It has been a pleasure working as a Board member of WACSI since its inception. I am delighted to observe that WACSI is making positive and rapid progress and most especially, it is building on the expertise within the region. That is what we need. The reason for creating an institution such as WACSI is to develop the regional expertise that we have, which is most often neglected by our partners and even by our members who do not realise that we have an expertise that can be developed and tapped into. And today, WACSI has proven that it is possible to design a West African training model as well as put together a panel of African experts who can work in both African and International Institutions. This is reassuring because there are people who can take over. I hope that the passion and ambition which WACSI has been demonstrating will continue and the young team at WACSI should hold high the torch of WACSI so that it becomes a perennial, and exemplary institution and serve as a model institution, not only for the West African region, but for Africa and beyond.

Organisations that have worked with WACSI have not been disappointed because WACSI has always proven its efficiency. Potential partners can place their trust in WACSI, because, today, WACSI is developing its technology and is also expanding its operations particularly at the level of efficiency, and I believe that whatever partners we are seeking elsewhere can be found in WACSI. WACSI is a credible and reliable institution that continues to build relationships with other partners.

Mrs. Fatimata Mbaye, Former Board Member of WACSI (2007 - 2012)
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Design and Printing: PIGMENT - 0302543121
Strategic Growth: 2007 - 2012

Policy Advocacy Trainings (PA)
- 29

Capacity Building Trainings (CB)
- 49

Trainings for Civil Society Organisation Practitioners
- 78

Beneficiaries
- 1682
From about
- 1609 Organisations
From 15 West African countries

<table>
<thead>
<tr>
<th>Year</th>
<th>No. of Trainings</th>
<th>Total No. of trainings</th>
<th>No. of beneficiaries</th>
<th>No. of interns</th>
<th>Volunteers &amp; National Service persons</th>
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<td></td>
<td>PA</td>
<td>CB</td>
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<tr>
<td>2007</td>
<td>-</td>
<td>3</td>
<td>3</td>
<td>80 (from 80 organisations)</td>
<td>-</td>
</tr>
<tr>
<td>2008</td>
<td>1</td>
<td>4</td>
<td>5</td>
<td>96 (from 96 organisations)</td>
<td>5</td>
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<tr>
<td>2009</td>
<td>1</td>
<td>7</td>
<td>8</td>
<td>160 (from 160 organisations)</td>
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<tr>
<td>2010</td>
<td>7</td>
<td>3</td>
<td>10</td>
<td>186 (from 186 organisations)</td>
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<td>2011</td>
<td>7</td>
<td>12</td>
<td>19</td>
<td>351 (from 351 organisations)</td>
<td>4</td>
</tr>
<tr>
<td>2012</td>
<td>13</td>
<td>20</td>
<td>33</td>
<td>809 (from over 700 organisations)</td>
<td>2</td>
</tr>
<tr>
<td>Total</td>
<td>29</td>
<td>49</td>
<td>78</td>
<td>1682 (from about 1609 organisations)</td>
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About WACSI

The West Africa Civil Society Institute (WACSI) is a leading capacity building Institute that works to promote professionalism within civil society in West Africa. The Open Society Initiative for West Africa (OSIWA) established WACSI in 2005, to strengthen the institutional and operational capacities of civil society organisations (CSOs) in West Africa.

Goal
To become a leading civil society knowledge sharing hub, and a credible centre of learning in West Africa with international recognition and accreditation.

Vision
WACSI envisions a West Africa of efficient, effective, and influential civil society functioning as strategic partners for democracy, good governance and sustainable national development.

Mission
WACSI seeks to strengthen the institutional and operational capacities of CSOs through capacity strengthening programmes for increased and effective policy engagement and the promotion of development, good governance and democratic values in West Africa.
Our Core Values

WACSI’s core values are the driving force of its operational and institutional standards. These values characterise the Institute’s unique approach towards the capacity development of civil society organisations in West Africa. WACSI’s core values are:

Leadership
WACSI practises what it preaches. We work to empower CSOs with exemplary standards of organisational management and governance, and we uphold these standards in all that we do.

Diversity
WACSI is positioning itself to be the hub for a robust, professional, responsive and visionary civil society community in West Africa; one that is respectful and collegial and reflects the rich socio-cultural diversity of West Africa.

Excellence
WACSI maintains the highest ethical standards that foster transparency, accountability, mutual respect, and integrity in its operations and relationships with its partners. The Institute strives for excellence in its activities. WACSI believes and upholds “excellence as the minimum standard”.

Collaboration
WACSI’s wide regional reach and universal partnership model is one of its greatest assets. WACSI continually strives to create an atmosphere of congeniality and cooperation with and for all its stakeholders.

Relationship
WACSI recognises that its greatest assets are its staff, interns, volunteers, resource persons, trainees, donors. The Institute values and fosters partnerships, networks and strategic mutual relationships with all stakeholders.

Non-Discrimination
WACSI believes in, and respects the principles of equity, inclusion and non-discrimination. The Institute recognizes the rich socio-cultural heritage of its stakeholders and works with all persons without discrimination to promote open, democratic and developed societies in West Africa through the capacity strengthening of civil society.
Interview with Board Chair
Professor Adebayo Olukoshi,
Promoting the Development of Civil Society in West Africa

Professor Adebayo Olukoshi, Nigerian, was the first Board Chair (BC) of the West Africa Civil Society Institute (WACSI). He steered the strategic leadership team of the institute from its establishment in 2007 to the end of 2012.

In an interview with the Communications and Information Assistant (CIA) of WACSI, Professor Olukoshi points to the niche the institute has created for itself and the potential WACSI possesses to play a key role in a holistic transformation of the West African region. He tells us more about the institute’s relevance and significant contribution towards a stable and more democratic West Africa.

CIA: You were among the leading practitioners who worked towards the establishment of WACSI. What motivated the establishment of WACSI?

BC: WACSI was established at a time of interesting transitions in West Africa. One of the arenas of change was the transition from a dominant mode of governance which comprised either military dictatorships or single party regimes or mixed military-civilian governments that cohabited in a dyarchical arrangement towards elected, more or less democratic forms of governance. At the time WACSI came into being, West Africa was indeed undergoing wide-ranging reforms of a broadly political nature. It seemed all together natural that civil society organisations (CSOs) which had already emerged into some prominence in most countries of the sub-region should, themselves, have both presence and voice in the making of the transition from authoritarian to elected forms of government.

After all, not a few of the CSOs had participated in the frontline of the drive for political reform. There was an urgent need for CSOs to find a way of coordinating themselves in order to better act at the national level, and, perhaps more importantly, to coordinate action across boundaries in the sub-region. It was in this context that we started thinking about the idea of having a pan-West African resource which would work with civil society across geographical and linguistic boundaries.

Activists in different countries who are confronted with the same broad set of challenges in terms of how to make themselves more effective on the ground usually do not have too many opportunities to compare and share experiences, and to strategise together. So WACSI was meant to play a role in filling this void and in so doing, contribute to the revival of the tradition which once existed in West Africa of acting together on a sub-regional scale for the attainment of broadly shared ends.

Through WACSI and its efforts, we hoped that we would be able to set up in the sub-region, a resource which would be both a catalyst for the further development of civil society but a harbinger of hopes and aspirations for the development of a politicised civil society that will be a vanguard for democratic renewal and citizen empowerment.

CIA: WACSI has existed for over five years and has made significant contributions to enhance the performance of civil society in West Africa. How do you assess the institute’s performance so far?

BC: I think in every sense, from the point of view of institution-building, WACSI has been able to find its niche and also establish
its presence and relevance fairly speedily. From a modest beginning, WACSI has been able to strategically define its programming to make significant contributions to civil society in the sub-region.

One of the biggest challenges of West African civil society across the board is the challenge of institutionalisation. West Africa has no shortage of civil society organisations but it is short of organisations that have the vitality and endurance to be able to become properly governed institutions. This speaks not only to questions of internal organisational structure but also to the issue of competences and the division of labour across different levels of governance, between the board and the management for example, and between the management and the staff.

So obviously, there was a gap which the institute could fill. This translated into capacity building initiatives targeted at specific aspects of institution building and consolidation that could enable civil society organisations to have much greater vitality and deeper anchorage within the communities and constituencies in which they operate.

The second element was that of documentation and research. As I mentioned earlier, civil society has been a key player in the democratic struggles in West Africa. The voices of organised forms of civil society contributed to prevent the most atrocious forms of violence in West Africa.

But who tells the story of civil society’s involvement in processes of change? Quite often those civil society leaders who have been in the frontline of campaigns for reforms in the sub-region have not had the time to sit back to reflect on their experiences and document lessons learned in such processes.

WACSI was created to convene these leaders to share these experiences and document the roles they played, lessons learned and what might be useful to carry forward to deepen democracy and to promote long term development for the people of the sub-region.

Added to these is the question of succession because succession has always been an issue in political society in West Africa. Most of the battles of succession in West African political society were fought out through coups d’état. In essence, civil society, even if it had not been completely exposed to a crisis of succession certainly did have challenges to deal with in terms of how to nurture the next generation of civil society leaders who will be able to take over from an older generation in an orderly process of transfer of responsibility and leadership.

WACSI was established to respond to these institutional challenges through capacity building programmes, policy advocacy, research initiatives, and the next generation internship programme.

CIA: Development stakeholders are currently reflecting on the post 2015 development agenda. How do you think this would affect WACSI’s interventions in the next strategic cycle, that is, between 2013 and 2017?

BC: The Millennium Development Goals (MDGs) have their place. Despite their weaknesses as documented in literature, these goals represent the shared aspirations of humankind to ensure that the scourges of disease, poverty and conflict are eradicated from its history. And this is paying off in its own way.

For us in WACSI, however, the issues we need to deal with go beyond the MDGs, and strike at the very heart of the economy, politics and society in order both to achieve democratic outcomes which tally with the aspirations and yearnings of West Africans, and, importantly, help to transform livelihoods in a way that allows people to exercise their full citizenship in an effective, engaged and everyday sense of it.

What WACSI has sought to do through its modest interventions has been to be part of the movement for a transformative change in the sub-region that will help us decisively turn the table of underdevelopment by addressing issues of how civil society can better organise itself for the construction of a more inclusive, just and equitable society across West Africa, a society founded and governed on the bases of the fundamental principles of democracy.
Statement from Executive Director

Nana Asantewa Afadzinu

It was with a deep sense of gratitude that this year, WACSI said farewell to three of its founding board members: Prof. Esi Sutherland Addy from Ghana, Mme. Fatimata Mbaye from Mauritania and Mme. Aicha Bah-Diallo from Guinea. WACSI has benefited immensely from the wise counsel of these distinguished daughters of West Africa who served with dedication and commitment and gave their very best to ensure that WACSI survived and thrived. The words do not exist to adequately express how much we appreciate their service to this Institute. We wish them all the best as they soldier on in making their contribution to development in West Africa and Africa as a whole.

This was the year to say goodbye but also Akwaaba (welcome). WACSI welcomed to its board, Justice Emile Short from Ghana, Taaka Awoori from Liberia/Uganda and Prof. John Igue from Benin as well as the Board Chair of the West African Civil Society Forum (WACSOF), Dr. Jibrin Ibahim. The caliber of new board members gives us the assurance that WACSI will move to the next level and achieve the objectives of its 2013-2017 strategy. The Institute used 2012 to reflect over its 7 years of existence and 5 years of active operations. This was the year to look back at the past, assess the current and plan for the future. The 2013-2017 strategic plan is the result of this exercise.

It was clear at the end of 2012 that WACSI had sustained its achievements over the previous years and laid a solid foundation towards achieving its mission: providing capacity development within the civil society sector in West Africa to make it more effective, efficient, influential and sustainable. WACSI maintained and strengthened its partnerships with organisations like Open Society Initiative for West Africa (OSIWA), IBIS, Economic Commission for West African States (ECOWAS), Women Peace and Security Network Africa (WIPSEN-Africa), Kofi Annan International Peacekeeping Training Centre (KAIPTC), French Embassy in Ghana and the Open Society Foundation International Women’s Program, and established new ones with organisations like the African Capacity Building Foundation, International Foundation for Electoral Systems (IFES). The Institute improved its feedback mechanisms to gauge the satisfaction of civil society actors and organisations that benefited from its programs and this report tells you what we found. Still focusing on its beneficiaries and how to ensure that they get the full benefit of WACSI’s programmes, the Institute piloted its long term methodology training which has not just the short training program but also mentoring and coaching as well as measuring improvement.

2012 has been an eventful year with several milestones chalked. WACSI will however not rest on its oars and looks forward to fully establishing itself as the foremost capacity development and resource hub for and on civil society in West Africa. This, it will do, not only with the support of its vibrant board and staff but the ones for whom it exists...civil society in West Africa. We thank all who have made 2012 the success it has been. We look forward to holding hands with you through the coming years.

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2012 has been an eventful year...

We trained IBIS’ partners in Ghana and Burkina Faso

Developing our 2013 - 2017 strategic plan

Participants at the RtoP training organised by WACSI

We strengthen the alliance building skills of CSOs

CSOs commend WACSI for its contribution to development in West Africa
In 2012, the Institute strengthened its capacity development strategy through the promotion of sustainable capacity strengthening approaches and strategic partnerships.

Apart from training interventions, the Institute organised reflection forums to facilitate experience sharing and learning to interrogate different aspects of capacity development.

**WACSI/International Finance Corporation**

The Institute enriched its fee-based courses in 2012 by partnering with the International Finance Corporation (IFC) Business Edge programme to deliver customised training in Personal Productivity Skills and Financial Management and Budgetary Control.

Participants described the courses as “great, excellent, participatory and wonderful”

According to Mr Gabriel Bernakuu, Executive Director of Mission of Hope International (MIHOSO) Ghana, the Personal Productivity Skills training helped him establish a coaching and team building policy for his organisation.

**WACSI/Embassy of France, Ghana**

In partnership with the Embassy of France, under its Fund for Social development programme, five civil society organisations (CSOs) from the Upper East, Eastern, and Greater Accra Regions of Ghana were equipped to effectively deliver on projects. Participants were taken through training sessions on Monitoring and Evaluation and Grants Management.

Ms Ruth Bropleh, has used tools from Financial Management and Budgetary Control training to develop an effective financial and accounting system for her organisation, Actions for Genuine Democratic Alternatives (AGENDA), Monrovia, Liberia.

The Board Chair of the Foundation for Information and Strategic Development (FISTRAD) who took part in the training, Chief Nab A. Afulang, explained that he has learned a lot on monitoring and evaluation and is now equipped to better monitor and evaluate the project FISTRAD is working on—economic empowerment of 50 teenage pregnant girls in Builsa in the Upper East Region of Ghana.

The Institute also received requests from donor organisations, international and regional institutions to strengthen their partners’ capacities and their own internal capacity.
In the year under review, a major milestone was the collaboration between the Institute and the Political Governance Programme of the Open Society Initiative for West Africa (OSIWA). WACSI developed a two-year capacity strengthening programme for 26 OSIWA grant partners from 4 francophone countries namely, Niger, Côte d’Ivoire, Guinea and Benin.

Mr. Mathias Hounkpe, Political Governance Officer of OSIWA said “this programme would enable OSIWA to have accredited organisations from these countries. The programme has been designed to strengthen their ability to engage and influence policies in their respective countries”.

Mr. Assah Gustave, National Coordinator of Social Watch in Benin, which comprises of over 150 civil society organisations, took part in this programme. He said the first phase has helped his organisation to conduct an organisational needs assessment, draft a human resource policy and develop an effective financial accounting system.

This programme was designed to create and empower a pool of competent CSOs who would play exemplary roles in their contribution to development and promote an open society in their countries.
This first phase comprised the delivery of four training modules over a two-week period from August 27-September 8, 2012 in Conakry, Guinea. The four training modules were (1) Board Development and Strategic Planning (2) Human Resource Management (3) Financial Management, Budgeting and Grant Reporting and (4) Monitoring and Evaluation.

Significant changes implemented in organisations included - improvement in communication and information system management through the institutionalisation of structured staff meetings, brainstorming sessions and information sharing platforms.

In terms of management and operations, organisations have professionalised their work by reviewing their administrative, finance, and accounting procedures. Many have developed formalised systems - including record keeping mechanisms, account codification among others.

The beneficiary organisations have made modest gains since the implementation of the first phase. It is hoped that with the implementation of the second phase of training targeted towards the development of operational skills, an appreciable change would be observed and even more significant changes when the on-site coaching activities are initiated and completed in 2013.

Adding to the trainings, OSIWA and WACSI would guide and support these organisations through mentoring and coaching to institutionalise the best practices captured in their respective action plans. This process is in line with strengthening the institutional and operational capacities of these organisations in an effort to establish them as role models within the sector.

"This programme was designed to create and empower a pool of competent CSOs who would play exemplary roles in their contribution to development and promote an open society in their countries."
Our Approach to Capacity Development for CSOs

WACSI’s capacity development approach is underpinned by the following core components;

NEEDS ASSESSMENT
Identifying challenges and gaps
Gauging the state of professional practice
Understanding the expectations of CSOs in the region

CURRICULUM DEVELOPMENT
Designing and developing tailored content based on needs assessment

TRAINING
Using innovative adult learning methodologies to promote learning and sharing

MENTORING
Deepening the understanding and application of best practices

COACHING
Providing hands-on, one-on-one technical support

IMPACT ASSESSMENT
Measuring the impact of capacity building on institutional change

SUCCESS STORIES
Documenting significant change outcomes
Promoting an Indigenous Approach to Capacity Development in West Africa

Key recommendations that emanated from the deliberations at the meeting were focused on issues pertaining to passion, professionalism, WACSI’s programmatic delivery, curriculum development, trainer development, toolkit development, change processes, documentation and self-reflection and funding for capacity development.

In response to these challenges, WACSI in partnership with the East-East Partnership beyond Borders and the Open Society Initiative for West Africa (OSIWA) convened a consultative meeting of experts to proffer solutions, broker ideas, explore innovative thinking and exchange experiences that would address critical issues related to capacity development for civil society organisations (CSOs) in the region.

This meeting of experts which took place from 17-18 October, 2012 in Accra brought together twenty development practitioners, trainers, curriculum development experts and professors from academic Institutions to discuss principles, strategies, tools and capacity development leading practices for civil society.

Among the key issues interrogated was how to develop human, operational and institutional capacities in civil society, the appropriate curriculum, funding for capacity development, initiating change processes as well as how to maintain the underlying values, tenets, principles and inclusiveness that should characterise the sector.

Civil society continues to face capacity challenges that stifle their efforts to complement development initiatives of governments within the region. These challenges are institutional, operational, financial, weak knowledge management systems, communities of practice and poor documentation of experiences.

WACSI was encouraged to design programmes that incorporate values, purpose, vision, professionalism and passion in the work ethics and operations of the civil society sector; institutionalise empathetic and appreciative enquiry approaches to assess performance and to challenge practitioners to excel; document and replicate positive values and assumptions that underpin civil society delivery processes; promote transformational leadership principles like innovation, teambuilding, results-based reporting within the civil society community; and integrate community-based values with an innovative organisational culture to meet desired capacity development objectives.

For five years now, WACSI has continually maintained a culture of promoting indigenous learning by empowering West Africans with skills to strengthen the institutional and operational capacities of CSOs in West Africa.
WACSI maintained its overall goal of deepening and facilitating access to knowledge by and on civil society in West Africa.

The Institute published the WACSeries paper on Partnering for Development: Analysing Possibilities and Challenges for Civil Society Organisations and the Private Sector in West Africa by Professor Ebenezer Obadare, published online in January 2012.

Regional research project on Civil Society and Development in West Africa:
Work continued on this ground breaking, authoritative volume featuring fifteen papers on civil society in West Africa due in 2013.

CIVICUS Civil Society Index-Rapid Assessment (CSI-RA):
The CSI-RA, a global annual survey of civil society, was designed by CIVICUS-World Alliance for Citizen Participation (CIVICUS), an international civil society alliance based in South Africa. The index is a participatory needs assessment and action-planning tool for civil society in countries around the world, aimed at updating knowledge on the state of civil society and informing initiatives to strengthen the sector; hence WACSI’s interest.

In line with its efforts to deepen knowledge on civil society in West Africa, WACSI began discussions with CIVICUS in 2012 toward working together with national civil society organisations and networks to implement the CSI-RA in five West African countries: Benin, Ghana, Liberia, Nigeria and Senegal. This process will enable WACSI and participating organisations to assess the state of civil society in the region. It will equally enable the Institute to strengthen its relationships with existing civil society partners while forging new relationships toward the common cause of building a formidable third sector in West Africa.

Updating WACSI’s directories of experts and regional civil society organisations:
The Institute continued to restructure these two directories. This involves reviewing the criteria for selection, updating biographies and contact information and changing the way this information is presented on WACSI’s website.

WACSI also launched the Ghana CSOs e-directory - the first civil society online platform in Ghana - in Accra in 2011 and in Tamale, Kumasi and Cape Coast in April 2012. The platform is updated regularly with information on newly registered CSOs in Ghana. This site is constantly enriched with news and updates on development news and CSO related engagements in Ghana. It serves as a credible platform for information exchange between development stakeholders and their contemporaries beyond Ghana.

Training toolkit on the Responsibility to Protect in West Africa:
WACSI developed this toolkit on the Responsibility to Protect upon a recommendation from a 2008 forum on the subject. The project was finalised in December 2012 ahead of publication of the toolkit in French and English in early 2013.

Restructuring of the Resource Centre:
As part of its core support to WACSI the International Women’s Program of the Open Society Foundation and OSIWA supported the uplift of the Institute’s Resource Centre with new furniture and technical equipment. Publications in the resource centre are now available on the WACSI website. This comprises a comprehensive list of publications by and on civil society that is accessible to researchers and other knowledge managers as part of efforts to raise the profile of indigenous knowledge and research in West Africa. The resource centre hosts civil society practitioners, independent researchers and academicians from across the globe who visit Ghana to carryout research on a variety of development related themes.
Policy Advocacy

Partnering to Groom more Policy Advocates in West Africa

In 2012, WACSI’s interventions to increase the pool of civil society actors equipped with skills to influence policies across West Africa benefited over a hundred civil society actors (CSAs) from a wide range of civil society organisations (CSOs). The Institute created tactical platforms for CSOs and development partners to discuss and agree on diverse topical issues facing the region and the globe. The Institute also forged partnerships with like-minded organisations and academic institutions, introduced two new advocacy training modules and enhanced CSOs’ contribution to policy advocacy processes in French speaking West African countries, notably in Burkina Faso.

Diversifying our Partnerships for Skills and Knowledge Exchange

In March 2012, WACSI presented to the office of the Vice Chancellor of the University of Ibadan copies of a 13 module Conflict Prevention Resource Pack developed for CSAs in West Africa.

As a regional hub for knowledge sharing, research and documentation for West African development stakeholders, WACSI signed a Memorandum of Understanding with the Peace and Conflict Postgraduate Program at the University of Ibadan, Nigeria. This co-operation saw the introduction of the 13 module curriculum into the peace and conflict curriculum of the Institute, hence, enriching its content with practical perspectives from a professional standpoint.

The event brought a cross-section of 25 lecturers, students and professors from the University of Ibadan, including the Director of the Institute of African Studies at the University, Professor Olawale Isaac Albert. The lecturers and students of the university commended WACSI for the content, design and packaging of the resource pack. Dr. Stephen Faleti, a lecturer at the Institute explained that it will help deepen the knowledge and understanding of budding actors in conflict analysis, management and prevention.

IBIS-WACSI Relationship: Promoting Better Education and People Centred Democracy in West Africa

In 2012, the WACSI-IBIS partnership was strengthened. WACSI conducted advocacy skills training courses for two of IBIS’ project partners. These interventions enhanced the policy and engagement skills of over seventy IBIS partners working across West Africa.

The beneficiaries were equipped to craft compelling evidence-based advocacy messages to suit various advocacy goals, develop a set of educational policies, use strategic advocacy tools in Ghana, identify human rights issues and violations in the Ghanaian education system, and...
build strong networks with relevant stakeholders for mobilisation and advocacy. Beneficiaries were also equipped to constructively contribute to policy discourse, engage policy-makers, and develop advocacy campaigns. They were also taught how to influence policy formulation processes with the guidance of the Advocacy Planning Framework (APF), an advocacy tool on campaign designing, planning and implementation. The first phase of the project benefited CSOs collaborating with IBIS on the West African Human Right and Democratisation (WAHRD) project – a regional project started in 2008 to promote and advance peace, good governance, human rights in a safe and democratic West Africa.

The training course culminated with participants developing a three months Action Plan to promote and raise awareness about the 2012 General Elections. In addition, WAHRD also introduced indigenous ways of building and strengthening advocacy networks in Liberia, Ghana and Sierra Leone.

The second phase of the IBIS – WACSI capacity strengthening partnership witnessed the grooming of IBIS’s partners in the Education for Empowerment (EFe) project – a five year educational project designed for implementation in Kpandai, East Gonja, Sawla-Tuna-Kalba and Bole districts in the Northern region of Ghana. With support from IBIS Ghana, WACSI organised a Policy Advocacy and Rights-Based Approach to Development training in Tamale from May 12th – 15th 2012, for 20 participants. The training exposed participants to the link between advocacy and human rights-based approach to development issues such as education. It laid a strong emphasis on effective campaigning strategies to promote Education for All and the millennium development goals (2 and 3) in Ghana while holding government accountable.

Increasing the Pool of Effective Policy Influencers in West Africa

March 2012 witnessed the introduction of two new courses [Introduction to Policy Advocacy and Engagement (IPA), and Networking and Alliance Building (NAB) ] onto the Institute’s list of courses developed to strengthen civil society practitioners. The courses benefited forty-five practitioners in 2012 and have contributed to promote a sense of unity, purpose and direction in a network of better education advocates in Burkina Faso. These courses seek to enhance participants’ knowledge on fundamental policy advocacy principles and sharpen their advocacy design and engagement skills.

The IPA course presents practitioners with a clear understanding of advocacy concepts and related terms it introduces participants to various advocacy communications tools and strategies relevant to effective advocacy campaign planning. The course content is designed to promote open societies,
participatory governance, and responsible and responsive governments. Other modules covered include public policy, policy making cycle, lobbying and negotiation, as well as the role of social and traditional media in advocacy, monitoring and evaluation.

The NAB course, on the other hand, exposes practitioners to the importance of instituting advocacy networks at local, national and international levels. It provides participants with an understanding of the fundamentals of building alliances with like-minded organisations in pursuit of common goals, and of sustaining existing networking initiatives. With strong emphasis on people-centered and change-focused advocacy, the course presents CSOs with contemporary antidotes on managing the roles and responsibilities of people from diverse backgrounds and orientations, failing CSO coalitions, and governance structures.

Through a practical and innovative delivery methodology, the course has been delivered in both English and French to a diverse group of CSOs including staff of The Association of Non-Governmental Organisations in The Gambia (TANGO) and Members of Parliament in the Gambia as well as CSOs in Ethiopia, Sierra Leone, Burkina Faso, Nigeria, Ghana, Mauritania, Cote d’Ivoire, and Togo.

Strengthening the Advocacy Skills and Fostering Networking among IBIS Partners in Burkina Faso

IBIS invited WACSI to build the advocacy capacity of the National ‘Education for All’ coalition comprising of teachers, school supervisors, and parents in school management committees. WACSI provided technical support to the National Education for all Coalition (CNEPT) to implement the ‘Projet pour l’Amelioration de l’Education’ (PAQUE). WACSI delivered trainings in Introduction to Policy Advocacy and Networking and Alliance Building to reinforce the competencies of the key players in the education sector in Burkina Faso.

The training was designed and delivered to address the capacity needs of the 25 members of CNEPT. It sought to enhance the capacity of the coalition, and provide coalition members with requisite skills, techniques and knowledge to enable them fulfill their mandate as active partners in the promotion of quality education in Burkina Faso.

The five day training focused on enhancing the individual capacities of the partners working on the PAQUE project to adequately document, track, advocate and engage policymakers on pertinent issues that continued to frustrate the desired improvements within the national education system. The training enabled participants to understand various advocacy terms and tools, and endowed them with insights on the importance of networking and coalition building for successful campaigning.

The training culminated with the unanimous agreement by coalition members for a better organisational leadership and governance. It also resulted in the immediate registration of the coalition unto relevant social media platforms with the aim of supporting mobilisation, expanding its online presence and reaching more audiences. The group developed a networking plan focused on enhancing and broadening strategic relations with like-minded organisations and individuals with interest in the ‘Education for All’ agenda. The group designed a national educational campaign in Burkina Faso to solicit for a budget increase for education from 5% - 12% in view of improving the quality of education in the country.
Promoting the Responsibility to Protect (RtoP) Norm in West Africa through Capacity Building

The unanimous endorsement of the Responsibility to Protect (RtoP) norm by world leaders at the 2005 UN world summit has not yet resulted in its concrete implementation across the globe. Despite being a potent tool to protect citizens from genocide, ethnic cleansing, war crimes and crime against humanity, the operationalization of the RtoP norm continues to be contested among states with little or no political will. Although the Economic Community of West African States (ECOWAS) has endorsed the norm within its normative frameworks, the implementation of the norm has not been evident. Besides, the increasing dearth of adequate information on RtoP on the part of both rural and urban-based civil society constitutes a major setback to its promotion in the region. Specifically, the historical context and intent of the norm remained unclear to the majority of CSOs while the persistent lack of engagement chasm at the policy levels also inhibits its full implementation.

WACSI, member of the Steering Committee of the International Coalition on the Responsibility to Protect (ICRtoP), was supported by the Coalition to develop an indigenous (context-relevant) training toolkit that seeks to bridge the prevailing knowledge gap on the norm. This training provides practical information on how civil society can mobilise and push for concrete measures to prevent the major atrocities that the RtoP seeks to address. In June 2012, WACSI in collaboration with KAIPTC, and GIZ, piloted the developed toolkit in a 3-day training that attracted a diverse group of over 40 civilian and representatives of ECOWAS with the primary aim to test-run and validate content of the toolkit, and elicit practical inputs from the multi-stakeholder participants including sharing and exchanges of practical ideas, experiences and best practices.

Facilitated by RtoP experts from the region, the training enhanced participants’ knowledge on the norm and made further clarifications for greater understanding on the evolution and objective of the RtoP. It also exposed participants to strategies needed to promote the RtoP norm. Participants shared experiences, scenarios and studies that enriched the content of the toolkit.

Enhancing Election Observation Processes in West Africa – the WAWEO Initiative

The West Africa Women’s Election Observation Team (WAWEO)—a women-only election observation team was established in 2010 to provide gender-sensitive elections observation in the region. It was inaugurated in Monrovia, Liberia during the 4th Policy Forum and endorsed by the ECOWAS Commission President. In partnership with Women in Peace and Security Network-Africa (WIPSEN-A) and support from the African Capacity Building Foundation (ACBF), WACSI organised a five-day training on Policy Advocacy skills, Reporting and Gender-Sensitive Election Observation procedures from 24-28 September 2012 at its training center in Accra, Ghana for 30 WAWEO members from 13 West African countries.

The training introduced participants to standard elections observation techniques and procedures including; data gathering, analysis, presentation, monitoring and reporting. Participants also learned how to use the Advocacy Planning Framework (APF) for planning, designing, implementing, monitoring and evaluation advocacy campaigns. After the training, WAWEO members were fully equipped to observe elections in West African countries. WAWEO was successfully deployed for independent electoral observation during the Sierra Leone and Ghana general elections in November and December 2012 respectively.

With funding from IBIS-West Africa, WAWEO members were able to replicate the Gender-Sensitive Election Observation training in Sierra Leone for the female members of the National Election Watch (NEW) in preparation for the 2012 Sierra Leonean general elections. During the training, the participants also discovered many electoral deterrents for female political aspirants.

2 In January 2008, ECOWAS introduced and enshrined the ideals of RtoP into its regional Conflict Prevention security architecture known as the ECOWAS Conflict Prevention Framework (ECPF).
Table 1: WAWEO deployment and observation mission in 2012

<table>
<thead>
<tr>
<th>COUNTRY</th>
<th>DATE</th>
<th>NUMBER OF MEMBERS DEPLOYED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senegal first round</td>
<td>February 26, 2012</td>
<td>4*</td>
</tr>
<tr>
<td>Senegal second round</td>
<td>March 24, 2012</td>
<td>3*</td>
</tr>
<tr>
<td>Guinea Bissau</td>
<td>March 18, 2012</td>
<td>2*</td>
</tr>
<tr>
<td>Sierra Leone</td>
<td>November 17, 2012</td>
<td>10 +2*</td>
</tr>
<tr>
<td>Ghana</td>
<td>December 7, 2012</td>
<td>10+ 12*</td>
</tr>
</tbody>
</table>

* Represents WAWEO members who observed elections as part of the ECOWAS observation mission

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OSIWA supported 26 CSOs from four West African countries (Niger, Benin, Guinea Conakry and Côte d’Ivoire) to take part in the first phase of a holistic capacity building programme from August 27 – September 8. This phase comprised of courses in Board Governance and Strategic Planning, Human Resource Management, Financial Management, Budgeting and Grants Reporting, and Monitoring and Evaluation. Participants generally commended this programme. Some of them shared the relevance of such a programme to their work.

AGOUA Flore-Elise, Executive Director, NGO Sisters United at Work (SUO), Republic of Benin

“Participating in the WACSI ‘Capacity Building Programme for Civil Society’ enabled me to identify operational standards within our organisation which were not effective in enabling the organisation to achieve its mandate. I therefore took note of the inconsistencies and made proposals to the Board Members of our organisation, based on the best institutional practices that I learned.

During the training, I familiarised myself with grant reporting techniques, human resource management and, budgeting and financial management techniques. Upon my return to our organisation, I trained other members on leadership and financial management, created a membership database and initiated an email and SMS communication system for our organisation. Our organisation now functions better and the flow of information is smooth among the workers. Thanks to WACSI!”
Adja Owo Roland Désire; Executive Director, National Organisation for Children, Women and Family (ONEF), Côte d’Ivoire

“I attended WACSI’s capacity building program for CSOs in West Africa and it helped enhance our organisation’s administrative, human resource and financial management systems. The program also enabled us to review our operational manual and develop a three-year strategic plan with an annual work plan.”

Dro Constantin (second from right) participating in a group session during the training

“In August 2012, GFM3 participated in a WACSI training course in Guinea on “Building Civil Society Organisations.” Prior to the training, our organisation was facing great deal of challenges, including: financial management, board inactivity, low staff retention, and poor procedures manual. However, participating in the course helped GFM3 appoint an administrative and finance manager, revise our procedures manual, prompt us to train staffs on GAR, train accountants on how to use a modern accounting software (SAARI). Above all, the training boosted our staffs’ confidence level. The WACSI capacity building program was a great opportunity for GFM3 to initiate a set of needed reforms in order to address our existing administrative and functional gaps.”

Participants worked in groups during the training in Guinea
Ouattara Florence is the Deputy Director of the LIDEJEL, (League for the Defense of Justice and Freedom), Burkina Faso and a member of the contact group of the Coalition of CSOs for institutional and political reforms in Burkina Faso.

She is one of the thirty members of the West Africa Women’s Elections Observation Team (WAWEO) that were trained in 2012 to better observe elections in West Africa with a gender sensitive lens.

She appreciated the training and recounts its relevance to her career and electoral processes in the region.

WACSI: What is the relevance of this training?

OF: The knowledge acquired through the WAWEO training was immediately applied in our coalition. We observed a two-fold biometric elections on 2 December 2012, and the chairman of the contact group requested that I participate in the collection of gender-based data to better reflect on the participation of women in the electoral process as election agents, candidates and voters.

I have been empowered to write gender specific reports, collect data and understand and respect basic principles and guidelines for election observation. In addition, both my advocacy and policy analysis skills have been reinforced.

WACSI: How has the training been helpful in enhancing your ability to observe elections?

OF: The training has greatly enhanced my capacity, specifically, gender sensitivity in data collection for electoral processes; ability to study and analyse data based on gender, age group and social class with reference to youth and persons with disabilities.

WACSI: What techniques have you implemented or are you implementing which are enhancing electoral processes in West Africa?

OF: Following the example of WAWEO, CSOs in Burkina Faso have decided to join forces in the electoral process in order to give more weight to their actions. Thus, during the 2012 elections, 14 CSOs formed a coalition to work on election observation, “United we stand”!

This coalition advocates for political and institutional reforms in favour of women with the aim of improving the political climate of the country.

Following a close examination of past observations, a number of issues were identified that require our attention; gender imbalance in the electoral process, and the neglect of national, regional and international laws. This significantly undermines the respect for human rights and the integration of gender mainstreaming in the electoral process.

To achieve smooth elections, we are studying the nonimplementation of existing laws in order to lobby election officials, in addition to public officials, to shoulder their responsibility. We will use appropriate strategies to make sure that authorities heed to our recommendations.

Lastly, I was invited as Burkina Faso’s civil society resource person for a live interview on the national television after the close of elections on 2 December 2012. I boldly called on public officials to implement the ‘gender quota’ agreement to enhance women’s participation in the electoral process. I also stressed on Sierra Leone’s example who have committed themselves to adopting biometric voting and improving the participation of women in the November 2012 elections which I monitored, thanks to WACSI and WAWEO.

"The training has greatly enhanced my capacity, specifically, gender sensitivity in data collection for electoral processes; "
Emilie Thiandoum Lo, Departmental Chairperson of AFAO (West Africa Women Association), Senegal.

Through the training I attended in Ghana, I am more efficient in the Department I head especially in terms of record-keeping and leadership. I now have better advocacy skills, enhanced management skills and a better aptitude to effectively engage in community activities. I am now able to monitor elections from a gender perspective and write reports; hence I am committed to observe and follow electoral activities with accuracy, rigour and professionalism.

Hadja Ramatoulaye Sow (second from right), Head of the Association of Women Entrepreneurs of Guinea (A. F. E. G) and Chairperson of Movement of Women Hope for Peace and National Development

“The training enlightened me on electoral observation, corporate governance and leadership in women’s organisations. It also reinforced my skills and my commitment in politics. My party was very pleased and was the primary recipient of the electoral debriefing sessions even before the consultation forum for women in politics. This training has nurtured my desire to effectively engage in political processes. It equipped women in politics with better and effective strategies to promote an increased representation of women in the coming parliamentary elections in Guinea, thanks to WACSI and WIPSEN-A.”

Ble Blandine Patricia Ahui, Project Manager, Convention of the Ivorian Civil Society (CSCI)

Ble Blandine took part in the training on Gender Sensitive Elections’ Observation. We captured her reactions after the training.

WACSI: What knowledge and skills did you gain from the training?

BB: I was pleased to attend this training as it had an immediate impact on my election-oriented career. I garnered knowledge on advocacy skills and techniques and electoral monitoring with a gender-based perspective.

WACSI: What best practices from the training have you applied and what are the current benefits?

BB: The training had a positive impact on my work. Thus, upon my return, I was able to brief our organisation’s programme manager for the integration of gender-based perspectives into the April 2013 Regional and Municipality electoral process. We plan to collect data on women’s participation in the electoral process in order to build a common advocacy platform.

WACSI: How will the knowledge and skills gained from this training enable you to improve the work of your organisation?

BB: Our organisation will work to ensure that all future elections in Côte d’Ivoire have a gender-based perspective in order to ensure accurate data for gender mainstreaming advocacy in the electoral process.
Thiam Tabara Diouf, Assistant at AFAO WAWA, Senegal.

"The WACSI training enhanced my understanding of gender and elections, advocacy, and report writing. I gained a deeper understanding of the concept of gender. I now have a vivid understanding of the link between gender and elections. The impact of the WACSI training on my professional life has been significant. Skills acquired from the training enabled me to monitor the conduct of the elections in Ghana with great ease, as well as understand and respect ethical standards. Above all, my English has improved due to interaction with English speaking colleagues with whom we shared interesting, rich and great experiences throughout the training and monitoring period. All thanks to the WACSI team, partners and resource persons who saw us through.”
Feedback from other trainings

*Moustapha Kadi, Chairman of the group for the Defense of Right to Energy (CODDAE), Niamey, Niger*

“Participating in WACSI’s Proposal Writing and Gender Mainstreaming training enabled our organisation in partnership with traditional leaders to launch advocacy and awareness-raising campaigns in pursuit of greater transparency and socio-economic adaptation. Today, we can confidently say that the training equipped us to be able to pass the lessons through and ensure that better measures are established.”

*Patricia Porekuu, National Coordinator, Coalition of NGOs in Health, National Coordinator, Ghana*

“I attended the training on Personal Productivity Skills Training for CSOs in West Africa in 2012. This training was chosen at this point in time to provide a fragile organisation [Ghana Coalition of NGOs] an opportunity to grow given the challenges the organisation had gone through. It was therefore very important for the organisation to invest in this training to obtain the skills required to work and grow as a team in achieving its goals and objectives.

The immediate benefits I reaped from the training, just to mention a few, include: building and developing a team; stages involved in team development; principles of an effective leader and the ways to be effective as a leader. The most important skills I gathered from the training included the four stages of management skills which are planning, organising, controlling and evaluating. Another important skill I gathered was the forming, storming, norming and performing stages a team goes through to become effective.

These skills acquired have broadened my understanding on how to work effectively in a team and to engage my team efficiently to obtain the desired outcomes. One very effective technique that I use in getting the desired outcome is by delegating roles to other members of my team and inspiring the team by being a good listener and a motivator. Another technique I employed in helping employees solve their problem is the use of the 4Ps model.”

*Mutawakilu Alhassan, Director of Programmes of SKEGU Ghana*

“As the director in charge of programmes, I play a key role in the design and implementation of interventions executed by my organisation. I realised the need to enhance my proposal writing skills and to improve on my ability to mobilise resources for my organisation. To achieve this, I benefited from a training on Proposal Writing and Resource Mobilisation organised by WACSI in Tamale which took place from October 31 to November 2, 2012.

Through knowledge gained from this training, I have improved on my proposal writing skills, especially on how to develop a comprehensive logical framework. This has been of great added value to my work. I have been able to apply the knowledge and skills I acquired from the training in the design of a proposal titled, The West Mamprusi’s Post Election Reconciliation Project.”
WACSI delivers relevant tailor made trainings to CSOs in West Africa by collaborating with experienced West African practitioners. These practitioners are provided with requisite facilitation and training techniques to ensure that they respond to the identified capacity needs of CSOs in the region. Two of our well-respected facilitators share their experience.

**Our Associates**

**Angela Dwamena-Aboagye, Executive Director, The Ark Foundation**

“In 2012, I facilitated two trainings for WACSI namely Introduction to Policy Advocacy, and, Networking and Alliance Building.

WACSI’s training methodology for CSOs in West Africa lays emphasis on the use of practical examples by facilitators and sharing by participants of their own personal experiences – weaknesses and strengths - of doing policy advocacy. The trainings were thus very good. Sessions were very interactive and interesting.

WACSI’s training objective and approach is quite creative and broad-based in content and coverage. It is highly relevant for the development and strengthening of civil society in West Africa because they promote exchange of ideas and expertise in training and facilitation. Co-facilitation is very good for doing exactly this, and WACSI strongly adopts co-facilitation techniques in the delivery of its trainings.”

**Djagba Faustin is a trainer in Organisational Management and Project Development**

“My collaboration with WACSI has been excellent. WACSI designs and delivers courses using a practical approach in response to specific needs of participating CSOs. These courses are directed towards practically addressing the concerns of the participants. The Institute’s courses are very relevant, because they respond to specific needs and concerns of CSOs. The approach is participatory and focused on addressing existing concerns of CSOs that impede their effectiveness.

My partnership with WACSI enabled me to enhance my personal abilities while participating in strengthening the capacity of participants in different trainings, by taking into account innovative initiatives that this partnership offers me.”
Next Generation Internship Programme, Five Years of Remarkable Success

By Charles K. Vandyck

Since 2008, I have been honoured and humbled to supervise WACSI’s Next Generation Internship Programme (NGIP). This aspect of my work has been the most fulfilling. It has presented me with uncountable opportunities to coach and mentor remarkable young Africans from different countries. In 2012, WACSI graduated its 15th intern. This programme has provided the Institute the platform to make a difference in the lives of young Africans.

The NGIP is WACSI’s youth leadership training platform. Under this programme the youth, especially those coming from conflict affected West African countries, who do not have work experience in development work and, are prepared to gain experience in the focus areas of WACSI are given internship opportunities for a period of six to twelve months.

WACSI believes that by offering this opportunity to the youth, a major mandate of strengthening civil society is achieved. The Institute’s rationale for strengthening civil society lies in the fact that civil society in West Africa is an important partner in the promotion of good governance, democracy, peace building and participatory development processes.

WACSI, through the NGIP seeks to build the capacity of young professionals aspiring to work with civil society organisations (CSOs).

WACSI believes that transformational leaders are crucial for good governance and development in every society and that they can be empowered through education and training.

The focus of the programme is to promote a culture of “leading by doing the right things well”.

The interns are initiated into the operations of the Institute and are given opportunities to lead on projects. The programme is designed to promote ownership, responsibility and flexibility and guides interns to sharpen their skills and shape their career paths.

According to the programme’s 14th graduate, Olalekan Micheal-Aina, “the experience was more than I could imagine. It gave me the opportunity to develop a professional demeanour, increase my analytical thinking, develop my writing and communication skills, and my ability to implement projects with or without supervision. I actually felt like a permanent staff”.

Former interns and volunteer
L-R: Olalekan Michel-Aina, Anna-Rikka Kauppinen (volunteer), Harrison Owusu and Bela Emile

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L-R: Olalekan Michel-Aina, Anna-Rikka Kauppinen (volunteer), Harrison Owusu and Bela Emile
This testimony fits into the leadership identity the NGIP promotes which is underpinned by a primary focus on leadership, technical and relational skills.

Over the years, feedback from interns indicates that the following competencies were developed during the internship programme: (1) Strengthened ethical and morally based leadership principles (2) Social consciousness (3) Self-confidence (4) Appreciation of multi-cultural nuances (5) Results-oriented work ethic (6) Strengthened ability to conceptualise and contextualise ideas (7) Strengthened capacity for critical analysis (8) Strengthened managerial and technical skills (9) Improved ability to work in teams and (10) Improved ability to delegate tasks and share power and information.

Between 2007 and 2012, the internship programme benefitted 15 young graduates and civil society professionals from Côte d’Ivoire, Guinea Conakry, Nigeria, Zimbabwe, Cameroon, Ghana and Burkina Faso.

Alumni of the programme, Omolara Balogun, Gima Forje, Lady Arnedormey, George Osei Bimpeh, Ramde Yaya and Jimm Fomunjong have experienced significant success in their career growth and are playing leading roles in their various institutions. They attribute this success to the skills they acquired from their internship experience at WACSI.

For instance, Omolara Balogun and Jimm Fomunjong serve as the Policy Advocacy Officer and Communications and Information Assistant at WACSI respectively. Gima Forje is the Grants Officer at the TY Danjuma Foundation in Nigeria. George Osei Bimpeh is the Country Director of SEND Ghana.

WACSI envisions that the programme will continue to evolve, expand and contribute to the empowerment of young Africans to take over leading roles in democratic governance processes.
Working with many civil society organisations in the past has exposed me to some of their core challenges. These are insufficient leadership skills; lack of relevant technical and operational capacity to influence public policies and inability to mobilise resources to successfully implement their projects. My motivation to take part in the Next Generation Internship Programme thus stemmed from the desire to acquire relevant skills that can enable me to contribute to addressing these challenges.

During my one-year internship period (January to December 2012), I assisted all units in organising training programmes. In addition to strengthening my understanding of the concept of “civil society”, its scope of work and its responsibilities in policy making processes, especially in West Africa, the programme gave me hands-on experience in programme/project management, training module formulation and delivery and in conducting CSOs’ needs assessment. Overall, the programme has enhanced my leadership skills.

As a result of this, I feel more confident today when it comes to dealing with civil society-related issues both at national and regional levels. On this basis, and in order to enable more young Africans to benefit from the same opportunities, I can confidently recommend the Next Generation Internship Programme, emphasising that, it will provide beneficiaries with challenging responsibilities which can ultimately enhance their professional career growth.

I was posted to WACSI by the National Service Scheme as a translator in October 2011 and I completed the programme in August 2012 equipped with a great package of skills and knowledge on civil society in West Africa.

During my service at the Institute, I was not only given the opportunity to perform my role as the bridge between civil society actors (CSAs) from different linguistic backgrounds, but also I was assigned to other relevant responsibilities in relation to the capacity building and policy advocacy units. Most importantly, WACSI gave me an opportunity to become an informed civil society practitioner, thanks to the knowledge gained during the trainings organised by the Institute which I was given the opportunity to participate in.

The staff of WACSI created a good working environment of which I was readily offered assistance when I encountered any difficulty in performing my duties. My time with WACSI helped me to network with CSAs who were very helpful to me as a freelance translator and interpreter. Even after my national service, the Institute contracted me for translation services.

Today, I am more confident and professional minded for which I commend WACSI. For this, I think that more youth should be given the opportunity I got. Thank you WACSI!
Ideologically, I like to describe myself as a pan-Africanist that believes Africa has to look inwards to find solutions to its myriad of challenges. The Next Generation Internship Programme of the West Africa Civil Society Institute (WACSI) poses itself as an initiative to finding solutions to one of the several problems facing Africa or Africans through the grooming of potential leaders who will contribute to the sustainable development programs already existing in Africa.

Transformational leadership is about vision, courage, empathy and change making. As a leader my vision is to have a continent where people’s freedoms are protected, a society where democratic values, principles are upheld and there is proper accountability and good governance across board. To achieve this, I worked at WACSI where I supported the programmes department in enhancing the capacities of civil society organisations (CSOs) in West Africa through trainings to hold government accountable and also strengthening the internal capacities of CSOs to become professional and credible. I gained a wealth of knowledge both professionally and personally.

My time at WACSI has been a catalyst that has further propelled me to become part of the new generation of African leaders who are social change agents I now work fully as a development practitioner – mobilising young people irrespective of age, religion, ethnic and sexual preferences to bridge the gaps between the African communities and its people to foster development and peaceful co-existence.
The groundbreaking online civil society directory (www.civilsocietygh.org) was launched in three regions of Ghana to civil society organisations (CSOs) stakeholders and other development.

The launching events of the CSO online directory in Tamale, Kumasi and Cape Coast cities were significant milestones in the development of a platform for CSO engagement, networking and collaboration in Ghana. Participants at the launching events expressed their appreciation to the implementing partners and reiterated their commitments to ensure that the website becomes more interactive and serves their interests better.

Mr. Seidu Musah Akugri Programme Officer of School for life/ Literacy for life change project, remarked that “the website has served as an avenue for CSOs operating from the hinterlands to bring their success stories and challenges into the limelight.” He added that, “It serves as a loud speaker for CSOs in the Upper East region.”

At the event in Kumasi, CSO representative, Mr. Christopher Kwaku Dapaah from the Resource Link Foundation in Brong Ahafo region indicated that the website would promote the work of civil society practitioners within the region. Mr. Dapaah succinctly captured the complete essence of the website as “5Ws plus H”. He explained (referring to CSOs) that these stand for ‘Who you are, what you do, why you exist, where you are, whom you are responsible to and how you do your things.’

In Cape Coast, Mr. Alexander Avor, Executive Director of the Akavo Evangelistic Mission stated that “even though CSOs in the Volta region are sparsely situated around the Volta Lake, the imaginary bridge across the Volta Lake that could ensure easy communication and collaboration among CSOs is the website.” He reiterated the above statement by explaining that, accessing contact information of heads of CSOs that are listed on the e-directory website will ensure effective collaboration and help to reduce redundancies in thematic focus and intervention areas of CSOs.

During a presentation at the launching event in Kumasi, the e-directory project officer, Harrison Boakye Owusu reported that “the purpose of the website is to create an online platform that will list all duly registered CSOs in Ghana for quick and easy access to information on their locations, thematic focus, vision, mission among others. In addition, the website was created to raise awareness, stimulate networking, collaboration and information sharing among CSOs and their networks.”

The overall objective of the launching events was to introduce an online portal that maps out CSOs working at different levels in the country and provides information on CSOs based on regional location and areas of specialisation.

The specific objectives of the website launching events were to:

- Strengthen ownership of the project among broad-based networks and civil society platforms in Ghana; and
- Provide a platform for CSO stakeholders to access relevant CSO information in an easy and timely manner and establish productive networks

105 CSO representatives from across Ghana attended the launching events which were initiated by the West Africa Civil Society Institute (WACSI) and supported by the Embassy of France, the United Nations Development Programme (UNDP), Ghana and the Ministry of Employment and Social Welfare, Ghana.

The creation of the website has facilitated networking and collaboration, as well as promoted information exchange and experience sharing among CSOs and other development partners and stakeholders in the country.

“the website has served as an avenue for CSOs operating from the hinterlands to bring their success stories and challenges into the limelight”
...the purpose of the website is to create an online platform that will list all duly registered CSOs in Ghana for quick and easy access to information on their locations, thematic focus, vision, mission...
It’s Okay to have some Fun too!!!

At the close of an activity-packed and fruitful year, the staff of WACSI had a well-deserved three day socialisation gathering at the Beige Village, a country side, resort which is located in New Abirim in the Eastern Region about 500 kilometers from Accra, from 30th November to 2nd December 2012.

The purpose of this gathering was to strengthen team building among staff, to release some stress, to help them reflect on the achievements and challenges of the Institute. The WACSI team used this time to reflect on the way forward for the Institute, particularly because 2012 brought a close to its first five year strategic plan.

To culminate this unique and highly appreciated gathering, an award winning dinner was organised to recognize and appreciate the efforts of staff, and to thank the Institute for laying the foundation for a conducive working environment. The Executive Director Nana Afadzinu who was startled by the energy in her colleagues congratulated staff for their tremendous efforts to enable WACSI realise the goal for which it was established. She encouraged staff to maintain the hardworking spirit and to remain positive and proactive in their attitude towards work. In recognition of some special attributes staff possess, special awards were given for the following categories:

» Most punctual staff - Ibrahim Mohammed – Office Assistant,

» 2nd most punctual staff - Charles Vandyck – Capacity Building Officer

» 3rd most punctual staff - Maxwell Apenteng – Janitor.

» The longest serving staff - Katherine Adarkwa – Administrative Officer, aka Mama WACSI.

» The staff who patronised the Institute’s social media platforms the most was Charles Vandyck and Harrison Owusu-Boakye – Research Assistant.

The staff of the year category was the most anticipated category. Staff voted for the Communications and Information Assistant in recognition of his jovial nature, his ability to show concern for all colleagues, his innovative, creative and hardworking attitude. He also possesses the ability to maintain an excellent interpersonal relationship with all.

The staff retreat was an enjoyable time spent as a wonderful WACSI family. This was the first time that the institute organised a retreat to enable staff network and get to know each other better.
In 2012, I was honoured to be given the first ever ‘Staff of the Year Award’ at WACSI. This was a collective decision by the majority of staff at the Institute to confer this title on me. From tit bits from my wonderful colleagues, they voted me for this award in recognition of my approach to work, my ability to relate with colleagues and my contribution as a team member to the overall achievement of the goals set in 2012 at WACSI.

It was a surprise, a great surprise to me because WACSI is made up of a wonderful group of young, dynamic, ambitious, motivated and focused West Africans who seek to make civil society in the region to be a reliable force in the pursuit of open democracies and sustainable development.

Being the pioneer to receive this prestigious prize encourages me to remain an example in life. It motivates me to remain positive and work hard to achieve set goals. This, for me, is a call by my colleagues to be a pace-setter to do the right things that will positively affect the health of the organisation and civil society at large.

I want to express sincere thanks to all of the Institute’s stakeholders for the growing confidence in our efforts to strengthen civil society in West Africa. Special thanks go to the Open Society Initiative for West Africa for the gargantuan support which enables WACSI to strengthen the capacity of civil society organisations in West Africa. Immense thanks go to the East East Partnership Beyond Borders for enabling social media experts to reflect on the need for civil society to strategically engage with stakeholders using social media. Much gratitude goes to IBIS West Africa for their reliable support to their development partners working to strengthen education systems in Burkina Faso, and to promote democracy and human rights in West Africa.

Special thanks go to civil society practitioners and organisations who believe in the vision we share and have patronized our expertise in one way or the other. At WACSI, we remain committed to providing civil society in West Africa with the relevant ingredients to make them a credible and inevitable actor in the pursuit of lasting and tolerant democracies and appreciable standards of development in West African countries.

On behalf of my colleagues, we appreciate your belief in WACSI and extend our gratitude to you for giving us the opportunity to add value to the vision you share. For all of these, I was happy to play a role in the success of the projects your noble organisations and WACSI collaborated in.

Thank you all for bestowing confidence in me and I hope to do more.
**WACSI People in 2012**

*Our Strategic Leadership Team – The Board*

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**Prof. Adebayo Olukoshi, Nigerian**

is the Director of the United Nations African Institute for Economic Development and Planning (IDEP) based in Dakar, Senegal. He is a Professor of International Economic Relations, and was the Executive Secretary of CODESRIA for 11 years.

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**Mme. Aicha Bah Diallo, Guinean**

is a champion of girls’ and women’s education. She is a former Minister of Education in Guinea, a position she held for over seven years. She was adviser to the Director-General of UNESCO on girls’ education in Africa until late 2009. Madam Bah-Diallo played a guiding role in the formation of the Forum of African Women Educationalists (FAWE) in 1992, and is the current President. Madam Bah-Diallo is a member of the Mo Ibrahim Prize Committee.

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**Professor Igue, Beninese**

is Professor of Geography at the University of Abomey Calavi (former National University of Benin) and former Director-General of the West Africa Institute in Cape Verde. He was until recently the Scientific Director of the Laboratoire d’Analyse Régionale et d’Expertise Sociale and Adviser of the Sahel and West African Club of the Organisation for Economic Cooperation and Development. Previously, he was Benin’s Minister of Industry and Small Scale and Medium Enterprises and Dean of the Faculty of Arts and Human Sciences of the National University of Benin (1978-1981). He has published extensively and worked with diverse regional bodies in West Africa.

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**Dr. Jibrin Ibrahim, Nigerian**

is the Director of the Centre for Democracy and Development (CDD) Nigeria, a West African regional research, advocacy and training non-governmental organisation. Dr. Ibrahim is a political scientist and development expert with over thirty years of active engagement with civil society.
Justice Emile Short, Ghanaian

served as a Commissioner for the Ghana Commission on Human Rights and Administrative Justice between 1993 and 2010. Between 2004 and 2009, he was granted leave of absence from the Commission to take up an appointment as a Judge with the United Nations International Criminal Tribunal for Rwanda in Arusha, Tanzania. He has served as the President of the African Ombudsman Centre and as a Consultant for the UNDP, the Commonwealth Secretariat in London, the Danish Institute of Human Rights, the Carter Center (US) and the Raoul Wallenberg Institute of Sweden.

Ms. Taaka Awori, Liberian

is a consultant with social and organisational development expertise. She has significant experience working with donor agencies and funding mechanisms for civil society. She previously worked as Assistant Social Development Adviser of the UK Department for International Development (DFID) and undertook consultancies for many institutions such as the African Women’s Development Fund, DFID, Comic Relief, the World Bank Institute, the African Development Bank, CARE International, the United Nations Development Programme, the Danish International Development Agency and the Royal Danish Embassy, among others.
Interns/ Service Personnel/ Volunteers

Harrison Boakye Owusu, Ghanaian, Intern
Programmes

Olalekan Michael-Aina
Nigerian, Intern
Programmes

Bela Kouakou Emile
Ivorian, Intern
Programmes

Barbara Sitti-Wilson,
Togolese, Service Personnel
Translator

Attafuah Kwabena Enning,
Ghanaian, Service Personnel
Finance & Administration

Barbara Mingle
Ghanaian, Service Personnel
Finance & Administration

Elo-oma Nyigide
Nigerian, Service Personnel
Translator

Lily Oseyda Mensah,
Ghanaian, Volunteer
Communications

Gina Chancelin Nsimba, Congo
Brazaville, Volunteer
Finance & Administration
Finance Report

Balance Sheet as at 31 December 2012

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS EMPLOYED</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property, Plant and equipment</td>
<td>177,064</td>
<td>97,343</td>
</tr>
<tr>
<td><strong>Current Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>7,368</td>
<td>10,793</td>
</tr>
<tr>
<td>Cash and bank balances</td>
<td>476,137</td>
<td>422,228</td>
</tr>
<tr>
<td><strong>Current Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accrued expenses and other accounts payable</td>
<td>31,406</td>
<td>63,350</td>
</tr>
<tr>
<td><strong>Net current assets</strong></td>
<td>452,099</td>
<td>369,671</td>
</tr>
<tr>
<td><strong>Net assets</strong></td>
<td>629,163</td>
<td>467,014</td>
</tr>
<tr>
<td><strong>FUNDS EMPLOYED</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accumulated fund</td>
<td>629,163</td>
<td>467,014</td>
</tr>
</tbody>
</table>

Signed on behalf of the Board

Director
Date: 22/07/13

Statement of Income and Expenditure for the Year ended 31 December 2011

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Income</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Funds received</td>
<td>1,678,741</td>
<td>1,364,152</td>
</tr>
<tr>
<td>Other income</td>
<td>450,809</td>
<td>165,295</td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td>2,129,550</td>
<td>1,529,447</td>
</tr>
<tr>
<td><strong>Expenditure</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Training and research expenses</td>
<td>1,344,393</td>
<td>897,764</td>
</tr>
<tr>
<td>General and administrative expenses</td>
<td>623,009</td>
<td>419,453</td>
</tr>
<tr>
<td><strong>Total Expenditure</strong></td>
<td>1,967,402</td>
<td>1,317,217</td>
</tr>
<tr>
<td><strong>Excess of income over expenditure</strong></td>
<td>162,148</td>
<td>212,230</td>
</tr>
</tbody>
</table>

**ACCUMULATED FUND**

<table>
<thead>
<tr>
<th>FOR THE YEAR ENDED</th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance as of 1 January</td>
<td>467,015</td>
<td>254,784</td>
</tr>
<tr>
<td>Excess of income over expenditure</td>
<td>162,148</td>
<td>212,230</td>
</tr>
<tr>
<td><strong>Balance as of 31 December</strong></td>
<td>629,163</td>
<td>467,014</td>
</tr>
</tbody>
</table>
## Statements of Cash Flows for the Year ended 31 December 2011

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>OPERATING ACTIVITIES</strong></td>
<td>GH₵</td>
<td>GH₵</td>
</tr>
<tr>
<td>Excess of income over expenditure</td>
<td>162,148</td>
<td>212,230</td>
</tr>
<tr>
<td>Adjustments for:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation</td>
<td>56,442</td>
<td>34,280</td>
</tr>
<tr>
<td>Operating results before working capital changes</td>
<td>218,590</td>
<td>246,510</td>
</tr>
<tr>
<td>(Increase)/Reduce in accounts receivable and prepayments</td>
<td>3,425</td>
<td>30,063</td>
</tr>
<tr>
<td>Increase in accounts payable</td>
<td>(31,943)</td>
<td>29,797</td>
</tr>
<tr>
<td>Net cash generated from operating activities</td>
<td>190,072</td>
<td>306,370</td>
</tr>
<tr>
<td><strong>INVESTING ACTIVITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Purchase of property, plant and equipment</td>
<td>(136,163)</td>
<td>(51,648)</td>
</tr>
<tr>
<td>Net cash used in investing activities</td>
<td>(136,163)</td>
<td>(51,648)</td>
</tr>
<tr>
<td><strong>INCREASE IN CASH AND EQUIVALENTS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents as at 1 January</td>
<td>422,228</td>
<td>167,506</td>
</tr>
<tr>
<td><strong>CASH AND CASH EQUIVALENTS AS AT 31 DECEMBER</strong></td>
<td>476,137</td>
<td>422,228</td>
</tr>
</tbody>
</table>

### WACSI Performance

- **2012**
  - Income: GH₵ 1,678,741.00
  - Programmes: GH₵ 1,344,393.00
  - Gen Admin: GH₵ 623,009.00

- **2011**
  - Income: GH₵ 1,364,152.00
  - Programmes: GH₵ 897,764.00
  - Gen Admin: GH₵ 419,453.00
INDEPENDENT AUDITORS’ REPORT
TO THE MEMBERS OF WEST AFRICA CIVIL SOCIETY INSTITUTE

Report on the financial statements
We have audited the accompanying financial statements of West Africa Civil Society Institute which comprise
balance sheet as of 31 December 2012, the statements of income and expenditure and statement of cash flows for
the year then ended, and a summary of significant accounting policies and other explanatory information and the
directors’ report, as set out on pages 1 to 13.

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

Auditors’ 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 auditors’ 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 controls relevant to the entity’s preparation and fair presentation of the financial
statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose
of expressing an opinion on the effectiveness of the entity’s internal controls. An audit also includes evaluating the
appropriateness of accounting policies used and the reasonableness of accounting estimates made by the directors,
as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit
opinion.
Opinion
In our opinion, the financial statements present fairly, in all material respects, the financial position of West Africa Civil Society Institute as of 31 December 2012, its financial performance and its cash flows for the year then ended in accordance with Ghana Accounting Standards and in a manner required by the Companies Act, 1963 (Act 179).

Report on other legal and regulatory requirements
The Companies Act, 1963 (Act 179) requires that in carrying out our audit, we consider and report on the following matters. We confirm that:

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

II. In our opinion proper books of account have been kept by the company, so far as appears from our examination of those books; and

III. The balance sheet and statement of income and expenditure of the Institute are in agreement with books of account.

Signed by Kwadwo Mpeani Brantuo (ICAG P\1152)
For and on behalf of Ernst and Young (ICAG F\126)
Chartered Accountants
Accra, Ghana

Date: 22 July 2013
WACSI has state of the art facilities at its office premises in East Legon, Accra, Ghana, that can be used for meetings, conferences or trainings in Accra, Ghana.

A spacious board room with a maximum sitting capacity of 20, equipped with a teleconferencing facility that can host up to 20 conversations at a time.

A conducive and well-equipped training and/or conference room with a maximum sitting capacity of 30.

All rooms are equipped with a projector, a projector screen, flip chart stands, writing boards, high quality sound system with cordless and lapel microphones and a water dispenser for your comfort.

We have a very welcoming support staff to assist in the general organisation of your programmes at our premises.

To use our facilities, please contact admin@wacsi.org or call 00233 (0) 302 542010.
### Creating and Sustaining Mutual Partnerships

<table>
<thead>
<tr>
<th>Partner</th>
<th>Project(s)</th>
</tr>
</thead>
</table>
| Open Society Initiative for West Africa                      | - Provides core support to the Institute  
- Five trainings for partners from Guinea, Benin, Niger and Côte d’Ivoire                                                                                      |
| African Capacity Building Foundation (ACBF)                  | ACBF supported training for West African Women’s Election Observation Team on Gender Sensitive Election Observation                                               |
| IBIS Ghana                                                   | IBIS Ghana supported training for its partners in Tamale on Rights Based Approach to Development                                                              |
| IBIS West Africa                                             | - IBIS West Africa supported training for West African Women’s Elections Observation Team on Gender Sensitive Elections Observation  
- Supported trainings on Monitoring and Evaluation and Policy Advocacy and Engagement for its partners on the West Africa Human Rights and Democratisation project  
- Supported training on Introduction to Policy Advocacy and Networking and Alliance Building for its education partners in Burkina Faso |
| Bonne Fonden, Burkina Faso                                   | Supported training on Introduction to Policy Advocacy and Networking and Alliance Building for its education partners in Burkina Faso                                  |
| German Development Agency                                    | Supported training for its partner civil society organisations in Northern Ghana under the Civil Society Support Programme                                      |
| French Embassy in Ghana                                      | - Supported the launching of the e-directory website in three regions in Ghana  
- Supported trainings on Monitoring and Evaluation and Grants Management for beneficiary organisations of the Fund for Social Development project |
| International Finance Corporation                            | WACSI has adapted IFC’s Business Edge modules to address the capacity gaps of civil society organisations. Courses on Personal Productivity Skills and Financial Management and Budgetary Control were delivered in 2012. |
| East East: Partnership Beyond Borders                        | - Supported capacity development meeting for experts from West and Central Africa  
- Supported the organisation of an international conference for social media experts on strengthening advocacy using social media |
| Africa Alliance of YMCA                                       | Supported training on Financial Management for its finance staff from 11 African countries                                                                       |
| Kofi Annan International Peacekeeping Training Centre       | - WACSI trained KAIPTC staff on Resource Mobilisation and Report Writing  
- KAIPTC collaborated with the Institute to organise training on the Responsibility to Protect for Multi-dimensional Peace Support Personnel and civil society practitioners in West Africa |
<table>
<thead>
<tr>
<th>Organization</th>
<th>Collaboration Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>IFES Niger</td>
<td>ICR2P collaborated with the Institute to organise training on the Responsibility to Protect for Multi-dimension Peace Support Personnel and Civil society practitioners in West Africa</td>
</tr>
<tr>
<td>WIPSEN Africa</td>
<td>Collaborated with WACSI to organise training for West African Women’s Election Observation Team on Gender-sensitive Election Observation Deployment of members of WAWEO to observe elections in Senegal, Sierra Leone and Ghana</td>
</tr>
<tr>
<td>Economic Commission of West African States</td>
<td>Deployment of members of WAWEO to observe elections in Senegal, Sierra Leone and Ghana</td>
</tr>
<tr>
<td>CODESRIA</td>
<td>Supported the Institute with books and publications for the Civil Society Resource Centre</td>
</tr>
<tr>
<td>UNESCO Ghana</td>
<td>Supported the Institute with books and publications for the Civil Society Resource Centre</td>
</tr>
<tr>
<td>Foundation Center</td>
<td>WACSI is a Collection Center of the Foundation Center. As a Collection Center, WACSI hosts print and online resources on funding agencies in the United States that supports organisations and individuals in West Africa</td>
</tr>
</tbody>
</table>