

Annual Report  
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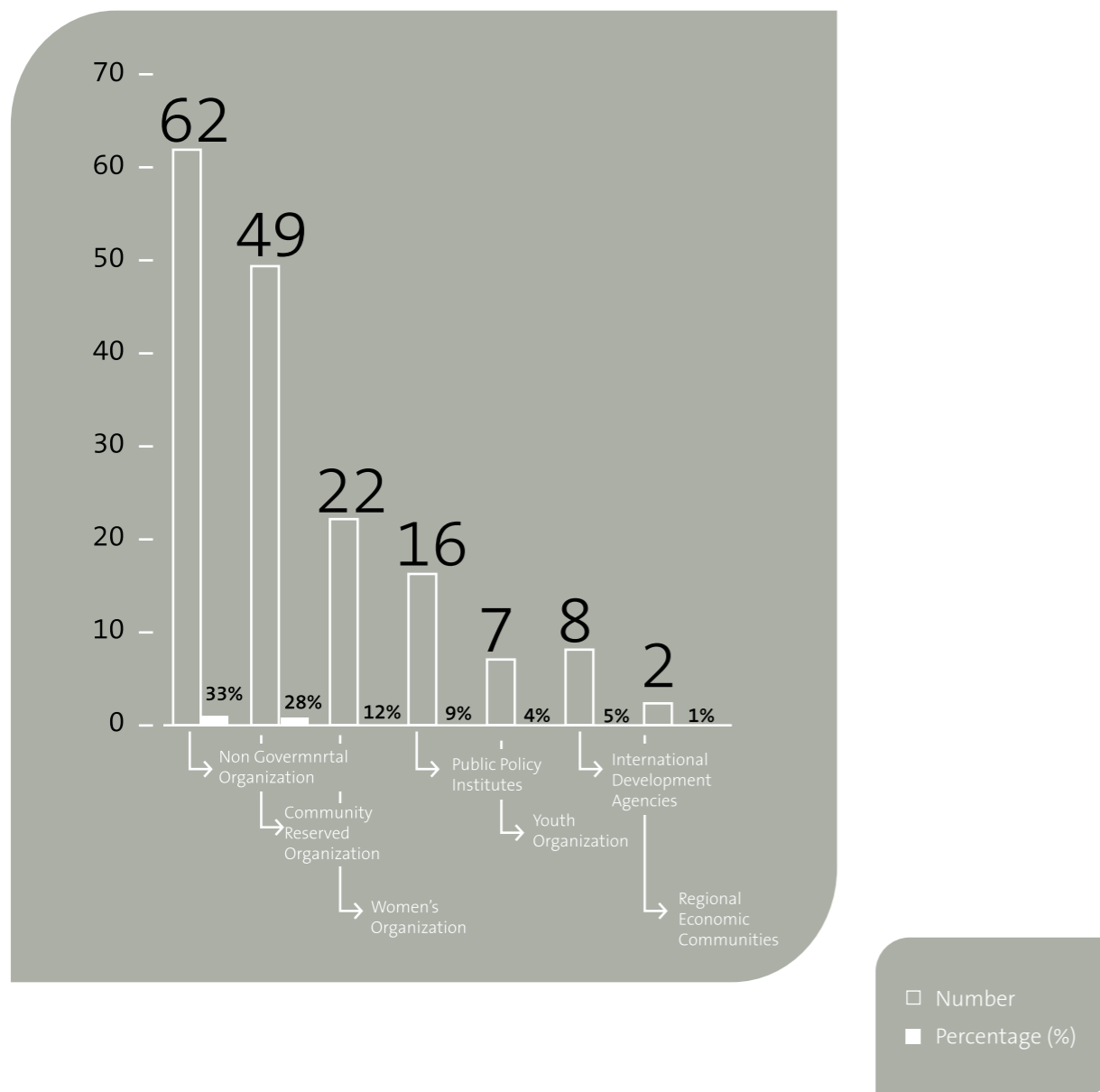


# A Growing Institution



OSIWA

## 2009 at a Glance



## LIST OF ACRONYMS

AAB	– African Advisory Board
AWDF	– African Women's Development Fund
COSOPSCI	– Coalition de la Société Civile pour la Paix et le Développement Démocratique en Côte d'Ivoire
CSO	– Civil Society Organisation
FIFEM	– Fédération Internationale des Femmes pour la Paix, l'Égalité, et le Développement
GTZ	– German Technical Cooperation
ICRtoP/ICR2P	– International Coalition for the Responsibility to Protect
KAIPTC	– Kofi Annan International Peacekeeping Training Centre
LGI	– Local Government and Public Service Reform Initiative
OSI	– Open Society Institute
OSIWA	– Open Society Initiative for West Africa
RtoP/R2P	– Responsibility to Protect
SIPRI	– Stockholm International Peace Research Institute
WACSOF	– West African Civil Society Forum
WFM-IGP	– World Federalist Movement-Institute for Global Policy
WIPSEN-A	– Women, Peace and Security Network-Africa

“2009 was an excitingly busy year for WACSI as the Institute broadened its interventions by working closely with civil society actors at the national level; focusing on Togo, Cote d'Ivoire, and Liberia.”



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## About WACSI

The West Africa Civil Society Institute (WACSI) was created by the Open Society Initiative for West Africa (OSIWA) to reinforce the capacities of civil society in the region. The Institute was established to bridge the institutional and operational gaps within civil society.

### Vision:

To strengthen civil society organisations as strategic partners for the promotion of democracy, good governance and national development in the sub region.

### Mission:

The objective of the Institute is to strengthen the institutional and technical capacities of CSOs in the formulation of policies, the implementation and promotion of democratic values and principles in West Africa. The role of WACSI is to serve as a resource centre for training, research, experience sharing and political dialogue for CSOs in West Africa. The Institute makes its plea through policy dialogue to discuss current issues affecting West African States. Reference documents are regularly published by the Institute and distributed to political leaders.

[www.wacsi.org](http://www.wacsi.org)

## About OSIWA

The Open Society Initiative for West Africa (OSIWA) was created in December 2000 as part of the world network of 32 autonomous foundations founded and supported by George Soros. These non-profit-making foundations share in the commitment to work for an “open society”. Based on the principle that no one has monopoly of the truth, an open society recognises the different points of view and always remains open to improvement. In practice, open societies are characterised by the priority of law, democracy, respect of diversity and human rights, liberalisation of markets, information to the people and the dynamism of civil society.

[www.osiwa.org](http://www.osiwa.org)

“ To strengthen civil society organisations as strategic partners for the promotion of democracy, good governance and national development in the sub region. ”



Prof. Adebayo Olokushi, WACSI Board Chair

“ WACSI’s partnerships portfolio witnessed a substantial growth that speaks to its increasing recognition as a key player that brings fresh energies into the West African civil society terrain. ”

## BOARD CHAIR’S FOREWORD

2009 was another year marked by success in the consolidation of the work and presence of the West Africa Civil Society Institute as a resource for civil society organisations in the West African sub-region. The founding vision on the basis of which the Institute was launched a few years earlier was simple but impeccable: To nurture an institution in West Africa that would, by the quality and relevance of its work, fill a major gap in the development of civil society organisations in the sub-region in order to support them to be the transformative agents they seek to be within the ambit of the historic and contemporary African quest for inclusive and democratic governance. To this end, even with the limited resources at its disposal, the Board and management of the Institute were clear that WACSI’s ability to play its mandated role effectively will not only reside in the identification of a relevant and appropriately pitched niche but also the performance of its role with an uncommon professionalism that would enable it to emerge rapidly as a centre of excellence that could be a model and catalyst for others.

During the course of 2009, perhaps more so than in previous years when the Institute was still finding its footing, WACSI’s activities and engagements began fully to show the range of services which it is able to deliver to civil society in West Africa, in addition to its own contribution to the process of building democratic and open societies in the sub-region. As readers will notice in the pages that follow, the Institute was particularly strong in its capacity building work but major steps were also taken to launch a variety of research initiatives and promote policy dialogues among various key players in the West African democratic process. Also, the Institute’s presence and visibility in the sub-region were enhanced by the increased number of activities carried out in places other than its headquarters city of Accra, Ghana. Furthermore, WACSI’s partnerships portfolio witnessed a substantial growth that speaks to its increasing recognition as a key player that brings fresh energies into the West African civil society terrain.

It would not be possible to celebrate the successes which WACSI has registered without recognising the selfless efforts of the members of the Board and management of the Institute, and acknowledging the support of the Open Society Initiative for West Africa (OSIWA). I would also like to register the Institute’s appreciation of the generous assistance, including funding, which was received from other institutional partners. The members of staff of the Institute remain a solid pillar of strength, not least because of the single-minded devotion with which they translate ambitious Board objectives into programmes and activities that benefit a wider community of change agents. The role of Thelma Ekiyor, foundation director of the Institute was sterling in this regard. Sadly, after three years of outstanding stewardship, she bade goodbye to the Institute at the end of 2009 in order to pursue other professional interests. She will be missed but we are also assured that the staff she has left behind are equal to the challenge of keeping the WACSI flag flying high at all times.

Adebayo Olokushi,  
Board Chair



Ms. Thelma Ekiyor, Executive Director

“ Practicing what it preaches on policy advocacy, the Institute played a leading role as the Chair of the International Coalition on the Responsibility to Protect (ICRtoP) by organizing forums in West Africa ”

## EXECUTIVE DIRECTOR’S REPORT

### TOWARDS A MORE POLICY ORIENTED CIVIL SOCIETY SECTOR

2009 was an excitingly busy year for WACSI as the Institute broadened its interventions by working closely with civil society actors at the national level; focusing on Togo, Cote d’Ivoire, and Liberia. These interventions highlighted that though the evolution and growth of civil society in the respective countries have been different, there are however convergences in the challenges facing actors within the sector across West Africa.

In all three countries, the vibrancy of civil society is evident. Committed organisations working on a myriad of issues are present and visible. These organisations have the potential to play central roles in policy formulation and implementation but generally remain at the periphery.

This situation needs to change and civil society has to emerge as a convincing “third” sector as the process of consolidating democratization in the region matures. Thus, WACSI’s engagement across West Africa in 2009 focused on bridging the gap in civil society’s involvement in policy formulation processes. The Institute in collaboration with the West African Civil Society Forum (WACSOF) designed a three-year project titled “Civil Society and Parliamentary/Legislative Forum” which aims to create national and regional platforms for enhanced constructive interaction between civil society and members of legislatures in the region. The first of such interactions; a consultative meeting between civil society and the national

legislature was organised in Liberia during the year. This meeting highlighted the high mistrust, suspicion and antagonism that categorize the current relationship between civil society and government in general and the urgent need for measures that will re-examine this relationship.

Recognising this skills deficit within the civil society sector in policy analysis and advocacy, WACSI, the Local Government and Public Service Reform Initiative of the Open Society Institute in Budapest and OSIWA designed a two-year project to deliver policy advocacy training to 100 civil society actors in West Africa. It is envisaged that the replicable effect of these trainings will qualitatively enrich civil society’s interactions on policy issues.

Practicing what it preaches on policy advocacy, the Institute played a leading role as the Chair of the International Coalition on the Responsibility to Protect (ICRtoP) by organizing forums in West Africa to urge regional governments to support the implementation of the norm, and participating in the advocacy process at the United Nations in New York.

Aside from these robust interventions on policy advocacy, WACSI remained committed to strengthening the internal governance of civil society organizations and organised its flag ship courses on Corporate Governance, NGO management for actors in Liberia, Cote d’Ivoire, Ghana and Togo.

2009 also witnessed WACSI enhance the participation of women in its activities. In collaboration with the African Women's Development Fund (AWDF), the Institute designed a targeted course for enhancing Boards of women's organizations and held a training in Abidjan for women's groups from Francophone countries. WACSI also served as a Technical Partner to the Ministry of Gender and Development in Liberia during the International Women's Colloquium organized by President Ellen Johnson-Sirleaf and the President of Finland. WACSI in collaboration with the Women Peace and Security Network Africa (WIPSEN-Africa), AWDF, the International Women's Programme of the Open Society Institute and the Daphne Foundation organized the 2<sup>nd</sup> West African Women's Policy Forum in Abidjan, Cote d'Ivoire.

Internally, WACSI increased its staff component by recruiting a Research Fellow and a Policy Advocacy Officer. The Institute also had four young and dynamic West Africans graduate from its Next Generation Internship Programme.

This report illustrates the growth of WACSI and the breadth of its interventions nationally, regionally and internationally. As the Institute matures, its commitment to West African civil society remains unwavering and would like to profoundly thank all

our civil society partners and colleagues for making this year a memorable one. We are also grateful to the continued support from our founding institution OSIWA, and other donors/partners who continue to invest in building this unique institution.

Finally, at the end of 2009, my time as WACSI's Executive Director came to an end. It was an honour to serve as the Institute's first Executive Director and I sincerely thank my colleagues at the secretariat, the Board of WACSI and everyone I worked with during my tenure for making my time at the Institute a rewarding one. Keep the WACSI light burning bright and God bless.

Thelma Ekiyor  
Executive Director

“ WACSI remained committed to strengthening the internal governance of civil society organizations and organised its flag ship courses on Corporate Governance, NGO management for actors in Liberia, Cote d'Ivoire, Ghana and Togo. ”

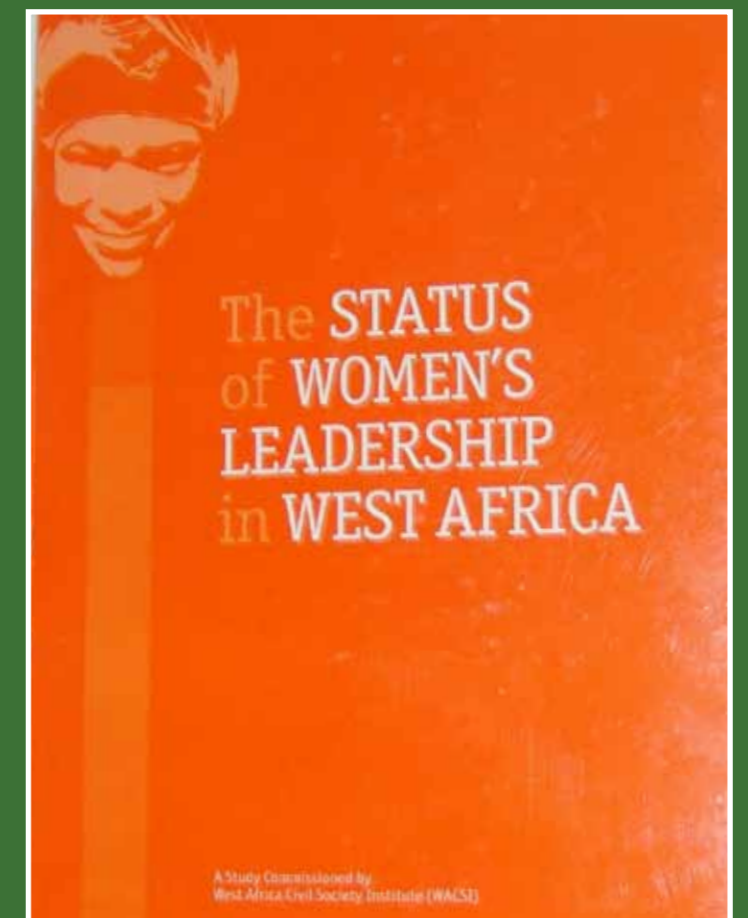
“ In 2009, WACSI provided tactical spaces for civil society to enhance its engagement and collaboration with policymakers and institutions working on critical issues affecting the region. ”

## EMPOWERING CSO ACTORS THROUGH EXPLORATORY RESEARCH

By Lansana Gberie, Research Fellow

Research and documentation has been integral to WACSI since its establishment. WACSI launched the “WACSERIES”: a mini-monograph series that covers important issues impacting on civil society broadly in West Africa. In 2009, two editions of WACSI Series were published on: “*The Role of West African Youths in Governance and Development*” and “*Civil Society's Role in Guinea*”. The Institute also published the findings of an 18-month study on “*The Status of Women's Leadership in West Africa*”. The research focused on four countries – Ghana, Nigeria, Senegal and Cote d'Ivoire – as case studies for a comprehensive and analytical study of issues surrounding women's leadership in the region. It is hoped to be a major contribution to the subject and to debates around gender equity and gender studies in general.

In October, WACSI took a major step to enhance its research output by hiring Sierra Leonean academic and author Lansana Gberie as Research Fellow. Immediately after, Gberie embarked on a field research



for a major publication focusing on West African Civil Society and various Transitional Justice processes in the region, in particular truth commissions. The study focuses on Liberia and Sierra Leone, two countries that recently emerged from devastating civil wars and have been experimenting with important Transitional Justice mechanisms, as case studies. The objectives of this research are:

- To conduct an independent and credible analysis of the role of civil society in the TRC process;
- To provide a reference document that chronicles the TRC process in Liberia from a civil society perspective;
- To provide an opportunity for CSOs to document their experiences of the TRC process; and

- To provide a comparative analysis of the role of civil society in reconciliation processes in the region with Sierra Leone and Liberia as case studies.

Field research for the study will be completed by December, and a draft report available before the end of the year. The findings of this research will set the pace for a roundtable discussion on the role civil society should play in transitional justice processes. Recommendations from the roundtable will add to the buildup of the final research product which will be disseminated widely across the sub-region.

To broaden and deepen the scope of its research activities, WACSI is at the moment engaging with the Stockholm International Peace Research Institute (SIPRI), for some collaborative research

work. The collaboration is planned to be long-term, and the result will be an enhanced engagement in a number of areas, including publications, access to extensive library facilities and publications of SIPRI, and collaboration in internship exchanges and fellowships.

The Institute also finished the process of publishing the following:

- Civil Society Directory for West Africa: funding was received by Trust Africa to disseminate the directory widely.
- Regional Instruments handbook for civil society that catalogues the existing instruments available in the region that can be used in civil society advocacy institutions.

## DEVELOPING THE POLICY INFLUENCING SKILLS OF WEST AFRICAN CSOs

By Omolara T. Balogun, Policy Advocacy Officer

Since its inception, WACSI has been committed to providing the space for civil society to engage in policy discussions. The Institute has also enhanced its focus on policy advocacy by forging a partnership with the Local Government and Public Service Reform Initiative (LGI), of the Open Society Institute (OSI), and OSIWA to develop a policy advocacy course that seeks to enhance the capacity of a selected cadre of civil society actors to be more effective and influential in policy making process across West Africa. The development of this course was in response to skills deficiencies identified within the civil society.

In 2009, WACSI provided tactical spaces for civil society to enhance its engagement and collaboration with policymakers and institutions working on critical issues affecting the region. The Institute convened a cross-section of civil actors, policy-makers and relevant stakeholders to engage in policy dialogue, consultative meetings, seminars and forums. The policy papers, briefs, recommendations and reports which emanate from these periodic meetings are widely disseminated to relevant stakeholders.

In the course of the year, the Institute conducted policy oriented-research targeted at interrogating and documenting the contributions of civil society to national/regional policy formation, analysis, influencing and engagement in governance issues.

“ In 2009, WACSI provided tactical spaces for civil society to enhance its engagement and collaboration with policymakers and institutions working...”

### POLICY ENGAGEMENT AND ADVOCACY TRAINING OF TRAINERS COURSE

This course was a product of the formalized partnership between WACSI, OSIWA and LGI. Following a successful pilot training course on policy advocacy for 16 civil actors in October 2008, WACSI, LGI and OSIWA developed a Training of Trainers project for West African civil society. The project will be implemented in two phases:

- A regional Training of Trainers (ToT) to train 10 trainers; and

- 3 training workshops in Nigeria, Liberia and Cote d'Ivoire to be implemented in 2010.

The Training of Trainers course was designed to develop the capacity of a selected cadre of civil actors in the sub-region. The workshop took place within the WACSI Secretariat in Accra, Ghana.



Participants at the TOT course, December 2009, WACSI Conference room



WACSI's Research Fellow, Lansana Gberie (left) interviews Augustine Toe (right) of the Justice and Peace Commission of Liberia as he carries out research on the role of civil society in the TRC in Liberia

## ELECTIONS IN AFRICA: THE GHANAIAN EXPERIENCE

WACSI was proud to serve as the local organizer of the OSI African Advisory Board (AAB) meeting. The meeting enhanced the Institute's visibility within the broader OSI family. As part of the AAB, WACSI in collaboration with the Open Society Initiative for West Africa (OSIWA) co-hosted a consultative forum on "Elections in Africa: Lessons from the Ghanaian Experience" with support of the Open Society Institute (OSI) in Accra, Ghana. The one day meeting brought together a cross section of actors including civil society, representatives from electoral commissions and members of the OSI Network and Africa Advisory Board (AAB), to discuss the 2008 Ghanaian elections in the context of other recent electoral experiences in West Africa.

## CIVIL SOCIETY AND PARLIAMENTARY/ LEGISLATIVE FORUM: THE LIBERIAN CONSULTATION

Legislatures and civil society are "two different sides of the same coin", given that legislatures are the direct representatives of the citizens in a country and civil society espouse to represent the aspirations of peoples. However, in practical terms the relationship between these two sectors is fraught with tensions and mistrust. Thus, in collaboration with the West African Civil Society Forum (WACSOF) the Institute conceptualised a 3-year regional project titled "West African Civil Society Parliamentary/Legislative Forum" which aims to improve responsive governance processes in the sub-region. The long-term goal of the project is to establish regional and national frameworks for civil society and legislators to engage in positive interactions which will foster a culture of participation among stakeholders

in legislative processes and promote ownership and accountability to the region's citizenry. Three countries were selected to pilot the national phase of the consultative meeting: Liberia, Nigeria and Senegal.

The first of these consultative meetings was organised in Liberia during the year. The forum titled "Civil Society and Legislative/ Parliamentary Forum: The Liberia Consultation" provided a platform for civil society and the national legislature in Liberia to forge a more constructive, interdependent and mutually beneficial relationship.

The forum strategically set an avenue for the civil society actors and the legislators to interact and establish a relationship for the first time after the 14 years of protracted civil war, thus, instigating the process of a structured mechanism for collaboration between the two stakeholders.



Sitting (L-R): Mme Salimata Thiam, Programme Manager, ECOWAS Gender and Development Center, Senegal; Ms. Leymah Gbowee, Executive Director of WIPSEN-Africa, Ghana; H.E. Mme Simonne E. Gbagbo, First Lady of Cote d'Ivoire; Ms. Thelma Ekiyor, Executive Director of WACSI, Ghana; Mme Salimata Porquet, Executive Director of FIFEM, Cote d'Ivoire Standing (L-R): Yvonne Moore, Executive Director of Daphne Foundation, U.S.A; Rissi Alabi, Programme Manager of AWDF for Francophone Africa, Ghana

## 2ND ANNUAL WEST AFRICAN WOMEN'S POLICY FORUM

For two years, WACSI and WIPSEN-Africa have served as conveners of an annual reflection forum for West African women to deliberate on issues affecting women and strategise on how to influence policy processes at national and regional levels. These forums uniquely bring together women in civil society and women from different government agencies to work collaboratively. In 2009, WACSI, WIPSEN-A and the Forum International des Femmes pour la Paix l'Egalité et le Développement (FIFEM) organized the 2<sup>nd</sup> forum under the theme: "Our Politics is Now: Moving Beyond the Rhetoric of Women's Political Participation". The forum supported by OSIWA, International Women's Programmes of the Open Society Institute (OSI-IWP), AWDF and the Daphne Foundation discussed how to quantitatively increase the participation of women in political processes.

The forum reviewed women's participation in politics in post independence in West Africa and tracked the achievements

of women's involvement in political parties; participation in electoral processes (asides carrying campaign placards for men); and ascension to appointed or elected positions at both national and regional levels.

Having highlighted on the prevailing challenges limiting women's efforts such as; dearth of political skills, lack of access to information, lack of financial resources to embark on successful campaigns, the incessant politics of women's exclusion/disqualification from emerging as political party choice in primaries (due to huge candidature fees), violence-prone political environments coupled with physical/ psychological insults and abuses often rained on women in active politics amongst others.

At the end of the forum, women came up with recommendations targeted at increasing their participation, visibility and ascension to elective leadership positions in the forthcoming elections.

### Some of the key recommendations include;

- The formation of a Regional Women's Election Observation Team consisting of two women (from civil society and government), from each of the 16 geographical countries of West Africa.
- Women's capacity should be enhanced and knowledge broadened through workshops/ trainings on electoral procedures and laws both at the national and regional level.
- National governments should institute affirmative action to facilitate the implementation of the UN's proposed 30 percent representation of women at all decision making processes.
- Women's groups and networks should consider it imperative to support female candidates in capacity building and strategies that could result in successful campaigns.
- Political parties should put in place gender sensitive laws (constitutions), rules and code of conduct that will stimulate women's interest to compete with men at the party primary level.



Civil society and members of the Liberian National Legislature,

- Civil society, inter-governmental organisations and NGOs were encouraged to support women's participation in politics through resource provision and mobilization, trainings on civic education, research on affirmative and skills on effective media engagement among others.

In addition to creating platforms for diverse

stakeholders to interact, reflect and reach consensus on pressing issues in West Africa, WACSI participated in high level policy processes internationally.

- The Institute participated at the R2P debate organised by the World Federalist Movement-Institute for Global Policy (WFM-IGP) which held prior to the UNGA Debate on the Secretary-General's Report on "Implementing

the Responsibility to Protect" in New York.

- The Institute was invited to present at the UN intergovernmental discussion and the UNGA's informal thematic debate on R2P in New York.
- The Institute was elected to Chair the International Coalition for the Responsibility to Protect (ICRtoP).



UN General Assembly Debate on R2P

“ In addition to creating platforms for diverse stakeholders to interact, reflect and reach consensus on pressing issues in West Africa, WACSI participated in high level policy processes internationally. ”

## STRENGTHENING THE RESPONSIBILITY TO PROTECT

### THE ACCRA PRESS BRIEFING

The Institute with the support of ICRtoP organised a press briefing on the Responsibility to Protect (R2P) norm for representatives from the media and civil society in Ghana. The overall objective of the press briefing was to strengthen the norm by generating awareness about the forthcoming United Nations General Assembly (UNGA) debate on the R2P. The platform for the briefing was utilized to generate more awareness for the ICRtoP whilst highlighting on the civil society perspectives of the R2P norm. Representatives at the press briefing solicited for vigorous action and response from other civil actors, intergovernmental

organisations and African governments to help deepen the norm in the sub-region.

Aside promoting the norm within the civil society sector in Ghana, the press briefing initiated the process of sensitizing community citizens about the R2P norm. Overall, the norm was recommended for domestication through the building of national coalitions, with anticipation to feed into a greater vision of transforming R2P into a globally accepted governance policy.

The press briefing attracted panelists from WACSI, the Legon Centre for International

“ the press briefing initiated the process of sensitizing community citizens about the R2P norm. ”

Affairs (LECIA), the Centre for Conflict Resolution (CENCOR) and the Institute for Democratic Governance (IDEG). The outcomes of the press briefing formed a part of international advocacy on R2P prior to the United Nations General Assembly (UNGA) debate.



Cross section of participants at the forum

“ WACSI’s intervention at the national level is targeted at strengthening positive institutional capacity of these organizations to continue to play this crucial role. ”

## SUPPORTING NATIONAL CIVIL SOCIETY ACTORS AND INSTITUTIONS

By Charles Kojo Vandyck, Training and Capacity Building Officer

Working with civil society actors at the local level is at the centre of WACSI’s strategy. Organizations working at the community level are usually the unsung heroes of the civil society sector though they directly respond to the needs of regions voiceless. Thus WACSI’s intervention at the national level is targeted at strengthening positive institutional capacity of these organizations to continue to play this crucial role.

The Institute has adopted a gradualist approach in working at the national level. Its courses were implemented in selected post-conflict countries and countries with relatively weak civil society sectors. The selected countries were Togo, Liberia and Cote d’Ivoire.

Types of Organisations	Number	Percentage (%)
Non Governmental Organisations	62	35%
Community Based Organisations	49	28%
Women’s Organisations	22	12%
Public Policy Institutes	16	9%
Youth Organisations	7	4%
International Development Agencies	8	5%
Regional Economic Communities	2	1%
Governmental Agencies	10	6%
<b>Total</b>	<b>176</b>	<b>100%</b>

WACSI trained over 300 West African civil society actors from 176 organisations in 2009

In Liberia and Togo, WACSI organized training workshops. Key outcomes of the training workshop were the creation of a peer learning and experience sharing network and the reconfiguration of the boards of organizations. Several organizations also committed to streamlining their board-management relationship policies. Since the completion of the workshop, several organizations have formulated and implemented internal control policies.



Corporate governance training workshop in Togo

## Fundraising and Monitoring and Evaluation for Civil Society Actors in Cote d’Ivoire

Fundraising is a challenge for all civil society organizations in West Africa. This situation has been worsened by the world economic crisis and the positive shrinking in donor funding. Therefore, strategies through which civil society actors can source additional avenues for funding are necessary. There is also the urgent need for civil society to be able to articulate the impact of its work.

WACSI and OSIWA designed a “Fundraising and Monitoring and Evaluation” course for civil society actors. The first course was organized in Cote d’Ivoire in

collaboration with the Coalition de la Société Civile pour la Paix et le Développement Démocratique en Cote d’Ivoire (COSOPCI) and La Convention de la Société Civile Ivoirienne (CSCI). The overall objective of the workshop was to strengthen the capacity of civilian actors to raise funds on a sustainable basis and proffer skills that will enable them professionally assess the efficiency, effectiveness and impact of their projects/ interventions and organisational performance. A bilingual toolkit was also developed for the trainees for utilisation and onward replication.

An immediate outcome of the training workshop was the commitment by trainees to create a results-based monitoring and evaluation system in their organisations that can track progress and demonstrate the impact of a given project, programme and policy.

“ The overall objective of the workshop was to strengthen the capacity of civilian actors to raise funds on a sustainable basis and proffer skills ”

## Elections Observation and Early Warning Training Course for Civil Society Actors in Cote d’Ivoire



Participants at the training

WACSI received requests from organizations and actors in Cote d’Ivoire to organize an event for civil society in preemption of the previously scheduled elections in November 2009. In response to this request, WACSI in collaboration with the CSCI organised a “Quick Impact” intervention on “Elections Observation and Early Warning”.

The objective of the early warning component was to strengthen the capacity of Ivorian civilian actors to design, manage, evaluate and undertake improvements in community-centered early warning systems. This was done to enable Ivorian CSOs to be well equipped to ensure a free, fair and credible elections process in Cote d’Ivoire.

Trainees committed to creating an early warning strategic roundtable through civil society networks to facilitate prompt detection and response to potential conflicts. They crafted a draft code of conduct to regulate political party conduct during the pre-election, election and post-election phases in Cote d’Ivoire.

## Internal Governance Training for Boards of Women's Organisations in Cote d'Ivoire

In 2009, WACSI showed a strategic interest in CSOs in Cote d'Ivoire. This was aimed at providing local CSOs with poignant skills to demonstrate credible actions in their contributions to the democratic events that characterised the year. WACSI in collaboration

with the Centre Féminin pour la Démocratie et les Droits Humains en Côte d'Ivoire (CEFCI) and Fédération Internationale des Femmes pour la Paix, l'Égalité, et le Développement (FIFEM) supported by the African Women's Development Fund (AWDF) organised a targeted

course on "Internal Governance Training for Boards of Women's Organisations" in Cote d'Ivoire. The workshop witnessed the participation of heads of women's organisations from Cote d'Ivoire and Senegal.

“ The “in-country interventions” revealed the unique complexities and challenges that civil society faces in each selected country. ”



Participants at the training

“ NGO management training workshop for civil society organisations in Ghana. ”

## NGO Management Training Workshop for Civil Society Actors in Ghana

WACSI in collaboration with the Abusua Foundation organised an NGO management training workshop for civil society organisations in Ghana. This workshop was organised in

response to requests from CSOs in Ghana for the Institute to implement an institutional strengthening intervention in its host country. The workshop attracted a cross section of civil society actors within institutions

from Ghana who at the end of the workshop drafted an action plan to promote personal and organisational effectiveness.

## KEY LESSONS FROM COTE D'IVOIRE, TOGO AND LIBERIA

By Charles K. Vandyck

In West Africa, many reasons are attributed to the poor performance of CSOs at the national as well as community level. They are criticized for their lack of accountability, transparency, competency, sustainability and quality. Some reasons for the low performance of CSOs include but are not limited to:

- Lack of clarity of vision;
- Limited knowledge on how to develop organisational structures and systems;
- Lack of activism;
- Scarcity of institutional materials and financial resources;
- Lack of confidence, assertiveness, vulnerable to repression, weak publicity, logistic constraints, and a weak educational medium;
- An identity crisis and donor dependency; and
- Inadequate expertise in the field of their work.

One of the important reasons for the low level performance of CSOs is attributed to weak capacities. Many CSOs do not have competencies and capacities to deliver programmes, undertake planning and management of the programmes, mobilisation of local resources and their management amongst others.

The Institute's in-country initiatives were designed to address these capacity deficiencies in post-conflict countries. These initiatives targeted three selected countries, namely Cote d'Ivoire, Togo and Liberia. It revealed important lessons which have implications for future local/national capacity interventions that can inform collaboration

between WACSI and civil society platforms in West Africa. A summary of some of the key lessons is provided below:

The “in-country interventions” revealed the unique complexities and challenges that civil society faces in each selected country. Civil society faces different challenges depending on the historical and governance context of a country. The “in-country” interventions helped the Institute identify these challenges and thus it formed a basis for engagement during the implementation of the intervention. In addition, this has helped the institute design future training interventions that respond to the operational context of civil society in the selected countries.

The interventions helped identify additional capacity gaps within civil society in the region, for example poor knowledge on CSO governance, conflict prevention tools and policy engagement strategies. Key discussions and interactions during the training initiatives revealed that civil society actors lack the requisite information and knowledge of governance and conflict prevention tools. They also lack the requisite skills to engage in policy



(L-R) Mr. Joe H. Pemagbi, OSIWA Liberia Country coordinator, Ms. Thelma Ekiyor, Executive Director of WACSI, H.E. President Ellen Johnson-Sirleaf of Liberia.



Her Excellency Mme Simonne Gbagbo, First Lady of Cote d'Ivoire giving the key note address at the 2nd West African Women's Forum in Abidjan, Cote d'Ivoire



Speaker of Liberian National Legislature (left) and the Executive Director of WACSI



Mme Salimata Poquet, Executive Director of FIFEM addresses participants at the 2nd West African Women's forum



Group discussions at the 2nd West African Women's Forum in Cote d'Ivoire



Eoin of OSI training trainers on policy advocacy



WACSI's resource person, Mr. Charles N. Mbibi providing training on Elections Observation and Early warning



Lucrezia Anderson of OSIWA Liberia (trainee of the ToT course) receiving her certificate



Participants at the InWent/KAIPTC Development Diplomacy Training Course on the "Responsibility to Protect" at the WACSI Secretariat Accra, Ghana



Participants at the influential leadership for African Women in Liberia



Participant of the training of boards of women's organisations in Cote d'Ivoire



Participants at the NGO management training course in Ghana



Participants at the Policy Advocacy ToT Course



Mr. Ramde Yaya, WACSI's Programmes intern giving a talk on the Institute's vision and mission in one of WACSI's training workshops



Bassey Alaga (middle), WACSI's IT intern receives end of internship certificate from the Executive Director (left) and Administrative Officer (right)



L-R: Hon. Khady Fall Tall E.D of WAWA, Senegal; Dr. Nana Tanko, Executive Director of OSIWA and Ms. Thelma Ekiyor, Executive Director of WACSI at the live panel discussion on Women's Leadership in Africa organized by WACSI, OSIWA and the Ministry of Gender and Development of Liberia, at the International Women's Colloquium held in Liberia in March 2009.



WACSI's Board Chair, Prof. Adebayo Olukoshi cuts cake as Board Members celebrate with staff after a challenging and successful year



Participants brainstorming at the Elections Observation Training in Cote d'Ivoire



Constant Gnacadja demonstrating at the Policy Advocacy ToT course in Accra



Member of the liberian Legislature during Civil Society Legislative Forum at Liberia

processes and consultations. Through the in-country programmes, the Institute addressed these gaps by implementing responsive capacity strengthening courses and created and disseminated learning resources and reference documents.

The in country experiences confirmed the need for the Institute to continuously design and create learning tools and resources to facilitate the work of civil society. The Institute received a large amount of requests for learning toolkits and information packs from civil society actors from the selected countries. They found the Institute's toolkits to be context-specific, resourceful and user friendly. A majority of trainees communicated their difficulties with accessing relevant resources and encouraged the Institute to continue to create more toolkits and reference documents.

The in-country mandate provided the best starting point for building national networks and partners to facilitate effective training. Through the gradual implementation of the in-country interventions, the Institute has been able to identify credible and proactive partners. These partners collaborated with the Institute to implement the training interventions and played critical roles in providing organisational support. WACSI will continue to strengthen its relationship with its national partners and extend its network to other potential collaborators in the future.

In 2010, the Institute will continue to explore local/national partnership development. These partnerships will enable WACSI to give local/

national CSOs policy influencing skills, innovative and proven methodologies, replicable models for addressing community needs and managing resources, options for organisational management and governance, strategies for advocacy, government relations and public outreach.

The in-country programmes provided a bountiful learning platform for the Institute. WACSI will harness the enriching experiences from its in-country programmes, using it as a platform to consolidate stronger CSO partnerships to enhance existing capacities and a people-centered regional integration process.

“ The in-country mandate provided the best starting point for building national networks and partners to facilitate effective training. ”

## CAPACITY BUILDING CONSULTANCIES

### GTZ/KAIPTC/WACSI Conflict Prevention Training of Trainers Course

WACSI and the Kofi Annan International Peacekeeping Training Centre (KAIPTC) supported by the German Technical Cooperation (GTZ) organised a “Conflict Prevention” training of trainers’ workshop for 25 civilian actors from across West Africa. The overall objective of the workshop was to strengthen the capacity of civilian actors to apply preventive strategies by instituting policies, programmes and initiatives which will prevent the outbreak of conflicts in their communities. At the end of the workshop, a cadre of 30 potential regional conflict prevention trainers and experts were trained. The regional trainers committed to disseminating the Conflict Prevention Resource Pack (through advocacy and training initiatives) within their communities.

### InWEnt/KAIPTC Development Diplomacy Training Course

WACSI was contracted by InWEnt/KAIPTC to provide training for mid career government officials and diplomats on the “Responsibility to Protect” and “Civil Society and Governance” in West Africa. The overall objective of WACSI’s course component was to introduce the trainees to the concept of the responsibility to protect highlighting on the opportunities for R2P as a governance and security tool. In addition, the trainees were also introduced to the concept of civil society, the role of civil society in fragile states and opportunities for state-civil society engagement.

The course provided a platform for 20 mid career government officials and diplomats from Africa to gain a greater appreciation of the importance of involving civil society in planning and policy making. In addition, trainees committed to collaborating with CSOs instead of viewing them as adversaries competing for political space or merely subcontracted service providers.

## LEARNING RESOURCES AND TOOLS

The Institute continues to develop learning materials which consist of handbooks, toolkits, manuals and resource packs. In 2009, WACSI also designed and created reference documents and knowledge tools to facilitate the work of civil society.

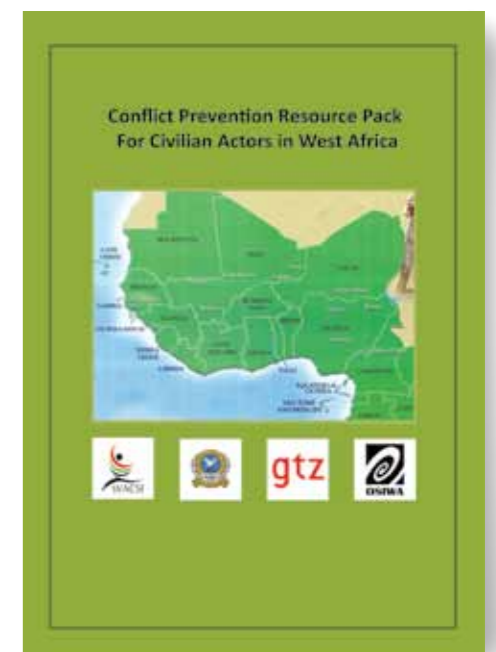
Training toolkits that were developed include a “fundraising and monitoring and evaluation toolkit”, an “influential leadership handbook for African women”, a “region-specific conflict prevention resource pack” and a “civil society and governance in Africa training brochure”. Other reference documents and knowledge tools include a “funding agencies directory”, “civil society directory for West Africa” and a “regional institutions and instruments handbook for civil society”.

### Civil Society Directory for West Africa

The Institute received a grant from Trust Africa to develop and disseminate a regional civil society directory. The directory comprises of a “hardcopy version” and a “web-based HTML format”. It is expected that, this resource will inform and promote a vibrant civil society sector and facilitate national and regional networking.

### Regional Institutions and Instruments: A Handbook for Civil Society

WACSI designed a civil society handbook on regional institutions and instruments. The overall objective of the handbook is to strengthen the capacity of CSOs to collaborate with regional institutions and share experiences. It is also intended for CSOs to utilize the context-specific policy engagement strategies that the resource documents.



## Key achievements in 2009:

WACSI has been able to empower civil societies with poignant techniques and approaches to consolidate influential CSOs within countries across West Africa. Other core achievements include:

- More interaction with civil society working at the local level in 3 countries;
- Enhanced capacity of WACSI to service broad-based local/national civil society constituents. WACSI's in-country training initiatives in Togo, Cote d'Ivoire and Liberia have contributed to improving the Institute's profile and expertise and has seen the increase in the number of institutions wanting to work with WACSI;
- Increased interaction and peer learning amongst national and regional civil society platforms on corporate governance practices, fundraising and monitoring and evaluation and governance and conflict prevention issues; and
- Strengthening of the Institute's programme design and implementation methodologies.

## WOMEN IN CIVIL SOCIETY

### By Adama Sira Bah, Programmes Assistant / Gender Focal Person

Women's organizations have become a vibrant and integral part in the West African civil society sector. Across the region, examples and records exist of women's groups, associations and movement influencing democratization processes, building peace and promoting gender equality. However, women led groups are comparatively weaker than heterogeneous organisations. The predominant reason for this is that women's organisations emerge from loose activism and later evolve into organizations which take time to develop proper structures and systems.

Recognizing this, WACSI and AWDF entered into a collaboration to strengthen women's organizations in West Africa and amplify the visibility of women's organisations. Through this collaboration, a specialised course was organized to enhance the internal governance of women's organizations and provide technical assistance to organizations in need of guidance.

2009 saw the growth of the programme as the platform was extended to selected post-conflict countries. The Institute also commissioned and published a research report on the "Status of Women's Leadership in West Africa" and continued to provide technical expertise and advice to women's organizations within the sub region. In addition, the Institute was invited to serve on several regional committees and taskforces.



(L-R) Mr. Joe H. Pemagbi, OSIWA Liberia Country coordinator, Ms. Thelma Ekiyor, Executive Director of WACSI, H.E. President Ellen Johnson-Sirleaf of Liberia.

## STRENGTHENING THE CAPACITY OF WOMEN'S ORGANISATIONS

### International Colloquium on Women's Empowerment in Liberia

WACSI was nominated to serve as a technical partner to the International Colloquium on Women's Empowerment, Leadership, Development, International Peace and Security in Monrovia. The colloquium was co-convened by President Ellen Johnson-Sirleaf of Liberia and President Tarja Halonen of Finland. The goal of the Colloquium was to empower women to be more effective leaders by linking with their peers from around the world and sharing and implementing best practices on economic empowerment, climate change and sustainable development.

As a partner, WACSI provided technical assistance to the Ministry of Gender by seconding a staff to the ministry. The general task of the WACSI representative at the colloquium was to facilitate civil society participation. Expertise was provided in the creation of a database of invitees, the generation of a call for applications to a women's trade fair, the mobilisation of women from different counties to attend the trade fair, the organisation of special training programmes for women in rural areas, the organisation of special training programmes for women on skills development and contributions to the launching of the Liberian Plan of Action on United Nations Security Council Resolution 1325 on Women Peace and Human Security.

### Influential Leadership Training Workshop for African Women

WACSI and OSIWA in collaboration with the Ministry of Gender and Development of Liberia conceptualized and organised a pre-colloquium activity titled "Influential Leadership" training workshop for 30 representatives of women's groups across Africa in Monrovia.

The workshop provided a core group of African women with strategic policy influencing and influential leadership skills. At this workshop a life roundtable of influential women who convened to discuss leadership issues affecting women across Africa was organised.



## Building the Capacity of the Forum for African Women Educationalists-Ghana Chapter

FAWE-Ghana chapter approached WACSI to provide technical assistance in strengthening its fund raising capacity. Added to the key lessons on fund raising techniques, the Institute provided the chapter with a funding agencies directory and a template to serve as the basis for FAWE's financial and human resource policy.



Thelma Ekiyor of WACSI training FAWE's Executive Committee Members

## THE STATUS OF WOMEN'S LEADERSHIP IN WEST AFRICA

In 2009, the Institute conceptualised and created the Influential Leadership for African Women Handbook. This handbook has attracted a keen interest from various stakeholders who have requested to utilize it to train their grantees.

In addition, WACSI completed a research report on the "Status of Women's Leadership in West Africa". The research examined analysed and documented women's leadership status

across all sectors of society. The research was regional in scope, but had empirical grounding in four West African countries: Cote d'Ivoire, Ghana, Nigeria and Senegal in the comparative analysis. The study served as a response to information, research and documentation deficiencies on women's issues in the sub region. The report was launched at the 2<sup>nd</sup> West Africa Women's Policy Forum which was held in Abidjan, Cote d'Ivoire.

“WACSI completed a research report on the “Status of Women's Leadership in West Africa”.”

## GROOMING FUTURE PROFESSIONALS

By Ramde Yaya & Jimm Chick Fomunjong, interns at WACSI

The internship programme is a great opportunity for young scholars and professionals. It is an open forum for a wealth of learning opportunities and enables young actors to face challenges that fall within areas of their professional interest. The internship also provides a unique opportunity for French speaking West Africans to work in an Anglophone work setting.

The greatest challenges on to adapt to a multi-cultural environment and to perform tasks in both French and English. Despite these challenges, the experience at WACSI provides a platform for interns to develop skills in the domains of research, writing, public speaking, leadership, organisational planning and communication.

The internship programme focuses on the three (3) strategic areas in which the Institute works; policy advocacy, research and documentation and training and capacity building. Interns are encouraged to identify an area of interest and work closely with their respective supervisors who have the task of monitoring, educating and following up on their progress, to ensure that they gain knowledge and skills that will enable them to become professionals by the end of the programme. During this period, interns encounter avenues to learn and contribute in all areas of the Institute's activities. At the end of the internship, interns submit an internship report which embodies the knowledge and experiences gained while in WACSI.

Interns are given maximum exposure to gain knowledge in the strategic functional areas of civil

society actions. Participation in forums, conferences, seminars, training workshops and other platforms of knowledge sharing, and most particularly, a two months inter-organisational exchange programme in which the interns work in a partner CSO, broadens the intern's understanding of organisation's mandates, core areas of work, operational strategies, thus, enabling the interns to acquire a wealth of knowledge needed for their professional development – a goal WACSI is achieving. Through WACSI's in-country programmes, interns acquire context-specific planning and coordination skills. They are also tasked to submit a comprehensive report on the activity, and this strengthens their writing and reporting skills.

The programme enables interns to be excellent and competitive in the job market. They graduate with the ability to competently work in both English and French. WACSI's internship programme is a symbolic implementation of cultural integration. The programme brings together interns from different countries who learn to work together, share knowledge and experiences from different backgrounds and share a common vision for the economic, social and cultural integration of West Africa.

Through the admission of Francophone interns, WACSI is contributing enormously in breaking the language barriers between Francophone and Anglophone socio-political systems, and redressing the anti-developmental stereotypes that impede the wholesome integration of West African countries. It imbues a new

generation of West African leaders with the appropriate skills to make significant contributions in the development and integration of West Africa.

In a time when African youths are considered to have little to offer to their communities and are barely given the opportunity to express their 'savoir-faire', the 'Next Generation Internship' programme is a blissful opportunity which enables young West Africans to learn and significantly contribute towards global development. This initiative is changing perceptions and influencing a positive behavioural shift, thus having a substantial impact on the African continent. This internship initiative enhances the competencies and confidence of young West African professionals by creating a platform that transcends national barriers, bridges cultural differences and facilitates knowledge and experience sharing under the umbrella of fostering regional development and integration.

“the experience at WACSI provides a platform for interns to develop skills in the domains of research, writing, public speaking, leadership, organisational planning and communication.”



Discussions centered around the definition of the youth as a target group for OSIWA, the binding challenges and the specificities of the West African youth and the opportunity it provides for OSIWA to be able to promote values such as good governance, transparency, justice, equity and to contribute to the development of the sub-region.



## INCREASING YOUTH ENGAGEMENT IN GOVERNANCE PROCESSES

By Ramde Yaya, intern

OSIWA organised a youth forum which brought together over 50 participants across Africa, underpinned on brainstorming on “Youth Programmatic Initiatives”. Discussions centered around the definition of the youth as a target group for OSIWA, the binding challenges and the specificities of the West African youth and the opportunity it provides for OSIWA to be able to promote values such as good governance, transparency, justice, equity and to contribute to the development of the sub-region.

WACSI was present at this forum to share its experience of attending to the professional needs of African youth. This is evident via its internship programme which provides young scholars and professionals with the skills and opportunity to meet future challenges

within their domains of professional interest. Programmes intern, Ramde Yaya who represented the Institute shared the experience of youth policies in the Institute with the other participants.

Prominent during this brainstorming platform was the highlighting of some of the challenges faced by African youth, some of which include:

- Poor leadership skills
- Lack of soft skills development: public speaking, lobbying, writing, organising, advocacy, etc
- Lack of access to ICT skills and tools, and the unfortunate emergence of cybercrime
- Undefined access to participation in decision making at all levels
- Lack of quality, timely and industry-led education
- Lack of a comprehensive agricultural policy favouring youth
- Poorly formulated, or absence of youth policies
- Inadequate support for youth focused organisations: incubation, role-modelling, networking and hand-holding, etc

WACSI’s youth policy addresses some of these challenges. For example, through the highly lauded internship programme, interns gain appropriate platforms to strengthen their leadership skills, develop their capacity in public speaking, writing, organizing and ICT based on the technological facilities they are provided with to perform their duties. It also allows them to participate in decision making process in the Institute or on behalf of the Institute. Participants earmarked pivotal actions which need to be taken by particular stakeholders as a way forward to address the benign needs of African youth. These include:

- a. Civil society organizations and governments must take lead in the implementation of the youth policies
- b. Youth groups, civil society organizations and national governments should facilitate the establishment of independent and transparent youth structures
- c. National governments, donors, international development organizations should support and build the capacity of youth to advocate for issues that are important to them
- d. Mobilise and engage youth to take up political leadership
- e. All countries in West Africa should ratify and domesticate the African Youth Charter (AYC), and incorporate relevant portions into National Youth policies
- f. Policies that provide youth access and responsible use of ICTs should be in place and implemented
- g. To hold our leaders accountable (specific timelines and deadline on the commitments our leaders make will be used as bench marks to demand for the service)
- h. Youth should actively participate in electoral processes.

Given these guidelines for successfully combating the problems facing African youth, participants outlined responsibilities the youth must bear to trace the way for their destiny. The processes to be stringently followed by youths to successfully change the depreciating course of African youth include:

- a. Youth organizations must take leadership in researching their own issues and help develop appropriate strategies
- b. Youth must share the results of the findings and mapping with the various stakeholders
- c. Youth MUST develop a policy document that will provide a framework through which the issues identified will be addressed and projects implemented
- d. Youth must develop, review and evaluate plans to map progress on agreed timelines.



WACSI’s youth policy addresses some of these challenges. For example, through the highly lauded internship programme, interns gain appropriate platforms to strengthen their leadership skills, develop their capacity in public speaking, writing...



# A GROWING INSTITUTION

By Katherine Adarkwa, Administrative Officer

The success of WACSI in its mandate largely depends on the quality of the human resource of the institute to ensure high level delivery and quality standard.

From a very modest beginning with four staff members in 2006, WACSI has grown over the years to 10 full time staff members in 2009, who take the lead responsibility for the growing portfolio of training, capacity building, research and documentation and policy advocacy programmes of the Institute.

The year also saw an expansion of the Next Generation internship programme. Four interns participated in the programme this year from various countries in West Africa namely Nigeria, Cameroon and Burkina Faso to develop their knowledge and skills in the area of civil society work. Following recommendations to attract francophone interns, two interns joined WACSI in 2009 from francophone countries.

“ From a very modest beginning with four staff members in 2006 WACSI has grown over the years to 10 full time staff members in 2009 ”



## WACSI PEOPLE

**Thelma Ekiyor**  
— Executive Director

Thelma Ekiyor is a Nigerian with a wide experience working with civil society across the African continent. Thelma is the first Executive Director appointed to manage the Institute. Under her management, WACSI has grown from a small office to a well established sub-regional institution with visibility not only in the sub-region but around the world. Prior to her appointment to head WACSI she served as Senior Manager for Conflict Intervention and Peacebuilding Support at the Centre for Conflict Resolution (University

of Cape Town), South Africa. Before that, Thelma worked as the Director of Programmes for the West Africa Network for Peacebuilding (WANEP) in West Africa and founded the Women in Peacebuilding Network (WIPNET) and served as its first Regional Coordinator. Thelma was founder and Executive Director of Connect Synergy, a private consultancy firm working on peace and security issues in the Niger Delta region of Nigeria, and is a Co-Founder of the Women Peace and Security Network Africa (WIPSEN-Africa). As a trainer, researcher and conflict analyst, she has worked with the UN and Regional Economic Communities in Africa. She has written and published extensively on peace and security issues on the African continent. Thelma is a past Fellow of Stanford University, USA. She holds a LLB Honours in International Law, and Graduate Studies in Alternative Dispute Resolution.



**Lansana Gberie**  
— Research Fellow

Lansana Gberie is a Sierra Leonean and joined WACSI in October 2009 with a rich background in Research. He is an academic and writer from Sierra Leone. He is the author of several publications, including *A Dirty War in West Africa: The RUF and the Destruction of Sierra Leone* (Indiana University Press, 2005), and (as editor) *Rescuing a Fragile State: The Case of Sierra Leone* (Wilfrid Laurier University Press, 2009). Earlier he co-authored the path-breaking study (with Ian Smillie and Ralph Hazleton), *Heart of the Matter: Sierra Leone, Diamonds and Human Security* (Partnership Africa Canada, 2000). He has worked with a

number of NGOs, most recently as Head of the International Center for Transitional Justice’s (ICTJ) Liberia Program.



**Charles Kojo Vandyck**  
— Training and Capacity Building Officer

Charles Kojo Vandyck is a Ghanaian and currently the Training and Capacity Building Officer at the Institute. He joined WACSI in April 2008 with expertise in designing and implementing targeted training courses to build the institutional and technical capacity of civil society organisations in West Africa. He has been involved in developing strategic partnerships and collaborations between

civil society, government and the private sector. He has expertise in designing indigenous and context specific learning resources (manuals, modules, toolkits, handbooks and resource packs) for a cross section of civilian actors in West Africa. He holds a Master of Development Management from the Ghana Institute for Management and Public Administration (GIMPA).



**Omolara T. Balogun**  
— Policy Advocacy Officer

Omolara T. Balogun is a Nigerian, and currently serves as the Policy Advocacy officer of the institute. Prior to taking up this position in November, 2009, she served as the Training/Public relation officer for Ultimate

Koncepts and Consultants, a financial consulting firm and as a Service Development Marshall for TVQ consulting Group, a customer service/human resource consulting firm, both in Lagos, Nigeria from 2006-2008. Omolara first joined WACSI in September 2008, as a beneficiary of the highly competitive “Next Generation Internship Programme”, a professional learning platform created to groom the next set of leaders and civil society expert in West Africa.

Omolara holds a Master of Arts (MA) degree in Peace and Conflict Studies from the University of Ibadan, and a Bachelors of Arts degree in International Relations and History from Obafemi Awolowo University, both in Nigeria. Her strategic area of interest and research are in Conflict Prevention; Alternative Dispute Resolution (ADR); civil society and public policy, Good Governance, Democracy and Democratisation process; Women, Peace and Security; Gender Equality and development issues. She has immense experience in project designs and management, training facilitation and toolkit development for a broad range of civil society actors in West Africa.



**Adama Sira Bah**  
— Programme Assistant  
— Gender Focal Person

Adama is a Guinean and currently the Programmes Assistant of the Institute. She provides operational support to the programmes department and is also responsible for the gender programme of the Institute. She joined WACSI in May 2008 with a background in Management and Administration. She holds a B.Sc degree in Business Management and Administration.



**Katherine Adarkwa**  
— Administrative Officer

Katherine is a Ghanaian and joined WACSI in July 2006 with a background in Business Management and Administration. Katherine provides administrative

and logistics support to the Institute. Prior to her appointment, she worked in various administrative capacities with several UN Projects and International Non-Governmental Organisations in Ghana. She holds a B.Sc degree in Business Management and Administration.



**Kwabena Kroduah**  
— Finance Officer

Kwabena Kroduah is a Ghanaian and the Finance Officer of the Institute. He is an ACCA Affiliate with about five years of experience in the NGO and corporate financial management. Prior to his appointment with WACSI, he worked with AED-Ghana CEDEM, Intergritas Chartered Accountants and Consultants, Controller and Accountant Generals Office and a number of SME in various capacities in their respective Finance units. He has been working with other organizations towards strengthening financial control and management to meet best practice standards.



**Grace Ziggah**  
— Bilingual Secretary/  
Receptionist

Grace Akpene Ziggah is a Togolese. She joined the Institute in June 2009. She is a professional Bilingual Secretary with a Diploma in Bilingual Secretaryship. She provides front desk and secretarial support to the Institute. Prior to her joining WACSI, Grace worked with SONAPACK GH Ltd, Tema Industrial Area.



**George Adu-Mintah**  
— Driver/Protocol Assistant

George is a Ghanaian and provides protocol related administrative support to the Institute. He joined the Institute in October 2006. Prior to his appointment, George worked with the International Organisation for Migration (IOM) and the Japan Embassy in Ghana.



**Bethel Boateng**  
— Technical Assistant

Bethel is a Ghanaian provides technical and IT related support to the Institute. He joined the Institute in October 2006. Prior to his appointment, Bethel worked with RAJDEN Graphics in Ghana as Office Assistant.



**Mohammed Ibrahim Abdulai**  
— Office Assistant/Cleaner

Mohammed Ibrahim is a Ghanaian. He joined WACSI in

2008 and provides janitorial services to the Institute. Before joining WACSI, he worked at the Palestinian embassy in Accra, Ghana.



**Ramde Yaya**  
— Training and Capacity Building Intern

Ramde Yaya is Burkinabe and assists in the Training and Capacity Building Unit of the Institute. He is a trained bilingual communicator for development and scriptwriter. He has been the chairman of Bilingual Communicators Association (BCA) in Burkina Faso from 2005 to 2007 and translator at Plan, Burkina from 2001 to 2008. He was also a trainer in drama at ATB (Atelier Theatre Burkinabe). He holds a post graduate diploma (Maitrise) in Sciences of information and communication and a first degree in foreign language and civilization. Ramde Yaya also has experience in Journalism.



**Jimm Chick Fomunjong**  
— Research and Documentation Intern

Jimm Chick Fomunjong is a Cameroonian and assists in the Research and Documentation Unit of the Institute, an area in which he developed interest during his years of undergraduate and post graduate studies. He holds a Post Graduate Diploma (Maitrise) in Child Psychology from the University of Yaounde I, Cameroon and a Bachelor's degree in Psychology with a minor in Communication from the University of Dschang, Cameroon. Jimm worked as a journalist from 2002/2003 with a renowned youth magazine, 100% Jeune Magazine which sensitises youths on HIV/AIDS and STDs related topics. Between 2007 and 2009 he worked as a journalist with Cameroon's award winning international people's magazine, Summit Magazine. He has worked as communications officer for some budding NGOs in Bamenda, Cameroon.

“ Following recommendations to attract francophone interns, two interns joined WACSI in 2009 from francophone countries. ”

# FINANCIAL STATEMENT OF ACTIVITIES FOR 2009

## STATEMENT OF ACTIVITIES FOR 2009, WEST AFRICA CIVIL SOCIETY INSTITUTE

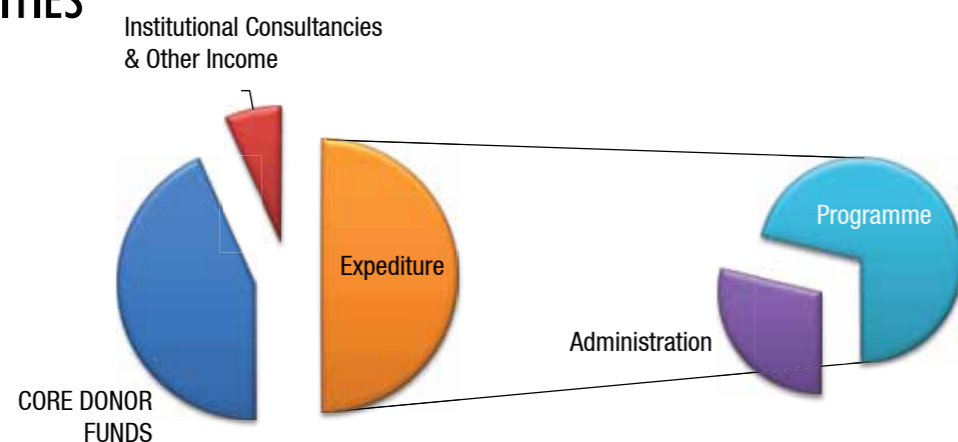
### INCOME STATEMENT

	2009	2008
INCOME	USD	USD
Donor funds Received	655,806.00	738,222.00
<b>Total Funds Received</b>	<b>655,806.00</b>	738,222.00
EXPENDITURE	187,780.00	195,140.00
	464,733.00	517,070.19
	652,513.00	712,210.19
Surplus / (Deficit)	3,293.00	26,011.81

### THE BALANCE SHEET AS AT 31 DECEMBER, 2009

	As at 2009	As at 2008
FIXED ASSETS	USD	USD
Property and Equipment	56,065.00	69,248.00
<b>CURRENT ASSETS</b>		
Cash and Bank Balances	62,715.00	51,842.00
Receivables	4,481.00	3,358.00
	123,261.00	124,448.00
<b>CURRENT LIABILITIES</b>		
Payables	14,156.00	20,810.00
	14,156.00	20,810.00
<b>Net Asset</b>	<b>109,105.00</b>	103,638.00
Financed By:		
<b>Accumulated Fund</b>	<b>109,105.00</b>	103,638.00

### INFLOW /ACTIVITIES



## TESTIMONIALS FROM INSTITUTIONAL PARTNERS

### African Women's Development Fund

AWDF awarded in 2008 a grant to WACSI to organise a 3 day training programme on Corporate Governance and Leadership for women's organisations in West Africa. The grant was properly utilised and reported on. The workshop brought together about 30 representatives of civil society and women's rights organisations in West Africa. Among participants who attended were some grantees of the African Women's Development Fund.

Feedback received from our grantees revealed that the workshop was very much beneficial to them as:

- It enabled them to appraise their performances as heads of organizations, highlighted their strengths and weaknesses as an institution and helped them find strategic means of effecting change;
- It created a platform for discussion especially in defining roles and responsibilities of executive directors and board members. Knowledge around financial management, budgeting and monitoring were strengthened. Some of our grantees revealed that most organisations take the issue of corporate image building for granted forgetting the fact it had a serious implications on their resource mobilisation activities. The workshop was a kind of wakeup call; and
- It provided a safe space for women's organisations to share and learn from one another and organise around building a strong and a dynamic women's movement in West Africa.

The workshop also enabled AWDF identify some of the capacity building needs of its grantees and to prioritize those areas of support for such beneficiaries.

Again in July 2009 AWDF conducted a site visit to Togo and Benin where some of the participants

were visited. It was very refreshing to notice the drastic changes in governance and leadership in some of the organisations that participated in the training programme.

WACSI has proven itself as a trustworthy partner and conducted the training programme according to agreed objectives. AWDF is very pleased with their work and outreach activities and will therefore not hesitate to highly recommend them.

Should you require additional information, please do not hesitate to contact us by telephone at +233 03 252 12 57 or by email at [rissi@awdf.org](mailto:rissi@awdf.org)

Thank you

“The workshop brought together about 30 representatives of civil society and women's rights organisations in West Africa. Among participants who attended were some grantees of the African Women's Development Fund.”

## International Coalition for the Responsibility to Protect

### 1. Why was WACSI invited to join the coalition?

In 2008, WFM-IGP organized a series of regional roundtables to bring together civil society groups to strategize on how to advance the Responsibility to Protect (RtoP) at the international, regional and national levels. WFM-IGP we partnered with WACSI to organize a two-day roundtable in Accra, Ghana. WACSI's execution of the roundtable was without errors, and the event was very successful in raising awareness and understanding of the Responsibility to Protect in the West Africa region.

One of the outcomes of the event was that groups at the roundtable asked WACSI to become the regional focal point on RtoP. Moreover, Thelma's presentation on the relationship between ECOWAS and RtoP during the roundtable and the detailed policy report published by WACSI after the event assured us of the strong role the organization was willing to play to advance the RtoP agenda. Thelma's strong support of the effort to build an international Coalition led us to invite WACSI to sit on the Steering Committee of the Coalition.

### 2. What tangible contribution did WACSI make to the coalition?

#### Steering Committee –Jan 2009

At the first steering committee meeting in January 2009, Thelma, on behalf of WACSI, provided important strategic input to building a vision for the Coalition. WACSI was unanimously voted by the rest of steering committee members to become the Chair of the Coalition for the first year.

#### Role as Chair

Since January 2009, the Coalition Secretariat has remained in close contact with Thelma, who has offered valuable guidance on a variety of subjects. Thelma's role as Chair of the Coalition has been to:

- Promote the principles and purposes of the International Coalition for the Responsibility to Protect
- Guide the Steering Committee in proposing new activities that will further the goals of the Coalition
- Represent the Coalition in high-level events and fora
- Provide key input on ensuring that the goals of the Coalition are achieved
- Maintain regular communications with Coalition Secretariat and Coalition Steering Committee members and when appropriate provide guidance to the Secretariat
- Serve on selection committee of hiring of the Director for the Coalition (still underway).

### 3. What is the specific value of the collaboration with WACSI?

WACSI's role on the Steering Committee of the Coalition has been extremely valuable. Thelma has been a driving force behind the development and execution of the vision and goals of the Coalition.

WACSI is the Coalition's closest partner in West Africa, able to do research and publications, advocacy with governments, sub-regional and regional organizations as well as organize events and convene civil society groups.

### 4. How is the collaboration with WACSI perceived by other partners?

Steering Committee members strongly support WACSI. They have demonstrated their recognition by unanimously voting for WACSI to be the chair of the Coalition for the first year, thus entrusting Thelma with the responsibilities mentioned above.

Other Steering Committee members include

- International Refugees Rights Initiative
- Oxfam International
- Human Rights Watch
- East Africa Law Society
- Coordinadora Regional de Investigaciones Economicas y Sociales (CRIES)
- Initiatives for International Dialogue
- World Federalist Movement-Institute for Global Policy

## TESTIMONIALS FROM TRAINEES

### Ebenezer Alphonso Zonoe, participant of the Conflict Prevention Training of Trainers for Civilian Actors

Attending this training on Conflict Prevention has added big value to my professional duty as a development practitioner and a civil society actor in Liberia. Specifically, modules 3, 6 and 10, have been very useful in my organization's effort to build the capacity of our network partners and communities. They are very applicable to our work in Liberia, a post-conflict country where these modules are needed to address the myriad of existing challenges.

I am being called upon most time to facilitate these topics and local authorities also request us to carry out most of these training in their communities.

My organization, Africa 2000 Network-Liberia, is currently partnering with Mercy Corps Liberia on an EC funded 2-year development project in 5 districts in Gbarpolu County, Liberia where we are making maximum use of the conflict prevention training pack.

We are in the process of developing more proposals for our program strategy to be more involved in using the resource pack, as it has been very rewarding to our existing projects. We are also piloting the process in all our projects in 4 counties in Liberia (Bong, Margibi, Gbarpolu and Montserrado Counties).

I have become more resourceful as a result of acquiring this training and I am very grateful to the West Africa Civil Society Institute and KAIPTC for affording me such opportunity to be useful in the region, beginning with my country.

**Ebenezer Alphonso Zonoe**  
Liberia  
Email: [zonoe2002@yahoo.com](mailto:zonoe2002@yahoo.com)

### Mrs. Ricardia Dennis, participant of the Influential Leadership Training Workshop for African Women in Liberia

This training has increased my knowledge and skills in working through others. Few of our staff have been given similar but limited training on these skills and as a result they are willing to work to achieve our goals.

The staff and the management team of the Association of Disabled Females International (ADFI) have also been able to work with other institutions in accomplishing a whole lot for the institutional mechanisms.

The training has served as an added impetus in my advocacy interventions. I am now equipped to serve as a facilitators at several workshop including those of none disabled groupings.

I wish to use this medium to recommend that a similar training be conducted to serve as enrichment to our work and to build the capacity of other women's related non-state-actors (NSA).

**Mrs. Ricardia B/ Dennis**  
National Executive Director  
Association of Disabled Females International (ADFI)  
Email: [dfemales@yahoo.com](mailto:dfemales@yahoo.com)

### Alieu K. Jammeh, participant of the Conflict Prevention Training of Trainers for Civilian Actors

The training was really useful. It significantly provided a coherent and compacted structured set of materials covering all angles for violent conflict prevention in West Africa. I have already started making use of the materials in trainings in the Gambia. As the package gets disseminated with more step down trainings in our various countries, it will gradually build the knowledge base of the people on mechanisms for violent conflict prevention. I therefore urge all those who benefited from the training to try replicate the training in their countries and communities.

**Alieu K Jammeh**  
Email: [aktjammeh@yahoo.co.uk](mailto:aktjammeh@yahoo.co.uk)

### Gima H. Forje, participant in the Conflict Prevention Training of Trainers for Civilian Actors

The training was rich in content as it addressed a broad spectrum of conflict causes and requisite operational and structural interventions for abating escalations at different stages. The CD-ROMs that came along with the training package will serve as a bank of reliable information for both novices and experts working on conflict prevention.

The facilitators demonstrated in-depth mastery of the various themes. The entire programme was interactive and created vital opportunities for participants to share their experiences.

I believe the mélange of participants was carefully done. The blend of experts on Gender, youth, women empowerment, public administration, international relations and legal affairs gave an added value to the different sessions. This diversity enriched the discussions with fresh and alternative perspectives.

Considering the prevailing social and political challenges of West Africa and the looming menace of resurfacing violence and conflicts, the training remains very timely and relevant. The products of the course will definitely add to the pool of civil society actors who are saddled with the task of conflict prevention, especially, at grassroots.

**Gima H. Forje**  
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# WACSI Publications



## PARTNER ORGANISATIONS

### INTERNATIONAL / REGIONAL

- African Women's Development Fund
- Daphne Foundation
- German Technical Cooperation
- International Coalition for the Responsibility to Protect
- Kofi Annan International Peacekeeping Training Centre
- Local Government and Public Service Reform Initiative
- Open Society Initiative for West Africa
- Open Society Institute
- OSI's International Women's Programme
- Stockholm International Peace Research Institute
- Trust Africa
- West African Civil Society Forum
- Women, Peace and Security Network-Africa
- World Federalist Movement-Institute for Global Policy

### NATIONAL/LOCAL

- Abusua Foundation, Ghana
- Centre Féminin Pour La Démocratie Et Les Droits Humains En Côte d'Ivoire
- Centre for Media Studies and Peacebuilding, Liberia
- Coalition de la société civile pour la paix et le développement démocratique en Côte d'Ivoire.
- Fédération internationale des Femmes pour la Paix, l'Égalité, et le Développement
- La Convention de la Société Civile Ivoirienne
- Open Society Initiative for West Africa-Liberia Programme
- West African Civil Society Forum-Cote d'Ivoire Platform
- West African Women's Association-Togo Platform

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- West African Civil Society Forum
- World Federalist Movement-Institute for Global Policy



Sitting (L-R): Mme Salimata Thiam, Programme Manager, ECOWAS Gender and Development Center, Senegal; Ms. Leymah Gbowee, Executive Director of WIPSEN-Africa, Ghana; H.E. Mme Simonne E. Gbagbo, First Lady of Cote d'Ivoire; Ms. Thelma Ekiyor, Executive Director of WACSI, Ghana; Mme Salimata Porquet, Executive Director of FIFEM, Cote d'Ivoire Standing (L-R): Yvonne Moore, Executive Director of Daphne Foundation, U.S.A; Rissi Alabi, Programme Manager of AWDF for Francophone Africa, Ghana



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