Data Analysis facility
- Advance our social media strategy to strengthen the ability to build partnerships
- Develop partnerships with other organizations to increase our impact and stretch our communications budget.

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- Train National Partners in new templates, presentation skills and networking with policymakers (in collaboration with Capacity Building team)
- Hold Media and NGO Training Workshops
- Pilot new approaches for increasing direct access to policymakers
- Continue ad hoc communications activities (i.e., invited presentations, conferences, etc.)

While the full scope of Afrobarometer Round 6 Communications activities is not yet fully funded, we have sufficient funding commitments to implement most of our core planned activities during 2014, and the Network is continuing its efforts to raise additional funds.

**CONCLUSION**

In 2013 Afrobarometer focused on getting new partner institutions trained and ready for surveys, completing Round 5 surveys, and launching the Round 5 Global Release of Results, while continuing our ongoing capacity building efforts. Overall, although we continue to face challenges in several areas, we are quite pleased with the results. The Network achieved its major goal of completing Round 5 surveys in 35 countries by August of 2013, and the global release of results that began in October 2013 has drawn attention to Afrobarometer findings on an unprecedented scale. We expect to continue building on those achievements, while also tackling some of the challenges as we proceed with Round 6 surveys and related activities during 2014.

One key challenge as we continue into Round 6 is the lack of full funding. Although Afrobarometer has secured sufficient funds to complete all planned Round 6 surveys, lack of full funding will constrain our Capacity Building and Communications programs as well as Network Management. The Network will continue with efforts to raise more funds to be able to undertake as many of the activities initially planned for Round 6 as possible.

AB is grateful especially to its Core Donors – Mo Ibrahim Foundation, SIDA, DFID, USAID and the World Bank—as well as IDS-ICTD, USIP and the British Embassy (Zimbabwe) for supplemental funding), for the confidence shown in the Network's work, and for their continued support of the Afrobarometer.

  
.....  
EXECUTIVE DIRECTOR

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May 18, 2014



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The Project Management Unit presents its report and financial statements for the year ended 31 December 2013. The results for the period are as set out in the attached financial statements.

**NATURE OF BUSINESS**

The Afrobarometer is a comparative series of public attitude surveys on democracy, markets and civil society in Africa. It produces scientifically reliable public opinion data, builds research capacity among African institutions, and broadly disseminates practical results.

The project aims to:

- Enhance the visibility of the Afrobarometer among African Policy Actors through the use of scientifically reliable data on public opinion in African countries
- Continue to build Institutional Capacity for Scientific Analysis in Africa and
- Expand survey database in Africa

**FUNDING**

The project is funded by a consortium of donors comprising:

- Swedish International Development Cooperation Agency( SIDA)
- Mo Ibrahim Foundation (MIF)
- Department for International Development (DFID)
- Institute of Development Studies, University of Sussex (IDS-ICTD)
- United States Institute for Peace
- Michigan State University
- The World Bank
- British Embassy

**ADMINISTRATION**

The funds are administered by the Ghana Centre for Democratic Development through subcontracts to Afrobarometer Core partners.

These partners are:

- Institute for Democracy in South Africa (IDASA - until April 2013)
- Institute for Empirical Research in Political Economy ( IREEP, Benin)
- Centre for Democratic Development (CDD-Ghana)
- Institute of Development Studies, University of Nairobi (UON-IDS, Kenya)
- Institute for Justice and Reconciliation (IJR, South Africa)

The core partners then extend contracts to National Partners (NPs) for implementation of activities. CDD Ghana contracts with National partners in Cape Verde, Ghana, Liberia, Nigeria, Tanzania and Uganda.

PMU contracts with National Partners in Botswana, Lesotho, Malawi, Mozambique, Namibia, South Africa, Zambia and Zimbabwe.

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IREEP contracts with NPs in Benin, Burkina Faso, Madagascar, Mali and Senegal. UON-IDS contracts with NPs in Tanzania and Uganda. The NPs implement the surveys with CDD Ghana, IREEP, IDS and IDASA providing quality assurance through technical support. Funds from USAID are administered by Michigan State University (MSU).

CDD Ghana is empowered as the Project Management Unit to monitor the activities of core partners through disbursement of funds and review of the programme activities.

**PROJECT MANAGEMENT UNIT'S RESPONSIBILITY**

The Project Management Unit (PMU) is responsible for the preparation of the financial statements of the project for each financial year, which gives a true and fair view of the state of affairs of the project and of the receipts and payments for that period.

In preparing these financial statements, the PMU has selected suitable accounting policies and applied them consistently, made judgments and estimates that are reasonable and prudent and followed the grant agreement. The PMU is responsible for ensuring that the project keeps proper accounting records that disclose with reasonable accuracy at any time the financial position of the project.

The PMU is also responsible for safeguarding the assets of the project and taking reasonable steps for the prevention and detection of fraud and other irregularities.

**APPROVAL OF THE FINANCIAL STATEMENTS**

The financial statements of the project, as indicated above, were approved by the Project Management

Unit on.....*May 18*....., 2014.

*[Signature]*  
 EXECUTIVE DIRECTOR

*[Signature]*  
 MEMBER

.....*May 18*..... 2014

**INDEPENDENT AUDITORS REPORT  
ON AFROBAROMETER ROUND 5 PROJECT**

**Report on the Financial Statements**

We have audited the financial statements of Afrobarometer Round 5 Project which comprise the Receipt and Expenditure Statement for the year ended 31 December 2013, and the notes to the financial statements, which include a summary of significant accounting policies and other explanatory notes as set out on pages 29 to 32.

*Project Management Unit' Responsibility for the Financial Statements*

The project management unit is responsible for the preparation and fair presentation of these financial statements in accordance with the Grant Agreement, and for such internal controls as the unit 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 judgment, 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*

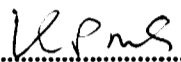
In our opinion, the receipts and expenditure statements give a true and fair view of the project activities of Afrobarometer Round 5 Project at 31 December 2013 in the manner required by the grant agreement.

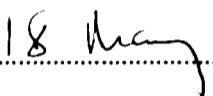
**INDEPENDENT AUDITORS REPORT  
ON AFROBAROMETER ROUND 5 PROJECT**

**Other Matter – Restriction on use (and distribution)**

The receipts and expenditure statements have been prepared in accordance with the grant agreement for the purpose of the Project Management Unit of Afrobarometer Round 5 Project, and the receipts and expenditure statements and related auditor's report may not be suitable for another purpose.

Our report is intended solely for the Donors and the Project Management Unit of Afrobarometer Round 5 Project and should not be distributed to or used by parties other than the Project Management Unit of Afrobarometer Round 5 Project.

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

  
....., 2014

**THE GHANA CENTER FOR DEMOCRATIC DEVELOPMENT**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**AFROBAROMETER ROUND 5**  
**RECEIPTS AND EXPENDITURE STATEMENT**  
**FOR THE YEAR ENDED 31 DECEMBER 2013**

**PROJECT RECEIPTS**

	Note	31/12/13 GH¢	31/12/12 GH¢	31/12/13 US\$	31/12/12 US\$
Balance at 1 January		3,962,229	559,072	2,150,114	370,246
Grants received for the period	3	6,681,923	10,542,038	3,085,260	5,658,010
		-----	-----	-----	-----
		10,644,152	11,101,110	5,235,374	6,028,256
		-----	-----	-----	-----

**PROJECT COST EXPENDITURE**

Personnel		1,824,442	1,837,330	921,150	998,115
Supplies and Services	5(i)	3,525,743	4,252,843	1,714,184	2,310,324
Travel		1,490,362	348,259	836,755	189,189
		-----	-----	-----	-----
Total Direct Costs		6,840,547	6,438,432	3,472,089	3,497,628
Indirect Costs	5(ii)	787,731	700,449	392,433	380,514
		-----	-----	-----	-----
Total Cost	4	7,628,278	7,138,881	3,864,522	3,878,142
		-----	-----	-----	-----
Balance at 31 December	6	3,015,874	3,962,229	1,370,852	2,150,114
		=====	=====	=====	=====

**CASH AND BANK BALANCE**

Cash and Bank Balance	6	3,015,874	3,962,229	1,370,852	2,150,114
		-----	-----	-----	-----
		3,015,874	3,962,229	1,370,852	2,150,114
		=====	=====	=====	=====

  
 EXECUTIVE DIRECTOR

**THE GHANA CENTER FOR DEMOCRATIC DEVELOPMENT**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**AFROBAROMETER ROUND 5**

**NOTES FORMING PART OF THE RECEIPTS AND EXPENDITURE STATEMENT**  
**FOR THE YEAR ENDED 31 DECEMBER 2013**

**1. BASIS OF ACCOUNTING**

These financial statements have been prepared under the historical cost convention and grant agreement.

**2. ACCOUNTING POLICIES**

The following accounting policies have been consistently applied in dealing with items that are considered material in relation to the project's financial statements:

**a. Receipts**

Receipts represent grants received from donors to finance the project activities of the Afrobarometer Round 5 Project.

**b. Grants and project costs**

Grants given to partners and project costs are accounted for on a cash basis.

**c. Foreign Currencies**

Transactions denominated in foreign currencies are translated into Ghana cedis and recorded at the rates of exchange ruling at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies are translated into Ghana cedis at exchange rates ruling on the balance sheet date.

**3. PROJECT INCOME**

Grants received during the period were as follows:

	31/12/13 GH¢	31/12/12 GH¢	31/12/13 US\$	31/12/12 US\$
Swedish International Development Agency	982,720	829,332	453,780	445,110
Mo Ibrahim Foundation	1,083,189	931,603	500,000	500,000
Institute of Development Studies	70,356	60,448	32,488	32,443
Department for International Development (UK)	3,815,039	8,251,558	1,761,629	4,428,688
Michigan State University	-	143,051	-	76,777
World Bank	162,406	326,046	74,993	174,992
British Embassy - Zimbabwe	438,291	-	202,385	-
United States Institute for Peace	129,922	-	59,985	-
	<u>6,681,923</u>	<u>10,542,038</u>	<u>3,085,260</u>	<u>5,658,010</u>

## 4. PROJECT COST

	31/12/13 GH¢	31/12/12 GH¢	31/12/13 US\$	31/12/12 US\$
CDD (PMU)	3,645,290	2,430,884	1,934,527	1,320,559
CDD (Core Partner)	730,573	891,721	377,760	484,421
IDASA (Core Partner)	174,584	954,483	87,367	518,516
IREEP (Core Partner)	1,482,844	1,305,779	763,017	709,354
IDS (Core Partner)	536,865	1,003,352	268,756	545,063
ARAB-BAROMETER	624,800	102,850	220,000	55,872
UCT – South Africa	240,296	449,812	114,427	244,357
IJR – South Africa	193,026	-	98,668	-
	-----	-----	-----	-----
	<u>7,628,278</u>	<u>7,138,881</u>	<u>3,864,522</u>	<u>3,878,142</u>

## 5(i) SUPPLIES AND SERVICES

	31/12/13 GH¢	31/12/12 GH¢	31/12/13 US\$	31/12/12 US\$
Sample surveys	2,872,703	3,748,239	1,362,310	2,036,202
Survey dissemination	404,930	142,643	209,944	77,490
Language translation service	24,124	1,094	12,692	594
External Audit	36,061	19,328	25,596	10,500
Monitoring and evaluation	7,804	28,008	4,935	15,215
Computers	30,461	69,068	16,638	37,521
Network workshops	39,985	143,249	21,720	77,819
Communication and publications	109,675	101,214	60,349	54,983
	-----	-----	-----	-----
	<u>3,525,743</u>	<u>4,252,843</u>	<u>1,714,184</u>	<u>2,310,324</u>

## 5(ii) INDIRECT COSTS

	31/12/13 GH¢	31/12/12 GH¢	31/12/13 US\$	31/12/12 US\$
Bank Charges	9,818	9,063	4,895	4,923
IDCs on other direct costs	777,913	691,386	387,538	375,591
	-----	-----	-----	-----
	<u>787,731</u>	<u>700,449</u>	<u>392,433</u>	<u>380,514</u>

## 6. PROJECT FUND BALANCE

Project fund balance is represented by cash and bank balances as follows:

	2013 GH¢	2012 GH¢	2013 US\$	2012 US\$
Bank balance	3,015,056	3,955,857	1,370,480	2,146,706
Cash in hand	818	6,372	372	3,408
	<u>3,015,874</u>	<u>3,962,229</u>	<u>1,370,852</u>	<u>2,150,114</u>

## 7. PROJECT DURATION

The project is expected to run for a five- year period starting April 2011 and ending 31 December 2015.



## APPENDIX 1: Afrobarometer at a Glance: Key Indicators, January – December 2013

<b>THE AFROBAROMETER</b>	
Number of Core Partners (CDD-Ghana, IJR, IREEP, UON-IDS)	4
Number of National Partners, Afrobarometer Network	35
Number of Support Units, Afrobarometer Network (MSU, UCT)	2
Number of Core Partner Personnel (in full-time equivalent units)	8.6
Number of Project Management Unit Personnel (in full time equivalent)	7.25
Number of Support Unit Personnel (in full time equivalent)	6.9
Number of Round 5 Surveys completed, 2013	16
Minimum National Sample Size	1,200
Maximum National Sample Size	2,400
Number of Interviews this reporting period	21,284
Number of Capacity Building Workshops/Schools this reporting period	3
Number of Afrobarometer Working Papers published, this reporting period	2
Number of Afrobarometer Briefing Papers published, this reporting period	16
Number of Official Briefings	1
Number of Popular Briefings	74
Number of Communications/Media Workshops	0
Number of Ad Hoc Presentation using AB data by Network Members	22
Number of Media Appearances/ Press Reports	circa 1,593
Number of Core Donors	5
Number of Twitter Followers	1,394
Number of Facebook Followers (Likes)	4,642
Number of Monthly Mean Visitors on AB Website	4,315
Number of Average Distinct Monthly Users of Online Data Analysis	1,165
Total Funds Received from Donors – 2013	<b>\$3,085,259</b>

AFROBAROMETER ROUNDS 5 AND 6: LOGICAL FRAMEWORK MATRIX

	Narrative Summary	Objectively Measurable and Verifiable Indicators	Baseline	Target	Current Value between 1.1.13-31.12.13
Overall Program Objective	<p>African citizens' opinions about democracy and development are heard and made part of the public policy debate.</p> <ul style="list-style-type: none"> <li>• Policymakers, advocates, researchers and citizens know, use and value Afrobarometer results in their work</li> </ul>	<ul style="list-style-type: none"> <li>• Proportion of respondents in AB Policy Users Surveys who                             <ul style="list-style-type: none"> <li>○ have heard of AB</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Benin 29% (of 103 respondents)</li> <li>• Ghana 62% (of 224 respondents)</li> <li>• South Africa 68% (of 71 respondents)</li> <li>• Uganda 67% (of 100 respondents)</li> </ul>	Increase in number of respondents to Policy Users survey who have heard of AB	<ul style="list-style-type: none"> <li>• To be updated in 2014</li> </ul>
		<ul style="list-style-type: none"> <li>○ use AB findings themselves</li> </ul>	<ul style="list-style-type: none"> <li>• Benin 35%</li> <li>• Ghana 50%</li> <li>• South Africa 77%</li> <li>• Uganda NA</li> </ul>	Increase in number of respondents to Policy Users survey who have use AB findings themselves	<ul style="list-style-type: none"> <li>• To be updated in 2014</li> </ul>
		<ul style="list-style-type: none"> <li>○ know colleagues who use AB</li> </ul>	<ul style="list-style-type: none"> <li>• Benin 34%</li> <li>• Ghana 38%</li> <li>• South Africa 61%</li> <li>• Uganda 61%</li> </ul>	Increase in number of respondents to Policy Users survey who know colleagues who use AB	<ul style="list-style-type: none"> <li>• To be updated in 2014</li> </ul>
		<ul style="list-style-type: none"> <li>○ find AB useful</li> </ul>	<ul style="list-style-type: none"> <li>• Benin 60-73%</li> <li>• Ghana 83% (excludes non-responses)</li> <li>• South Africa 69%</li> <li>• Uganda 61-87%</li> </ul>	Increase in number of respondents to Policy Users survey who find AB useful	<ul style="list-style-type: none"> <li>• To be updated in 2014</li> </ul>
		<ul style="list-style-type: none"> <li>○ find AB somewhat or very informative</li> </ul>	<ul style="list-style-type: none"> <li>• Benin 100%</li> <li>• Ghana 97% (excludes non-responses)</li> <li>• South Africa 77%</li> <li>• Uganda 86%</li> </ul>	Increase in number of respondents to Policy Users survey who find AB somewhat or very informative	<ul style="list-style-type: none"> <li>• To be updated in 2014</li> </ul>
		<ul style="list-style-type: none"> <li>○ find AB reliable or very reliable</li> </ul>	<ul style="list-style-type: none"> <li>• Benin 89%</li> <li>• Ghana 86% (excludes non-responses)</li> <li>• South Africa 75%</li> <li>• Uganda 86%</li> </ul>	Increase in number of respondents to Policy Users survey who find AB reliable or very reliable	<ul style="list-style-type: none"> <li>• To be updated in 2014</li> </ul>
		<ul style="list-style-type: none"> <li>○ find AB somewhat or very important to their profession</li> </ul>	<ul style="list-style-type: none"> <li>• Benin 100%</li> <li>• Ghana 97% (excludes non-responses)</li> <li>• South Africa 81%</li> <li>• Uganda 94%</li> </ul>	Increase in number of respondents to Policy Users survey who find AB somewhat or very important to their profession	<ul style="list-style-type: none"> <li>• To be updated in 2014</li> </ul>
		<ul style="list-style-type: none"> <li>• Number of requests from policy community for AB assistance in compiling, interpreting or using AB results in policy making processes</li> </ul>	<ul style="list-style-type: none"> <li>• 70 Information requests in R4</li> </ul>	Increase in number of information requests received in R5/6	<ul style="list-style-type: none"> <li>• 21 Information requests in 2013</li> <li>• Total of 89 Information requests in R5</li> </ul>

	Narrative Summary	Objectively Measurable and Verifiable Indicators	Baseline	Target	Current Value between 1.1.13-31.12.13
		<ul style="list-style-type: none"> <li>Number of references to AB in:               <ul style="list-style-type: none"> <li>Official government documents</li> <li>Reports by development, human rights and governance focused organizations</li> <li>Donor reports or documents</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Baseline to be set in R5</li> </ul>		<ul style="list-style-type: none"> <li>0 in Official Government documents</li> <li>2 in Reports by NGOs and International Agencies</li> <li>1 in Donor reports or documents</li> </ul> Total of 7 references in Reports by NGOs and International Agencies and 3 in Donor reports or documents in R5
	The Afrobarometer is institutionalized and sustained as a key public resource in Africa. <ul style="list-style-type: none"> <li>African Core Partners and especially PMU assume primary leadership of Network activities</li> </ul>	<ul style="list-style-type: none"> <li>NPs report confidence in African project leadership</li> <li>FTEs for each CP and Support Unit</li> </ul>	<ul style="list-style-type: none"> <li>Baseline to be set in R5</li> <li>9.6 FTEs in PMU, CPs and Support Unit in R4</li> </ul>	Increase in number of FTEs in PMU, CPs and Support Unit in R5/6	<ul style="list-style-type: none"> <li>To be updated based on midterm evaluation in 2014</li> <li>22.75 FTEs</li> </ul>
Key Outcomes	To produce scientifically reliable data and analysis on public opinion in sub-Saharan Africa <ul style="list-style-type: none"> <li>AB verified as reliable and valuable data resource by users outside of the Network</li> </ul>	<ul style="list-style-type: none"> <li>Use of AB data in various governance indicators continues or expands</li> </ul>	<ul style="list-style-type: none"> <li>UNDP, World Bank, Economic Intelligence Unit and ISS, Erasmus University, Netherlands use AB data to conduct their indicators</li> </ul>	Increase in the number of governance indicators that use AB data	Same as Baseline
	To strengthen institutional capacity for survey research and analysis in Africa <ul style="list-style-type: none"> <li>NP needs for CP technical assistance reduced</li> </ul>	<ul style="list-style-type: none"> <li>Days per survey of in-country TA provided by CP, PMU, NP</li> </ul>	<ul style="list-style-type: none"> <li>Baseline to be set in R5</li> </ul>		<ul style="list-style-type: none"> <li>Days per survey of in-country TA provided by in R5               <ul style="list-style-type: none"> <li>CP -6.9</li> <li>PMU-6.5</li> <li>NP -7.5</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>NP capacity to provide TA to other partners increases</li> </ul>	<ul style="list-style-type: none"> <li>Days per survey of in-country TA provided by NPs to new and existing partners</li> </ul>	<ul style="list-style-type: none"> <li>Baseline to be set in R5</li> </ul>		<ul style="list-style-type: none"> <li>7.5 Days in R5</li> </ul>

	Narrative Summary	Objectively Measurable and Verifiable Indicators	Baseline	Target	Current Value between 1.1.13-31.12.13
	<ul style="list-style-type: none"> <li>Bulletins, Working Papers, Briefing Papers and Indicators produced by NPs and CPs increases (R4 Evaluation Report for baseline)</li> </ul>	<ul style="list-style-type: none"> <li>Number of Working Papers and Briefing Papers authored or co-authored by African members of the Network</li> </ul>	In Round 4: <ul style="list-style-type: none"> <li>7 of 34 WPs (21%)</li> <li>44 of 49 BP (90%)</li> </ul>	Increase in number of Working Papers and Briefing Papers by African members of the Network	<ul style="list-style-type: none"> <li>0 of 2 WPs (0%)</li> <li>15 of 16 BPs (94%)</li> </ul>
		<ul style="list-style-type: none"> <li>Number Working Papers and Briefing Papers authored or co-authored by other African Scholars</li> </ul>	In Round 4: <ul style="list-style-type: none"> <li>2 of 34 WPs (6%)</li> <li>1 of 49 BPs (2%)</li> </ul>	Increase in number of Working Papers and Briefing Papers by other African authors	<ul style="list-style-type: none"> <li>0 of 2 WPs (0%)</li> <li>0 of 16 BPs (0%)</li> </ul>
	<ul style="list-style-type: none"> <li>Women's role in managing surveys and producing analysis increases</li> </ul>	<ul style="list-style-type: none"> <li>Number of women in leadership and other key positions at NPs and CPs</li> </ul>	<ul style="list-style-type: none"> <li>8 Women in leadership and key positions in R4</li> </ul>	Increase in number of women in leadership and other key positions at NPs and CPs	<ul style="list-style-type: none"> <li>19 Women</li> </ul>
		<ul style="list-style-type: none"> <li>Number of Working Papers and Briefing Papers authored or co-authored by women</li> <li>Percentage of WPs and BPs authored or co-authored by women</li> </ul>	In Round 4: <ul style="list-style-type: none"> <li>13 of 34 WPs (38%)</li> <li>10 of 49 BPs (20%).</li> </ul>	Increase in number of Working Papers and Briefing Papers authored or co-authored by women in Network	<ul style="list-style-type: none"> <li>1 of 2 WPs (50%)</li> <li>5 of 16 BPs (31%)</li> </ul>
	<ul style="list-style-type: none"> <li>Number of Working Papers and Briefing Papers authored or co-authored by African women</li> <li>Percentage of WPs and BPs authored or co-authored by African women</li> </ul>	<ul style="list-style-type: none"> <li>1 of 34 WPs 3%)</li> <li>9 of 49 BPs (18%)</li> </ul>	Increase in number of WPs and BPs authored or co-authored by African women	<ul style="list-style-type: none"> <li>0 of 2 WPs (0%)</li> <li>4 of 16 BPs (25%)</li> </ul>	
	<p>To broadly disseminate and apply results</p> <ul style="list-style-type: none"> <li>Media coverage of AB remains high or increases</li> </ul>	<ul style="list-style-type: none"> <li>Number of citations of AB in print and electronic media</li> </ul>	<ul style="list-style-type: none"> <li>618 Media reports in R4</li> </ul>	Increase in number of media coverage of AB findings	<ul style="list-style-type: none"> <li>circa 1,593 Media reports</li> <li>circa 2400 Media reports in R5</li> </ul>

	Narrative Summary	Objectively Measurable and Verifiable Indicators	Baseline	Target	Current Value between 1.1.13-31.12.13
	<ul style="list-style-type: none"> <li>Usage of AB website and Online Data Analysis facility remains high or increases</li> </ul>	<ul style="list-style-type: none"> <li>Mean monthly site visits to AB website</li> <li>Mean monthly site visits to AB website, from Africa</li> <li>% Change in site visits to AB website from Africa relative to R4 or previous year</li> </ul>	<ul style="list-style-type: none"> <li>2848 mean monthly site visits (2010)</li> <li>643 mean monthly site visits from Africa (2010)</li> </ul>	<ul style="list-style-type: none"> <li>Increase in number of monthly site visits to AB website, especially from Africa</li> </ul>	<ul style="list-style-type: none"> <li>4315 mean monthly site visits (an increase of +24% compared to 2012 and an increase of %52% compared to 2010)</li> <li>1133 mean monthly site visits from Africa (an increase of +55% compared to 2012, and +76^ compared to 2010)</li> </ul>
		<ul style="list-style-type: none"> <li>Mean monthly users to the online data facility</li> <li>Mean monthly users to Online Data Analysis facility from Africa</li> <li>% change in mean monthly African users relative to R4 or previous year</li> </ul>	<ul style="list-style-type: none"> <li>892 mean monthly users of ODA in 2010</li> <li>108 mean monthly users from Africa in 2010</li> <li>Baseline to be set in R5</li> </ul>		
	<b>Strengthen Network Management and Continue Africanization</b> <ul style="list-style-type: none"> <li>Institutional capacity of CPs strengthened; CPs effectively fulfill management responsibilities and are responsive the NPs</li> </ul>	<ul style="list-style-type: none"> <li>NPs report satisfaction with leadership and services provided by CPs</li> </ul>	<ul style="list-style-type: none"> <li>Baseline to be set in R5</li> </ul>		<ul style="list-style-type: none"> <li>To be updated based on midterm evaluation in 2014</li> </ul>
		<ul style="list-style-type: none"> <li>NP report satisfaction with timeliness of CP responsiveness.</li> </ul>	<ul style="list-style-type: none"> <li>Baseline to be set in R5</li> </ul>		<ul style="list-style-type: none"> <li>To be updated based on midterm evaluation in 2014</li> </ul>
	<ul style="list-style-type: none"> <li>Roles and responsibilities and lines of communications among partners at all levels clarified and improved</li> </ul>	<ul style="list-style-type: none"> <li>NPs report satisfaction with Network communications</li> </ul>	<ul style="list-style-type: none"> <li>Baseline to be set in R5</li> </ul>		<ul style="list-style-type: none"> <li>To be updated based on midterm evaluation in 2014</li> </ul>
		<ul style="list-style-type: none"> <li>Responsibility and reporting guidelines are developed</li> </ul>	<ul style="list-style-type: none"> <li>No Responsibilities and Reporting Guidelines were developed in R4</li> </ul>	<ul style="list-style-type: none"> <li>Responsibilities and Reporting guidelines developed, adopted and implemented by the Network</li> </ul>	<ul style="list-style-type: none"> <li><b>Complete:</b> Responsibilities and Reporting guidelines developed, shared adopted and implemented by the Network in June 2011</li> </ul>
	<ul style="list-style-type: none"> <li>Donor base diversified and Africanized</li> </ul>	<ul style="list-style-type: none"> <li>Number of new donors in R5/6</li> </ul>	<ul style="list-style-type: none"> <li>5 Core Donors and one Supplemental Donor in R4</li> </ul>	<ul style="list-style-type: none"> <li>Diversify funding sources to include new donors</li> </ul>	<ul style="list-style-type: none"> <li>2 new Core Donors and 3 new Supplemental Donors</li> </ul>

	Narrative Summary	Objectively Measurable and Verifiable Indicators	Baseline	Target	Current Value between 1.1.13-31.12.13
		<ul style="list-style-type: none"> <li>Total number of donors in R5/6</li> </ul>	<ul style="list-style-type: none"> <li>5 Core Donors and one Supplemental Donor in R4</li> </ul>	Increase size of Donor Base	<ul style="list-style-type: none"> <li>5 Core Donors and 3 Supplemental Donor</li> </ul>
		<ul style="list-style-type: none"> <li>Number of African donors in R5/6</li> </ul>	<ul style="list-style-type: none"> <li>0 in R4</li> </ul>	Diversified funding sources to include African donors	<ul style="list-style-type: none"> <li>1 new African Donor: Mo Ibrahim Foundation</li> </ul>
<b>Outputs</b>	<b>Surveys and Analysis</b>				
	<ul style="list-style-type: none"> <li>Survey quality standards continuously updated and improved</li> </ul>	<ul style="list-style-type: none"> <li>Develop Survey Manuals for R5 and R6</li> </ul>	<ul style="list-style-type: none"> <li>R4 Manual completed 4-Feb-2008</li> </ul>	R5 and R6 Survey Manuals developed	<ul style="list-style-type: none"> <li>R5 Manual finalized on 12-Oct-2011</li> </ul>
	<ul style="list-style-type: none"> <li>Survey topics continuously reviewed and updated</li> </ul>	<ul style="list-style-type: none"> <li>Number of Master Questionnaires produced in R5, R5.5 and R6</li> </ul>	<ul style="list-style-type: none"> <li>1 R4 Master Questionnaire produced in R4</li> </ul>	R5, R5.5 and R6 Master Questionnaires produced	<ul style="list-style-type: none"> <li>R5.5 Master Questionnaires finalized, Mali 12-Dec-13, Zimbabwe 15-Jun-13</li> </ul>
	<ul style="list-style-type: none"> <li>Successful data collection for 80 surveys in 35 new and existing countries; data made available to users</li> </ul>	<ul style="list-style-type: none"> <li>Number of New Country Assessments completed</li> </ul>	<ul style="list-style-type: none"> <li>3 New AB Country Assessments done in R4</li> </ul>	15 or more new country assessments to be completed and 15 new countries accepted	<ul style="list-style-type: none"> <li>15 new country assessments completed</li> <li>15 new countries accepted into the network.</li> </ul>
		<ul style="list-style-type: none"> <li>Number of new NPs recruited.</li> </ul>	<ul style="list-style-type: none"> <li>New AB National partners recruited in Liberia and Burkina Faso in R4</li> </ul>	Partners recruited in up to 15 new AB countries; and replacements identified in up to 3 R4 countries	<ul style="list-style-type: none"> <li>Total of 10 partners recruited in new countries in R5</li> <li>3 replacements made in 3 R4 countries</li> </ul>
		<ul style="list-style-type: none"> <li>Number of surveys completed</li> </ul>	<ul style="list-style-type: none"> <li>20 R4 surveys and 3 R4.5 surveys completed in R4</li> </ul>	80 surveys completed in 35 countries in R5/6; minimum of 100,000 interviews completed	<ul style="list-style-type: none"> <li>15 countries with fieldwork completed in 2013, 14 R5 countries and 1 R5.5 country</li> <li>53991 interviews completed to date for R5&amp;R5.5</li> </ul>
		<ul style="list-style-type: none"> <li>Number of interviews completed</li> </ul>	<ul style="list-style-type: none"> <li>32,905 interviews completed in R4 and R4.5</li> </ul>		
		<ul style="list-style-type: none"> <li>Number of final data sets produced and released on schedule in R5/6</li> </ul>	<ul style="list-style-type: none"> <li>Final data sets produced for 23 surveys in 20 countries in R4 and R4.5</li> <li>Final data sets released on schedule (w/in one year) for 20 R4 surveys</li> </ul>	Final data sets produced and released on schedule for 80 surveys in 35 countries in R5/6	<ul style="list-style-type: none"> <li>20 R5 data sets released</li> </ul>
		<ul style="list-style-type: none"> <li>Number of data posted to AB website and archived at ICPSR and Data First Unit at UCT in R5/6</li> </ul>	<ul style="list-style-type: none"> <li>All R4 (20) data has been posted to AB website and archived at ICPSR and Data First Unit at UCT</li> </ul>	All R5/6 (80) data posted to AB website and archived at ICPSR and Data First Unit at UCT	<ul style="list-style-type: none"> <li>20 R5 data posted to AB website</li> </ul>

	Narrative Summary	Objectively Measurable and Verifiable Indicators	Baseline	Target	Current Value between 1.1.13-31.12.13
		<ul style="list-style-type: none"> <li>Number of data sets added to the Online Data Analysis facility</li> </ul>	<ul style="list-style-type: none"> <li>All R4 data sets have been added to the Online Data Analysis facility</li> </ul>	All R5/R6 data sets added to the AB Online Data Analysis facility	<ul style="list-style-type: none"> <li>31 R5 data sets added to the AB Online Data Analysis facility</li> </ul>
	<ul style="list-style-type: none"> <li>Merged data set across countries produced and released</li> </ul>	<ul style="list-style-type: none"> <li>Public Release of merged data sets for R5, R5.5 and R6</li> </ul>	<ul style="list-style-type: none"> <li>Merged data set for R4 publicly released on schedule in June 2010</li> </ul>	Merged data sets for R5, R5.5 and R6 publicly released on schedule	<ul style="list-style-type: none"> <li>R5 Merged data set to be released in October 2014</li> </ul>
	<ul style="list-style-type: none"> <li>Data management systems made more efficient</li> </ul>	<ul style="list-style-type: none"> <li>Number of Data Management Workshops held</li> </ul>	<ul style="list-style-type: none"> <li>Data Management Workshop last held in R3</li> </ul>	Hold a number of data management workshops	<ul style="list-style-type: none"> <li>2 Data Management Workshops held in Benin and Kenya in 2011</li> </ul>
		<ul style="list-style-type: none"> <li>Duration between completion of fieldwork to finalization of data sets</li> </ul>	<ul style="list-style-type: none"> <li>R4 average duration for completion of fieldwork to finalization of data sets – 4 Months</li> </ul>	Time for completion of fieldwork to finalization of data sets reduced	<ul style="list-style-type: none"> <li>R5 average duration for completion of fieldwork to finalization of data sets-90 days</li> </ul>
		<ul style="list-style-type: none"> <li>Pilot test of handheld computers for collecting data and make recommendation</li> </ul>	<ul style="list-style-type: none"> <li>Baseline to be set in R5</li> </ul>		<ul style="list-style-type: none"> <li>To be piloted in R6</li> </ul>
<b>Outputs (cont.)</b>	<b>Surveys and Analysis (cont.)</b>				
	<ul style="list-style-type: none"> <li>Data is more timely and relevant</li> </ul>	<ul style="list-style-type: none"> <li>Frequency of surveys in 10 priority countries</li> </ul>	<ul style="list-style-type: none"> <li>Approximately 3 years between R3 and R4 surveys, and R4 and R5 surveys</li> </ul>	Time between surveys reduced in 10 priority countries	<ul style="list-style-type: none"> <li>TBD at the end of R5/6</li> </ul>
	<ul style="list-style-type: none"> <li>Average sample size increases to facilitate analysis</li> </ul>	<ul style="list-style-type: none"> <li>Average sample size (baseline: R4 20-country merged dataset)</li> </ul>	<ul style="list-style-type: none"> <li>Average Sample of 1386 in R4</li> </ul>	Increase in number of countries with sample size of 2400	<ul style="list-style-type: none"> <li>Avg. sample size of 1543 for 35 surveys in R5</li> </ul>
	<ul style="list-style-type: none"> <li>High quality analysis produced and released</li> </ul>	<ul style="list-style-type: none"> <li>Number of Summaries of Results (SORs) produced and released in R5/6</li> </ul>	<ul style="list-style-type: none"> <li>23 SORs produced in R4, R4.5</li> </ul>	Summaries of Results (SORs) produced and released for 80 surveys in 35 countries	<ul style="list-style-type: none"> <li>Summaries of Results (SORs) produced and released for 22 surveys in R5</li> </ul>
		<ul style="list-style-type: none"> <li>Number of Briefing Papers published per country</li> </ul>	<ul style="list-style-type: none"> <li>Average of 2 Briefing Papers were published per country in R4</li> </ul>	Minimum of 2 Briefing Papers published per country	<ul style="list-style-type: none"> <li>16 BPs in 2013</li> <li>Total 27 BPs published in R5</li> </ul>
		<ul style="list-style-type: none"> <li>Number of Briefing Papers and Working Papers produced by Network partners and staff</li> </ul>	<ul style="list-style-type: none"> <li>44 Briefing Papers produced by Network members in R4</li> <li>19 Working Papers produced by Network members in R4</li> </ul>	Increase in number of Working and Briefing Papers authored by Network partners and staff	<ul style="list-style-type: none"> <li>15 Briefing Papers</li> <li>0 Working Papers</li> </ul>

	Narrative Summary	Objectively Measurable and Verifiable Indicators	Baseline	Target	Current Value between 1.1.13-31.12.13
		<ul style="list-style-type: none"> <li>Number of Briefing and Working Papers published by AB</li> </ul>	<ul style="list-style-type: none"> <li>49 Briefing Papers in R4</li> <li>34 Working Papers in R4</li> </ul>	Increase in number of Working and Briefing Papers published by AB	<ul style="list-style-type: none"> <li>16 BP in 2013 and total of 27 in R5</li> <li>2 WPs in 2013 and total of 18 in R5</li> </ul>
	<ul style="list-style-type: none"> <li>Timely release of results following every survey</li> </ul>	<ul style="list-style-type: none"> <li>Duration between completion of fieldwork and first dissemination of results</li> </ul>	<ul style="list-style-type: none"> <li>R4 Average: 4.5 Months from completion of fieldwork to dissemination</li> </ul>	Time from completion of fieldwork to first dissemination of results reduced	<ul style="list-style-type: none"> <li>123 days for R5 surveys</li> </ul>
<b>Capacity Building</b>					
	<ul style="list-style-type: none"> <li>Survey Management Capacity of new NPs strengthened</li> </ul>	<ul style="list-style-type: none"> <li>Number of Basic Training Workshops held for new NPs</li> </ul>	<ul style="list-style-type: none"> <li>Baseline to be set in R5</li> </ul>		<ul style="list-style-type: none"> <li>Mini planning workshop held in July 2012 for new NPs</li> </ul>
		<ul style="list-style-type: none"> <li>Number of Planning Workshops held</li> </ul>	<ul style="list-style-type: none"> <li>One Planning Workshop held for R4</li> </ul>	One Planning Workshop held for each Round	<ul style="list-style-type: none"> <li>R5 Planning Workshop held in June 2011</li> </ul>
		<ul style="list-style-type: none"> <li>Days of in-country technical assistance provided to new NPs</li> </ul>	<ul style="list-style-type: none"> <li>Baseline to be set in R5</li> </ul>		<ul style="list-style-type: none"> <li>199 days in R5</li> </ul>
	<ul style="list-style-type: none"> <li>Analytical capacity of all NPs strengthened</li> </ul>	<ul style="list-style-type: none"> <li>Number of mentoring exchanges</li> </ul>	<ul style="list-style-type: none"> <li>Baseline to be set in R5</li> </ul>		<ul style="list-style-type: none"> <li>1 mentoring exchanges for a member of the Mauritius team</li> </ul>
		<ul style="list-style-type: none"> <li>Number of Summer Schools held</li> </ul>	<ul style="list-style-type: none"> <li>2 Anglophone and 2 Francophone Summer Schools held in R4</li> </ul>	4 Anglophone and 4 Francophone Summer Schools in R5/6	<ul style="list-style-type: none"> <li>1 Anglophone summer school held in January and 1 Francophone held in between July and Aug. 2013</li> </ul>
		<ul style="list-style-type: none"> <li>Number of publishable Bulletins, Briefing Papers or Working Papers produced by Summer School participants</li> </ul>	<ul style="list-style-type: none"> <li>14 Briefing papers produced by Summer School participants</li> </ul>	Increase in number of publishable bulletins produced by Summer School participants	<ul style="list-style-type: none"> <li>Yet to be finalized</li> </ul>
		<ul style="list-style-type: none"> <li>AB Fellowships awarded</li> </ul>	<ul style="list-style-type: none"> <li>AB awarded 40 fellowships in R4</li> </ul>	Award a number of AB Fellowships in R5/6	<ul style="list-style-type: none"> <li>Yet to be awarded</li> </ul>
		<ul style="list-style-type: none"> <li>Number of publishable Bulletins, Briefing Papers or Working Papers produced by Fellowship recipients</li> </ul>	<ul style="list-style-type: none"> <li>8 Briefing Papers were produced by Fellowship recipients in R4</li> </ul>	Increase in number of publishable Bulletins, Briefing Papers or Working Papers produced by Fellowship recipients	<ul style="list-style-type: none"> <li>Yet to be undertaken</li> </ul>
<b>Communications</b>					
	<ul style="list-style-type: none"> <li>Communications program strengthened</li> </ul>	<ul style="list-style-type: none"> <li>Recruit Communications Specialist in R5</li> </ul>	<ul style="list-style-type: none"> <li>No Communications Specialist for the AB network in R4</li> </ul>	Communications Manager/Specialist recruited	<ul style="list-style-type: none"> <li>Recruited April 2013</li> </ul>



	Narrative Summary	Objectively Measurable and Verifiable Indicators	Baseline	Target	Current Value between 1.1.13-31.12.13
		<ul style="list-style-type: none"> <li>Review/revise Communication Strategy</li> </ul>	<ul style="list-style-type: none"> <li>R4 Outreach Strategy completed in 2007</li> </ul>	AB Outreach Strategy to be modified and developed into a communications Strategy	<ul style="list-style-type: none"> <li>New Dissemination and Communication Strategy developed</li> </ul>
	<ul style="list-style-type: none"> <li>Continuous approach to communications adopted</li> </ul>	<ul style="list-style-type: none"> <li>Number of Rolling release of results undertaken in all R5/6</li> </ul>	<ul style="list-style-type: none"> <li>Baseline to be set in R5</li> </ul>	Implement rolling release of results in most countries by R6.	<ul style="list-style-type: none"> <li>Rolling release of results ongoing</li> </ul>
		<ul style="list-style-type: none"> <li>Number of stakeholders workshops held and number of participants</li> </ul>	<ul style="list-style-type: none"> <li>Baseline to be set in R5</li> </ul>	Stakeholders workshops held in at least 10 countries in R5, 10 countries in R5.5, and 20 countries in R6	<ul style="list-style-type: none"> <li>11 Stakeholders workshops held (2 in Kenya and 1 each in Benin, Burkina Faso, Lesotho, Liberia, Nigeria, Senegal, South Africa, Tanzania and Uganda all in 2011/12)</li> </ul>
<b>Outputs (cont.)</b>	<b>Communications (cont.)</b>				
	<ul style="list-style-type: none"> <li>Results made more useable for policy actors and other users</li> </ul>	<ul style="list-style-type: none"> <li>Number and attendance at media training workshops.</li> </ul>	<ul style="list-style-type: none"> <li>297 journalists trained in 17 media workshops in R4</li> </ul>	Increase in the number and attendance at media training workshops.	<ul style="list-style-type: none"> <li>Yet to be undertaken</li> </ul>
		<ul style="list-style-type: none"> <li>Instances of NP and CP provision of customized results to users</li> </ul>	<ul style="list-style-type: none"> <li>Circa 20 instances of NP and CP provision of customized results to users in R4</li> </ul>	Increase in instances of CP, NP provision of customized AB results to users.	<ul style="list-style-type: none"> <li>2 instances of NP and CP provision of customized results to users in 2013</li> </ul>
		<ul style="list-style-type: none"> <li>Develop Francophone version of website</li> </ul>	<ul style="list-style-type: none"> <li>AB has an Anglophone website</li> </ul>	Francophone website to be developed in R5	<ul style="list-style-type: none"> <li>Francophone website developed in 2012</li> </ul>
		<ul style="list-style-type: none"> <li>Number of demonstrations of Online Data Analysis facility to various audiences</li> </ul>	<ul style="list-style-type: none"> <li>Circa 50 demonstrations of Online Data Analysis facility to various audiences.</li> </ul>	Increase in number of demonstrations of Online Data Analysis facility to various audiences	<ul style="list-style-type: none"> <li>28 demonstrations of Online Data Analysis facility to various audiences in 2013</li> </ul>
	<ul style="list-style-type: none"> <li>Results presented to diverse audiences</li> </ul>	<ul style="list-style-type: none"> <li>Number of presentations (in Africa and outside of Africa) of AB results aside from standard release events, e.g., at professional and academic conferences, workshops, international organizations, donor offices, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Circa 70 presentations</li> </ul>	Increase in number of presentations of AB results	<ul style="list-style-type: none"> <li>22 Presentations during 2013</li> <li>Total of 64 Presentations in R5</li> </ul>
		<ul style="list-style-type: none"> <li>Number of AB policy conference held</li> </ul>	<ul style="list-style-type: none"> <li>Maiden AB Policy Conference held in 2010 in R4</li> </ul>	AB holds second policy conference by 2015	<ul style="list-style-type: none"> <li>Yet to be undertaken</li> </ul>
	<ul style="list-style-type: none"> <li>Policy use of AB tracked</li> </ul>	<ul style="list-style-type: none"> <li>Number of Countries conducting Policy Users Surveys</li> </ul>	<ul style="list-style-type: none"> <li>Policy Users Survey piloted in 4 AB countries in R4</li> </ul>	Policy Users Survey administered in 8 AB countries by 2013	<ul style="list-style-type: none"> <li>Yet to be undertaken</li> </ul>

	Narrative Summary	Objectively Measurable and Verifiable Indicators	Baseline	Target	Current Value between 1.1.13-31.12.13
	<b>Network Management</b>				
	<ul style="list-style-type: none"> <li>New East Africa Core Partner recruited</li> </ul>	<ul style="list-style-type: none"> <li>Core Partner Contract signed by IDS</li> </ul>	<ul style="list-style-type: none"> <li>No East Africa Core Partner in R4</li> </ul>	Core Partner for EA to be recruited	<ul style="list-style-type: none"> <li><b>Complete:</b> IDS-University of Nairobi promoted to CP status in May 2011. First contract signed in Sept. 2011</li> </ul>
	<ul style="list-style-type: none"> <li>Network management capacity strengthened</li> </ul>	<ul style="list-style-type: none"> <li>Time commitment of ED</li> </ul>	<ul style="list-style-type: none"> <li>25%-33% Time commitment of ED in R4</li> </ul>	Time commitment of ED to increase to 50%	<ul style="list-style-type: none"> <li>Time commitment of ED R5 increased to 50%</li> </ul>
		<ul style="list-style-type: none"> <li>Operations Manager PMU recruited</li> </ul>	<ul style="list-style-type: none"> <li>No Operations Manager PMU in R4</li> </ul>	OM-PMU to be recruited	<ul style="list-style-type: none"> <li>Recruited in March 2011</li> </ul>
		<ul style="list-style-type: none"> <li>Operations Manager Field recruited</li> </ul>	<ul style="list-style-type: none"> <li>No Operations Manager Field in R4</li> </ul>	OM-Field to be recruited	<ul style="list-style-type: none"> <li>Recruited in March 2011</li> </ul>
		<ul style="list-style-type: none"> <li>Capacity Building Manager recruited</li> </ul>	<ul style="list-style-type: none"> <li>No Capacity Building Manager in R4</li> </ul>	To be recruited by end of 2012	<ul style="list-style-type: none"> <li>Recruited in May 2013</li> </ul>
<b>Outputs (cont.)</b>	<b>Network Management (cont.)</b>				
	<ul style="list-style-type: none"> <li>Network administrative capacity enhanced</li> </ul>	<ul style="list-style-type: none"> <li>Number of Administrative staff recruited to support Network Activities at each CP and Support Unit</li> </ul>	<ul style="list-style-type: none"> <li>Currently none of the CP and Support Unit had dedicated Administrative staff support in R4</li> </ul>	One Administrative staff to be recruited for each CP and Support Unit to support AB activities.	<ul style="list-style-type: none"> <li>Administrative staff recruited for each CP and Support Unit</li> </ul>
		<ul style="list-style-type: none"> <li>Number of Financial Management Workshops held</li> </ul>	<ul style="list-style-type: none"> <li>One financial management workshop held at the start of R4</li> </ul>	PMU provides regular support to CPs to manage financial management issues	<ul style="list-style-type: none"> <li>1 day R5 Financial Management Workshop held in May 2011</li> </ul>
		<ul style="list-style-type: none"> <li>Number of days of Financial Management Technical Assistance provided by PMU to other CPs or NPs</li> </ul>	<ul style="list-style-type: none"> <li>PMU conducted reviews and advice to 2 CPs re: financial management during R4</li> </ul>		<ul style="list-style-type: none"> <li><b>Ongoing:</b> Financial Management TA whenever needed by Partners.</li> </ul>
	<ul style="list-style-type: none"> <li>Core Partners' responsibilities clarified and monitored, CP responsiveness strengthened</li> </ul>	<ul style="list-style-type: none"> <li>Financial management guideline clear and up-to-date</li> </ul>	<ul style="list-style-type: none"> <li>Network's first Financial Management Manual produced for R4</li> </ul>	Regularly review, revise and update Financial Management Manual	<ul style="list-style-type: none"> <li>Revised R5 Financial Management Manual produced at May 2011 workshop and shared with CPs</li> </ul>
		<ul style="list-style-type: none"> <li>CP Terms of Reference Developed and added to CP Contracts</li> </ul>	<ul style="list-style-type: none"> <li>Survey management responsibilities checklist was available in R4, but not complete TOR</li> </ul>	TOR to be developed by end of 2011.	<ul style="list-style-type: none"> <li><b>Complete:</b> TOR developed and shared with CPs in May 2011</li> </ul>
	<ul style="list-style-type: none"> <li>Core Partners' responsibilities clarified and monitored, CP responsiveness strengthened</li> </ul>	<ul style="list-style-type: none"> <li>Communications log system established and maintained by all CPs</li> </ul>	<ul style="list-style-type: none"> <li>No communications log in R4</li> </ul>	Communications logs introduced in R5	<ul style="list-style-type: none"> <li>Communications log template developed and used by Core Partners for reporting from Sep 2011</li> </ul>

	Narrative Summary	Objectively Measurable and Verifiable Indicators	Baseline	Target	Current Value between 1.1.13-31.12.13
	<ul style="list-style-type: none"> <li>All staff roles and responsibilities and lines of communication within the Network clarified</li> </ul>	<ul style="list-style-type: none"> <li>Responsibilities and Reporting guidelines developed, adopted and implemented by the Network</li> </ul>	<ul style="list-style-type: none"> <li>No Responsibilities and Reporting Guidelines were developed in R4</li> </ul>	Responsibilities and Reporting Guidelines to be developed and communicated to staff.	<ul style="list-style-type: none"> <li><b>Complete:</b> Responsibilities and Reporting guidelines developed, shared, adopted and implemented by the Network in June 2011</li> </ul>
	<ul style="list-style-type: none"> <li>Network Human Resources strengthened</li> </ul>	<ul style="list-style-type: none"> <li>Human Resources Development plan developed and implemented</li> </ul>	<ul style="list-style-type: none"> <li>No Human Resources Development plan in R4</li> </ul>	Human Resources Development plan to be developed and implemented	<ul style="list-style-type: none"> <li>Yet to be implemented</li> </ul>
		<ul style="list-style-type: none"> <li>Number of CP Staff Workshops held</li> </ul>	<ul style="list-style-type: none"> <li>One R4 Core Partner Prep Workshop held in 2007</li> </ul>	Hold annual CP staff workshops	<ul style="list-style-type: none"> <li>1 end of Round Debriefing/Assessment Workshop in July 2013</li> </ul>
	<ul style="list-style-type: none"> <li>Institutional Capacity of CPs strengthened</li> </ul>	<ul style="list-style-type: none"> <li>Institutional Strengthening plan developed and implemented</li> </ul>	<ul style="list-style-type: none"> <li>No Institutional Strengthening in R4</li> </ul>	Institutional Strengthening plan to be developed and implemented	<ul style="list-style-type: none"> <li>Put on hold due to funding constraints.</li> </ul>
	<ul style="list-style-type: none"> <li>Improve CDDs ability to communicate with partners</li> </ul>	<ul style="list-style-type: none"> <li>Procure and maintain a dedicated broadband server for CDD</li> </ul>	<ul style="list-style-type: none"> <li>AB PMU uses the CDD server</li> </ul>	AB to procure and maintain dedicated broadband server for its activities	<ul style="list-style-type: none"> <li>Yet to be purchased</li> </ul>

## AFROBAROMETER PUBLICATIONS, 2013

## Working Papers

WP143: Ali, Merima, Odd-Helge Fjeldstad and Ingrid Hoem Sjørsen. "To Pay or Not to Pay? Citizens' Attitudes towards Taxation in Kenya, Tanzania, Uganda and South Africa"

WP142: Bodenstein, Thilo. "Ethnicity and Individual Attitudes towards International Investors: Survey Evidence from Sub-Saharan Africa"

## Briefing Papers

BP124: "Tax Administration in Ghana: Perceived Institutional Challenges"

BP123: "Governance and Democracy Attitudes in Higher Performing African Countries"

BP122: "Tanzania: Citizens' Perceptions and Attitudes towards Taxation, Tax Enforcement and Tax Officials"

BP121: "A Tale of Two Presidents: Assessments of 'Chitsulo Cha Njanje' and 'Amayi' in Malawi"

BP120: "Trapped in Underdevelopment: The Permanence of Poverty and Food Insecurity in Malawi"

BP119: "Unemployment Biggest Problem for Basotho, Who Also Endorse Illegal Immigration to Get Jobs"

BP118: "Popular Attitudes toward Democracy in Mauritius"

BP117: "Islands Drifting Apart? A Comparative Analysis of the Socio-Economic Experience of Rodrigues and Mauritius"

BP116: "Zimbabweans' (Mostly) Tolerant Views on Citizenship"

BP115: "Zimbabweans' Views on Empowerment: Jobs vs. Business Takeovers"

BP114: "The Popular Quest for Devolution in Zimbabwe"

BP113EN: "Crisis in Mali: Ambivalent Popular Attitudes on the Way Forward"

BP113FR: "Coulibaly, Massa and Michael Bratton - La crise au Mali : attitudes populaires ambivalentes sur la voie à suivre"

BP112: "Citizen Perceptions of Migration in South Africa"

BP111: "Citizen Perceptions of Democracy in Uganda: The Growing Gap between Expectations and Realities"

BP110: "Perceptions and Realities of Corruption in South Africa"

BP109: "The Constitution of Kenya 2010: Kenyans Give a Thumbs Up"