Moving Forward

Contents

4     About WACSI
5     Snapshot of our 2013 – 2017 Strategic Objectives
6     Statement from the Board Chair
7     Statement from the Executive Director
9     WACSI’s Approach to Capacity Development
11    Capacity Building
15    Policy Advocacy
19    Research & Documentation
21    Voices from the field
23    Empowering Young West Africans to be Transformational Leaders
26    Our 2013 Hero
27    WACSI Team 2013
28    Perspectives of Our Associates
31    WACSI Support Services
32    Partnerships
34    Financial Report
It was a pleasure working with WACSI. We have organised many conferences and training events all over the world over the last two years, always with a local partner, and we had never before worked with an organisation which was able to keep command of all the moving parts so efficiently and gracefully as WACSI managed to. All the staff were consistently organised, responsible, charming, and alert to potential pitfalls, thinking ahead to and addressing potential issues before they arose. We do hope it will be possible to work with you again in future, on similar courses or other ventures.

Lotta Teale, Project Manager, Global Legal Empowerment Programme, Open Society Justice Initiative (OSJI) after a Paralegal Training on Gender-Based Violence in Accra organised in collaboration with WACSI and NAMATI.
About WACSI

“ENHANCING CIVIL SOCIETY’S PERFORMANCE”

Establishment

In response to the capacity challenges identified in a regional needs assessment of civil society organisations (CSOs) in West Africa, the Open Society Initiative for West Africa (OSIWA) created the West Africa Civil Society Institute (WACSI) to strengthen civil society in the region. WACSI serves as a resource centre engaged in capacity enhancement, knowledge management and policy influencing in West Africa.

Vision

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

Mission

WACSI is a non-governmental organisation that seeks to strengthen civil society through capacity enhancement, knowledge management and policy influencing for the promotion of development, good governance and democratic values in West Africa.

WACSI’s specific objectives are as follows:

a. To serve as a resource for capacity enhancement, knowledge management and policy influencing for CSOs in West Africa;

b. To bridge the apparent gaps in capacity and activities of CSOs towards effective engagement with the State, its policy processes, the private sector and other key development stakeholders in West Africa;

c. To improve the sustainability of CSOs; and

d. To advocate for the development effectiveness of civil society in West Africa

Theory of Change

We enhance the capacity of civil society to adequately and effectively partner government and the private sector to achieve sustainable and equitable development in West Africa.

Track Record

WACSI is recognised as a leading capacity development organisation for CSOs in West Africa. “As the only organisation of its kind in West Africa, WACSI has become a major force to be reckoned with”, affirms Abdul Tejan-Cole, Executive Director of OSIWA.

Since it began operations in 2007, the Institute has implemented over 90 capacity development programmes that have enhanced the capacities of 2094 practitioners and contributed to an increased efficiency of 2015 organisations.

WACSI’s trainings have benefitted practitioners from all West African countries and other African countries such as Cameroon, Zimbabwe, Kenya, Madagascar, Zambia and Ethiopia. Practitioners from Belgium, England, Spain and Germany have equally benefitted from WACSI’s trainings.

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## Snapshot of our 2013 – 2017 Strategic Objectives

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<tr>
<th>Objectives</th>
<th>Our Targets by 2017</th>
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<tbody>
<tr>
<td><strong>Strategic Objective 1:</strong> Improve the technical and institutional capacities of CSOs to ensure their sustainability and enhance their performance.</td>
<td>The institutional and operational capacity of at least 500 CSOs would be enhanced. 200 CSOs’ capacities would be enhanced for increased collaboration and effective policy engagement. 100 CSOs’ capacities would be enhanced for effective knowledge management. Next generation of 20 competent leaders to sustain the civil society sector would be developed. A minimum of 60 middle management civil society practitioners groomed to take up leadership positions.</td>
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<td><strong>Strategic Objective 2:</strong> Promote an enabling environment for civil society development effectiveness.</td>
<td>Contributed significantly to the development and operationalisation of enabling legal, regulatory and policy frameworks for civil society’s development effectiveness. Run at least 3 programmes that enhance the capacity of civil society to engage in this issue and strengthen their own transparency, accountability and regulatory systems. Become a key organisation in the movement against a disenabling environment for civil society in West Africa. Have at least three strategic partners in the promotion of an enabling environment for civil society development effectiveness.</td>
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<td><strong>Strategic Objective 3:</strong> Promote and increase networking, collaboration and partnership building within the civil society sector and between civil society and other development partners.</td>
<td>At least 200 organisations receive networking and alliance building capacity development. At least 2 organisations identified and partnered to strengthen the institute’s knowledge management processes. Identified and collaborated with of strategic research networks. A minimum of 30 tactical spaces created (physical and virtual) for dialogue and collaboration.</td>
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<td><strong>Strategic Objective 4:</strong> Sustain WACSI’s position as the institute of choice and a leader in the civil society sector that responds to the needs of its stakeholders.</td>
<td>WACSI’s visibility would increase across West Africa and beyond. WACSI will have formalised partnerships with at least five like-minded institutions. WACSI will have reduced the cost of its overheads, increased its capacity to generate funds internally and fully operationalised its sustainability strategy. There will be an increase in the number of strategic WACSI partners as a direct result of the role of the Governing Board. The leadership, technical and relational skills of staff would be strengthened such that they can perform their duties with minimal supervision. There would be increased patronage of WACSI’s support services.</td>
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In my capacity as Board Chair, I am very pleased to share this message.

I felt anxious while taking over from Professor Adebayo Olukoshi, the first board chair, because the task awaiting me was immense despite its nobility: to help WACSI to go beyond its achievements with regards to its programme activities and ambitions and to overcome the daily challenges faced by West African Civil Society. This is why WACSI’s activities in 2013 focused on the drafting, adoption and implementation of the strategic plan. One major concern in the strategic plan is the diversification of activities and sources of funding for the institution. This concern brought WACSI to organise a donors’ meeting in Accra in April 2013 on the new challenges facing West African civil society.

I commend the exceptional dynamism of the institute’s staff in carrying out this new task. I also welcome the arrival of new board members selected mainly among women, making this board of directors the governing body with a remarkable representation of female members among development institutions in West Africa.

The significant number of women on the board represents an outstanding opportunity to effectively lead a team of so many talented professionals whose effectiveness is proven and who are committed to the cause of civil society in West Africa.

Through the 2013 report, WACSI proves its full maturity, expressed through robust and innovative programmes, the expertise mobilised for its implementation and its rigour is unanimously recognised according to feedback from different people and institutions trained.

My hope is that this report arouses the same level of interest from its readers and increases the audience of our young institution both in West Africa and in the rest of the continent.
Another fascinating year of progressing towards our goal of strengthening civil society as an influential, credible and effective partner to government and the private sector for sustainable development in West Africa has rolled by. 2013 represented a year of advancement for WACSI as we moved forward in the attainment of our goals.

We set off the implementation of our 2013-2017 strategy, which clearly spells out our targets for achieving our mandate and how we hope to do it. It includes continuing to strengthen the institutions, operations and organs within civil society to make them more effective, efficient and sustainable; creating and facilitating spaces and opportunities for civil society to strengthen their partnership with government and the private sector and working with government and the private sector to create that space and opportunity; strengthening our advocacy on creating an enabling environment for civil society’s development effectiveness working with and as part of coalitions such as the West Africa Civil Society Platform on development effectiveness; continuing to ensure that there is visionary and capable leadership for civil society by grooming the next generation; and building WACSI into the ‘go to’ organisation for civil society - the resource hub that produces and reproduces the knowledge, skill and attitude needed to enable civil society play its crucial role in the development of West Africa.

This report shares with you some of the activities and engagements that we carried out and participated in, in 2013 and I will want to use this opportunity to toast the terrific WACSI team who continuously invigorate me with their commitment to the mission of the Institute and to its values; the WACSI Board: eminent West Africans, who guide the Institute and order its steps; the external WACSI team: the associates who are ever ready to join hands to deliver on our programmes and with the high level of quality that is demanded; the WACSI ambassadors (our former next generation interns and volunteers) who still keep the ties and urge us on; and our strategic partners and supporters who make it possible for WACSI to survive and thrive.

We have set for ourselves ambitious goals for 2013 to 2017. They may be ambitious but are also achievable and together with our stakeholders: civil society in West Africa and other development partners including government, private sector and our regional and international partners, we will achieve the set goals and get the vibrant, influential, effective, efficient, sustainable civil society that West Africa deserves...one which makes development real for the ordinary man, woman and child in West Africa.

We are moving forward... together.
Brainstorming session during a Monitoring and Evaluation training at WACSI.

Voluntary policing community group members in Enugu, Nigeria at a training on Organisational Management and Community Development.

Training on Organisational Management and Community Development for voluntary policing community group members in Enugu, Nigeria.

Participant presents group work during a monitoring and evaluation training at WACSI.
WACSI’s Approach to Capacity Development

WACSI designs and delivers professional, tailored training, mentoring and coaching to strengthen the knowledge and skills that CSOs need to enhance their professionalism and efficiency as well contribute meaningfully to policy processes.

**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

We Train,
We Mentor,
We Coach
Sibongile Zimbeva, Finance and Office Administrator of Amnesty International, Zimbabwe receives certificate from WACSI Associate, Daniel Andoh (left), after a training on Resource Mobilisation and Proposal Writing held in Accra, Ghana.

Civil society reps from CSOs in Ghana who attended a national forum on capacity development for CSOs.

Participants at the Resource Mobilisation and Proposal Writing training in Accra with course facilitator Daniel Andoh (seated in the middle).

Beneficiaries of WACSI’s programmes sharing their testimonies (George Osei-Bimpeh, Country Director, SEND Ghana and Venceslas Nikiema, WACSI resource person, Burkina Faso [left]).
Equipping Development Actors to Build Robust Institutions in Africa

In 2013, the institute achieved significant strides, especially with the operationalisation of its long-term capacity development approach. This model was developed to respond to sustainability challenges within the civil society sector. The model is designed to empower CSOs through hands-on and practical skills transfer sessions that include customised training, mentoring and coaching, feedback sessions and documentation of lessons learned.

In line with the long-term approach, the institute delivered an onsite coaching session for five (5) of the Embassy of France’s Fund for Social Development (FSD) Grant Partners in Ghana. The coaching session took place in June 2013 in the various locations and project sites of FSD grant partner organisations after they had undergone a customised training from 5-9 November 2012. Training courses delivered included grants management and reporting and monitoring and evaluation.

Ms. Akua Scholz, Executive Director of Children we Care Foundation, an FSD grant partner remarked, “usually, when you attend a training, nobody cares about what you do with the knowledge that you receive”. There is poor follow-up, she emphasised. “WACSI’S approach is changing this perception as it enables trainees to acquire hands-on skills and plan towards transferring and institutionalising new areas of learning. The coaching team from WACSI came and identified our operational gaps, which we were blind to see because of our intense involvement in our work. Through their questions and guidance, the team was able to identify our strengths and areas that needed improvement”, Ms. Scholz added.

The institute continued to deliver its training programmes that respond to institutional and operational challenges. These programmes benefitted about 304 civil society practitioners from 178 civil society organisations (CSOs) from across the region.

Through engaging approaches, CSOs and practitioners received customised content based on context-specific knowledge and experiences. Courses implemented by the institute’s Capacity Building Unit ranged from operational themes like personal productivity through to organisational management and service delivery, financial management and reporting, human resource management, government expenditure tracking, and monitoring and evaluation.

Participants who attended the programmes came from Nigeria, Liberia, Senegal, Togo, and Cote d’Ivoire, Niger, Benin, Burkina Faso, Guinea, Ghana and Zimbabwe.

Feedback from participants was encouraging as they lauded the learner-centred contextual content and interactive methodology. Participants stated that the institute’s capacity development interventions added value to their knowledge and strengthened their organisational leadership and technical skills. Trainees further stated that, WACSI’S interventions provided them with innovative ideas to respond to sustainability challenges within the sector.

Building Global Consensus to Promote Capacity Development of CSOs

A core function of WACSI is to advocate for the needed support to strengthen the capacity of civil society organisations and provide the space for discussions on the sustainability of the civil society sector in West Africa.

In line with this, the institute organised two major events in 2013 geared towards building consensus to promote capacity development for CSOs in the region, including a National Forum for CSOs in Ghana and a Development Partners Meeting.

The National Forum themed “Capacity Development for Civil Society: sustaining the gains in Ghana” was organised in collaboration with STAR Ghana on 16 April, 2013. The forum attracted 50 organisations from various geographical locations and thematic mandates of civil society in Ghana to reflect on the issue of capacity building and sustainability. The forum exposed the fact civil society in Ghana is faced with inherent challenges affecting their sustainability.

The forum provided an opportunity to examine key challenges confronting CSOs and the underlining causes of civil society’s sustainability deficits. It served as platform to share insights about possible ways to overcome the major stumbling blocks to civil society capacity development, effectiveness and sustainability.
Participants at the forum noted that developing partnership between CSOs and government is crucial to ensuring effective implementation of policies and creating better understanding between the two parties. Likewise civil society should consider building partnerships with the private sector in order to explore avenues aiming at improving the life of community citizens.

Key among the recommendations proffered include to: (1) promote and create donors-CSOs platforms to dialogue on donor expectations and challenges facing civil society; (2) increase percentage of donor funds allocated to capacity development for civil society organisations; (3) prioritise long-term funding support; and (4) strengthen the capacity of CSOs to implement result-oriented programmes and ensure sustainability.

The Development Partners Meeting around the theme “Civil Society and Civic Culture: Financing Capacity Building for Social Change in West Africa” was organised on 22 April and attracted beneficiaries and civil society partners from international donor organisations, development agencies, bilateral and multilateral partners in West Africa.

The meeting created the space to interrogate key assumptions behind development funding patterns; and possibly explore alternative strategies for more effective dedicated resources to civil society capacity development. It also afforded partners’ that had benefitted from WACSI’s work. They extended a plea to development organisations to implement programmes and ensure sustainability.

Mr. Saidu Arji, Programme Officer for PCQVP-ROTA, Niger informed the audience that his organisation had serious weaknesses”. According to Chief Afulang, Board Member of FISTRAD in Sandema in the Upper East region of Ghana, “this is an excellent initiative by WACSI. It has helped us to share our successes and challenges with the technical team. We have also been guided to enhance our project management procedures”.

We Train, Mentor and Coach CSOs

Five CSOs in Ghana that benefitted from grants provided under the Embassy of France’s Fund for Social Development expressed satisfaction with WACSI’s technical support to ensure that they effectively manage the grants and report on their projects.

The institute provided training on Financial Management and Grants Reporting to staff from these organisations in 2012 and this was followed up in 2013 with a tailor-made coaching programme.

This programme enabled WACSI’s coaching staff to meet and exchange with more programmes staff in each of the five organisations. It created a platform for WACSI’s technical team to gain a better understanding of how the organisations used the knowledge provided during the trainings to enhance the management of grants and their overall reporting to donors.

According to Chief Afulang, Board Member of FISTRAD in Sandema in the Upper East region of Ghana, “this is an excellent initiative by WACSI. It has helped us to share our successes and challenges with the technical team. We have also been guided to enhance our project management procedures”.

WACSI’s coaching programme builds on the premise that CSOs should be provided the support they require to be more effective and efficient. The coaching team works with beneficiary organisations to identify their existing strengths and weaknesses. Through this, the institute provides feasible recommendations for CSOs to overcome their weaknesses using their strengths.

Martin Abeleyine, Executive Director of Centre for Alternative Development (CENFAD) in Bolgatanga in the Northern region of Ghana said “the coaching team used a friendly and interactive approach that enabled us to freely assess our organisation’s strengths. The process has helped the programme team to know our strengths and weaknesses”.

Like the other four organisations that benefitted from WACSI’s coaching support, the team at CENFAD satisfactorily welcomed the recommendations from the coaching team. They noted that they are feasible and constitute vital ingredients that would contribute to the success of their respective organisations.

It remains an utmost priority for WACSI to ensure that CSOs form a credible body to promote development, democracy and good governance in West Africa. To ensure that WACSI achieves this, the institute provides coaching and mentoring support to CSOs in the region as an indispensable add-on to ensure that they are effective and efficient.
It remains an utmost priority for WACSI to ensure that CSOs form a credible body to promote development, democracy and good governance in West Africa.
Omolara Balogun, Policy Advocacy Officer of WACSI (left) facilitating a Policy Advocacy training for STAR Ghana’s grant partners working in the oil and gas sector.

Dr. Sope Williams-Elegbe, Head of Research and Associate Director of NESG undertaking a practical exercise on the advocacy role of NESG during the training.

Cousin Zilala, Executive Director of Amnesty International, Zimbabwe making a contribution during a training on Introduction to Policy Advocacy in Accra, Ghana.
Policy Advocacy

Enhancing Capacities for Effective Engagement and Policy Influence in West Africa

2013 was a very busy, but highly productive year for WACSI as the institute continued with efforts to strengthen the advocacy capacity of CSOs in West Africa. The institute commenced the implementation of the newly developed five-year (2013 to 2017) strategic plan by strengthening and expanding strategic partnerships.

In 2013, WACSI equipped 119 civil society practitioners to effectively engage in policy-making processes in their organisations and countries.

Through tailor-made programmes designed to respond to the capacity needs of CSOs, WACSI successfully enhanced the approach in which civil society practitioners from twelve countries including Benin, Burkina Faso, Cameroon, Cote d’Ivoire, Ghana, Nigeria, Guinea, Niger, Sierra Leone, Liberia, Togo and Zimbabwe conduct their advocacy and policy influencing at local, national and regional levels.

Cousin Zilala, Executive Director of Amnesty International, Zimbabwe attended our training on Introduction to Policy Advocacy and could not hide his positive impression after the training; “this training enabled me to have a better understanding of advocacy strategies and tactics. It deepened my knowledge and enhanced my skills on how to use social media tools to drive policy advocacy campaigns effectively”.

In addition, civil society practitioners working in diverse thematic areas were introduced to policy advocacy concepts and approaches during the Introduction to Policy Advocacy course in 2013.

Strengthening the Capacity of Nigerian Economic Summit Group (NESG)

In May 2013, WACSI responded to the capacity needs of the Nigeria Economic Summit Group (NESG)—a national economic policy think tank in Nigeria. Through a five-day training for NESG staff, the institute equipped the team with robust policy advocacy and research methodology and analysis skills.

The training was specifically tailored to enhance the operational skills of its research, advocacy and communication teams in conducting policy-oriented research and analysis, communicating effectively with stakeholders. The training also took the team through the strategic approaches to planning and launching effective advocacy campaigns with the overall goal to foster the mandate of the institution in promoting good economic policies in Nigeria.

The team garnered requisite strategies needed to penetrate the policy landscape of Nigeria using evidence-based advocacy strategies. Other areas of knowledge and skills covered include; the importance of policy context analysis; gathering and analysis relevant data to support advocacy agenda; and techniques to reinforce its communication portfolio with improved access to social (new) and mainstream media.

A Call for Action: Reopening the Affirmative Action Bill Discourse in Sierra Leone

As part of its effort to contribute significantly to women’s advancement in the region, specifically in the area of women’s participation in democratic governance processes, WACSI collaborated with the 50:50 women’s group in Sierra Leone to convene a two-day policy dialogue forum under the theme: Increasing women’s participation in governance: Revisiting the affirmative action bill (AAB).

The forum consolidated on the outcome of the capacity building workshop organised for West African Women’s Election Observation team (WAWEO) with the support of African Capacity Building Foundation (ACBF) which proposed that only a conscious affirmative action policy can significantly increase women’s representation at all levels of decision-making across the region.

Besides bringing together key stakeholders conversant and relevant to the AAB discourse in Sierra Leone to re-open the debate, re-strategise and intensify the advocacy campaign to generate broad-based support from the grassroots, participants at the forum seized the opportunity to reflect on the achievement and in
particular the challenges that impeded the sustainability of the discourse years past.

The debate generated a communiqué which had, among other demands, that “the ministry of women’s affairs and the newly elected minister of gender should champion the re-opened AAB debate and ensure that relevant stakeholders—especially the women’s movement—are invited into the discussion, and then put in place practical plans that lead to the enactment of the AAB within the shortest time possible. The 50:50 group has since continued to mobilise support locally to heighten advocacy round the enactment of AAB by the incumbent government.

During this mission to Sierra Leone, WACSI also presented to the Independent Electoral Commission of Sierra Leone, the observation report submitted by the West African Women’s Election Observation (WAWEO) team, following its observation of the Sierra Leone 2012 general elections.

**WACSI and WACD Deepen Understanding of Drug Issues among Ghanaian CSOs**

WACSI collaborated with the West Africa Commission on Drugs (WACD) to jointly convene a one-day forum in Ghana for CSOs working on issues related to drugs; including drug trafficking, peddling, prevention, rehabilitation of victims, counseling and/or control in the region.

The aim of the dialogue forum was three folds: 1) to increase WACD’s knowledge on the impact of drug trafficking in the region from a civil society perspective; 2) identify CSOs intervening in the drug related issues and create the forum that enables them to express their challenges; and 3) collect ideas/strategies to deal with issue of drug trafficking.

Participants expounded the urgent need for the commission to increase efforts to reach out to West Africans with pertinent information about its work and ongoing efforts to combat the menace posed by drug traffickers and trafficking.

Most importantly, participants established the urgent need for a stronger networking and collaboration between CSOs and WACD- to build alliances with key international institution with relevant expertise (technological and security) in dealing with drug issues.

**Empowering Ghanaian CSOs to Positively Influence Oil and Gas Policies**

WACSI was tasked to strengthen the capacity of STAR-Ghana’s oil and gas grant partners (GPs) in public policy advocacy by providing each of the sixteen GPs with specific technical support to bridge prevailing capacity gap. The project focused on the use of an on-site coaching and mentoring approach to assess the status and capacity of each of the GPs in collecting evidences to support advocacy initiatives; carrying effective advocacy campaigns, construct persuasive advocacy messages round public policy issues; understanding policymaking environment and other relevant actors in Ghana among others.

9 organisations based in Accra, 1 in Kumasi, 1 in Tamale and 5 in different towns in the Western region benefitted from this programme.

A major outcome of the project was the development of advocacy action plans by these organisations – a feasible roadmap that enabled these organisations to effectively engage with key stakeholders in the sector.

To ensure that these organisations develop and maintain adequate policy influencing skills, they benefited from a 2-day on-site visit that enabled WACSI to assess their existing capacities such as their institutional/operational structure, material and human strengths, and most importantly provide them with apparent technical assistance. The visits provided an opportunity for WACSI to make inputs to the draft advocacy plans drawn from the respective STAR-Ghana funded projects.

1 Integrated Social Development Centre (ISODEC), Africa Centre for Energy Policy (ACEP), Centre for Public Interest Law (CEPL), West Africa Aids Foundation (WAAF), NETRIGHT, Ghana Centre for Democratic Development (CDD), International Institute for ICT Journalism (PenPlusByte), Ghana Wildlife Society (GWS), ABANTU.

2 Kumasi Institute of Technology, Energy and Environment (KITE)

3 West Africa Network for Peacebuilding (WANEP)

4 Western Region Development Network of NGOs, Ghana National Canoe Fishermen Council (GNFC), Nzema East Association of Small Scale Industries (Nzema ASSI), United CSOs of Ezema East District (UCSOND), Platform for Coastal Communities in the Western Region (PCC)
WACSI equipped 119 civil society practitioners to effectively engage in policy-making processes in their organisations and countries.
Prof. Ebenezer Obadare (middle) making a contribution during a meeting on managing knowledge for policy influence held in Accra, Ghana.

West African researchers at a meeting on managing knowledge for policy influence held in Accra, Ghana.

Prof. David Millar making a contribution during a meeting on managing knowledge for policy influence held in Accra, Ghana.
Documenting and Sharing Information to Support Development Interventions

WACSI has three overall goals related to civil society in West Africa

1. Deepen and facilitate access to knowledge
2. Influence thinking and discourse
3. Strengthen civil society capacity

Civil Society Index-Rapid Assessment (CSI-RA)

This was a CIVICUS (World Alliance for Citizen Participation) initiated project implemented with the technical support of WACSI. The goal of this global annual survey is to generate knowledge on civil society through locally led participatory action research and to develop actionable recommendations to promote civil society’s role and capacity to foster democracy and citizens’ participation in project countries.

WACSI gave technical support to national civil society partners in five West African countries: Benin, Ghana, Liberia, Nigeria and Senegal. The project concluded in December 2013 and the reports can be found on WACSI’s website.

The assessment revealed that CSOs’ contributions to development in all five countries are remarkable given the common challenges they face, notably resourcing (human, technical and financial), governance and accountability, and civil society relations with itself (networking and collaboration) and other stakeholders.

Findings from this assessment highlighted among other things, the need to:

- Strengthen the capacities of CSOs on issues such as board management and reporting requirements;
- Develop a simple set of core standards for the operation of CSOs, drawing from existing requirements and codes of conducts;
- Dedicate more efforts and find innovative ways, as CSOs, of generating funds locally, including through more partnerships with local organisations and businesses;
- Actively promote collaboration between CSOs; and
- Develop a peer review mechanism between CSOs to promote democratic decision making.

West Africa Civil Society Situation Reports

Publication of the West Africa Civil Society Situation reports began in 2013. These weekly civil society news reports are a tool to monitor trends and changes in civil society and citizen engagement across West Africa. They also feature the latest thinking and knowledge on these and related topics including a spotlight on African philanthropy. Issues which have been produced to date have been highly patronised via WACSI’s website and listserv by a range of development actors.
Needs Assessment for Civil Society Leadership Institute (CSLI)

Recognising the need for stronger civil society management and governance and better succession planning, the Ford Foundation supported WACSI to conduct a needs assessment in late 2013 to gauge the leadership potential and readiness of middle-level civil society practitioners in West Africa. Findings from six countries (Benin, Côte d’Ivoire, Ghana, Liberia, Nigeria and Senegal) showed diverse perceptions of civil society leadership capacities but a shared sense of the need for interventions in this area. The findings of this assessment will inform the development of a leadership programme to strengthen leadership among middle-management civil society practitioners from 2014.

Enhancing Capacity for Research and Knowledge Management

Feedback from previous participants in WACSI’s Policy Research Methodology and Analysis course, run since 2008, led to a comprehensive review and needs assessment in 2013. Based on the outcomes, the unit will design and offer research and knowledge management courses to address identified capacity needs from 2014.

WACSeries Monographs

Four of 28 responses to the 2013/4 calls for abstracts were selected for publication in 2013-14. Of these, two titles were published in 2013: Managing Knowledge for Policy Influence in West Africa and Beyond the Global Financial Crisis: New Imperatives for Sustainability in a Developing Economy’s Non-Profit Sector.

Meeting on Managing Knowledge for Policy Influence in West Africa

Supported by the Open Society Initiative for West Africa, this event held at WACSI on 8 April 2013. Researchers and practitioners from diverse countries and fields debated the role, source, meaning and value of various knowledge and their collective influence on policy in the regional civil society context. Key recommendations continue to inform WACSI’s programming and the background paper for the conference by Ebenezer Obadare has been published as a WACSeries monograph.
Amb. Ada Henry-Peter is the founder and Chief Executive Officer of a youth development organisation called Successful Youth Foundation (SYF) in Benin City, Edo State, Nigeria. Founded in 2008, the organisation is committed to the training and development of youths and youth organisations to foster national development.

Amb. Henry Peter took part in a Policy Advocacy and Engagement training organised by WACSI in 2011. This training significantly boosted programmes delivered by SYF. It enabled SYF to empower CSOs and youth in Edo State to influence policies aimed at promoting youth employment in Nigeria.

She recounts her experience with us.

In the last 3 years, the positive effect of WACSI’s training on Policy Engagement and Advocacy on my professional life, organisation and beneficiaries is very significant. I am proud to be a WACSI Alumni.

In April 2011, I attended WACSI’s training on Policy Engagement and Advocacy. This training not only enhanced my professional life, it equipped me with advocacy and coordination skills that have been very useful in engaging youths and youth organisations in national development activities.

This is evident in my organisation where beneficiaries of our youth programmes not only impacted their own lives but the lives of others in their communities through community development projects. The training also broadened my knowledge on policy engagement, through which policy advocacy education module have been included in our youth employability program “Youth Organising for Policy Advocacy and National Development” to expose and enlighten the youths on national youth policies particularly on youth employment.

Unemployment has been found to be a major challenge to Nigerian youths and government policies and programmes aimed at creating jobs for the youths have not yielded the desired results to address this. Implementations of national youth policy in Nigeria which ought to focus on youth employment, engaging youths in governance and decision making processes are still lacking.

Policies and programmes put in place by the government of Nigeria have failed to address the unemployment issues for a variety of reasons; some of which include low quality of education, inappropriate school curriculum, lack of entrepreneurship training for youths and failure of government to measure policies and programmes to see how far the objectives have been achieved.

Hence, SYF targets unemployed youths. These youths are educated on national youth policies to advocate for their proper implementation. They are also equipped with employability and entrepreneurial skills that enables them to be self-reliant and employable.

In addition, the WACSI training enhanced my knowledge in policy influencing processes and empowered me to contribute in empowering CSOs in my state. The training module has been used to equip forty-seven (47) CSOs with robust policy advocacy skills through a training programme for civil society organisations in Edo state, Nigeria.

The knowledge I gained from the training also empowered me to partner with other NGOs on policy advocacy to ensure government shows consistency in policy implementation and they are properly monitored and evaluated to achieve it set objectives.

By: Amb. Ada Henry-Peter, Successful Youth Foundation (SYF), Nigeria
Varney A. H. Kamara, Programmes Officer, Democracy, Governance & Rule of Law, Liberia Democracy Watch (LDW)

“I participated in the Trust Africa sponsored training conducted by WACSI in Strategic Planning and Board Governance. The impact of that training is tremendous and is having a great impact on me personally and professionally with respect to my scope of work and my interactions with fellow colleagues and my institution’s Board members especially in their oversight and policy management. One new phenomenon I proposed to my organisation which was accepted is the Board’s proactive role in identifying and seeking donors funding.”

Sékou Doré, Administrative and Finance Officer, Rassemblement des Jeunes Guineens

The series of trainings on advocacy, networking, communication and resource mobilisation organised by WACSI and funded by OSIWA contributed significantly to my personal development, that of my organisation and presently the Regional Council of Civil Society Organisations in Guinea.

Added value to my professional development: The trainings have enhanced my theoretical and practical capacities in advocacy, communication, networking and resource mobilisation through practical exercises and role-plays. The training methodology was effective in facilitating understanding of the topics. The knowledge gained from the trainings have allowed me to be elected as the communication and advocacy officer of the Regional Council of Civil Society Organisations in Conakry. This council coordinates and provides guidance to five municipal councils in the capital city and takes an active part in all discussions on the situation in Conakry and of its people.

Benefits of the training to RAJ-GUI:
Support staff and members of the coordination team benefited from the restitution of the training in Bassam. The training materials are available to Raj-GUI which uses them to improve their professionalism.

Benefits of the training to civil society in Conakry:
I made use of the experience drawn from the training with WACSI to actively participate in the development of communication materials for advocacy projects. I also advocated and lobbied with partners and the State for the improvement of the living conditions of the population.
2013 was a memorable and remarkable year for me. I had a wonderful experience to work at WACSI. I am not sure a university programme could have provided me with such an all rounded, well-tailored and perfectly blended knowledge sharing and professional exposure within a relatively short period of just six months.

I was privileged to participate in a six months internship programme at WACSI. My journey through WACSI was the most extraordinary one, meeting colleagues from Africa and West Africa who inspired me to be a creative and critical thinker.

The unforgettable journey was a career defining one. Meeting and learning from colleagues and supervisors with rich professional backgrounds gave me a better understanding of the contemporary work environment within civil society in West Africa. The challenging tasks I performed, working in different West African countries – Nigeria, Ghana, Liberia - further enriched my experience. I was imbued with new perspectives on governance issues, leadership, capacity building, and civil society’s role in promoting development in the region.

The programme is a mind building initiative for young professionals and emerging leaders from civil society organisations in the region. It is enriched by components that equipped me with outstanding leadership potentials and skills to face challenges within a work setting in a civil society organisation.

Acquiring Skills to Promote Community Mobilisation in Liberia

The journey at WACSI was exceptional. It made me understand that there is certainly a space for me to play a major role in changing the lives of my fellow young West Africans and to contribute in making an impact in the world at large. My confidence to uphold challenging roles within the sector was bolstered to overwhelming proportions.

At the institute, I participated in many activities, including trainings, workshops across the region. Some of the programmes which contributed in honing my skills include Policy Research and Methodology Analysis, Introduction to Policy Advocacy, Planning Meeting of Civil Society Actors in West Africa + Cameroon towards an annual West Africa Civil Society Conference, Capacity Development Programme for Trust Africa Liberia Grant Partners, Organisation Management and Service Delivery Training for Voluntary Policing Groups in Enugu, State Nigeria, just to name a few.

One of the strengths and uniqueness of the programme is the pool of young professionals with varied competencies who are willing to support and add value to the success of the programmes and contribute to the grooming of the next generation of CSO leaders.

Upon completion of the internship, I returned to my home country, Liberia and started working with the National Youth Movement for Transparent Elections (NAYMOTE) – Partners for Democratic Development as a Programme Officer. NAYMOTE is a leading grassroots organisation that is dedicated to strengthening and promoting positive youth and community engagements in support of democratic governance and sustainable development in Liberia.

Although I received several offers to work for local and international organisations, I preferred to work for NAYMOTE because it gave me the opportunity to reach out to grassroots in my country and create some impact in promoting democratic values. This enabled me to add value to the great work NAYMOTE was already doing.

I must admit that WACSI is one of the best platforms for strengthening and building the capacity of young professional at the beginning of their civil society careers. WACSI’s initiative is the best option for developing emerging leaders within civil society sector in the region.

Bravo to the team at WACSI, and many thanks to OSIWA for their support.
Acquiring Robust Skills to Support CSOs at the National Level

Working at WACSI as an intern from January to December 2013 was an excellent professional opportunity for me. I gained a deep understanding of the civil society sector. I also gained and sharpened skills that make me apt to handle challenging responsibilities within the civil society organisations. I’m currently using these skills to assist organisations in Guinea to develop and deliver programmes that respond to the social needs of Guineans.

Skills gained as an intern at WACSI have greatly enhanced my professional potentials while fostering personal growth and development.

Reflecting on my experience at WACSI, the internship programme has made an immeasurable impact in my aptitude in varied fields such as team work, report writing/analytical writing, organisational and intercultural competences, project development and coordination. The internship programme has broadened my knowledge base. This was achieved through my participation in the various trainings organised by the institute and my interaction with participants at the trainings.

Being at WACSI gave me the opportunity to obtain new techniques and knowledge on various topics as leadership development skills and to intern with an organisation called African Movement for the Prevention of Child of Abuse and Neglect (AMPCAN) to acquire work experience in the field of child rights.

Being a centre that adheres to excellence and promotes the exchange of ideas, I was given the unique opportunity by the institute to improve on my English language skills. I was enrolled in a Language Institute where I studied the English language over a period of six months. This kind gesture from WACSI has greatly enhanced my professional skills because it has heightened my ability to make public speeches and effectively communicate in both English and French languages, both orally and in writing, in work settings.

Participating in the Next Generation Internship Programme instituted by the West Africa Civil Society Institute (WACSI), I’m now able to write project proposals, monitor and evaluate projects. I am also confident that the leadership skills acquired will help me to promote and advocate for stakeholders to invest in programmes that would enhance the effectiveness, efficiency and sustainability of CSOs.
Mohammed Barry, Gambian is a graduate of the South African based African Leadership Academy. As part of his leadership programme, he had to take a placement in an organisation of his choice. WACSI was his premium choice. After spending two and a half months working to support the various programmes units of the institute, Barry shares how impactful the experience at WACSI has been to his career.

“My duties during my two and a half months internship (3rd July - 17th Sept) ranged from developing a database of Civil Society experts across West Africa, coordinating two major International training courses namely: WACSI Communications Skills and Strategies training course and Introduction to Policy Advocacy training course. In addition to these tasks, I had the opportunity of writing reports and reviewing documents relating to Civil Society engagement in West Africa and beyond. During the internship, I developed the following set of skills: Team Building, Communication Skills, Report writing, Events organising, Financial Management and Budgetary Skills, and Policy Advocacy. The internship provided me an opportunity to learn how to live and work abroad. But most importantly it provided me the opportunity to weigh my interests in civil society work and academia.”

WACSI: A ‘Career Enhancing’ Platform

In October 2012 I was posted to WACSI by the National Service Scheme to assist the Administration and Finance Department. I joined the institute as a complete novice to the meaning and role of civil society, but today I can say I have a better understanding of what the sector is about.

During my time at WACSI I was not only performing my duties in the department I was assigned to, but was given the opportunity to perform roles in coordinating training programmes with the capacity building and policy advocacy departments. This included assisting with preparation, coordination and occasional participation. I also had the opportunity to enhance my report writing and interpersonal skills.

Performing duties within the Administration and Finance department was a phenomenal experience. I was able to translate the theory I had acquired from school into practicality. This enabled me to grasp essential skills in grants reporting for non-governmental organisations, preparing programme budgets, reviewing and approving activity budgets among others. This experience has greatly boosted my ability to uphold a senior managerial position within a fast-paced working environment.

All departments at WACSI operated an open door policy for which I would be forever grateful. This made it possible for me to always have the ability to seek clarifications. It facilitated the learning process and enabled me to learn practical team spirit skills. I can confidently say my placement at WACSI was a significant career enhancing opportunity and my time there has helped improved my professional skills and ability. Today, I am more self-confident and professional minded. This I would confidently say I give WACSI that gratitude.
WACSI staff voted Franck Arthur Sombo, Programmes Assistant of WACSI as the staff of the year 2013. Blown with surprise and astonishment, the humble and hardworking staff, Franck Sombo, could not hide his sentiments for this mark of mutual respect and an appreciation of his efforts in the organisation. He expressed his gratitude to his colleagues for the confidence bestowed in him.

Together we shall go higher!

I am honoured to have received the distinction of the best staff of the year 2013. It came as a big surprise to me as I believe other colleagues equally perform well, and the house is full of high achievers.

I feel privileged to work with great minds, competent leaders, and smart people. This for me was an advantage to learn from everybody. I developed the attitude of listening attentively and do not hesitate to tap knowledge from everyone. I like trying to understand everybody’s own perspective and how best I can be an asset for the group.

One key thing that I learned over the years at WACSI is how to prioritise, to do the most important tasks first. Given the workflow, you can’t but organise yourself better to be more effective. No matter how good or bad I may be doing at a given moment, I keep focused on my set goals. I also make it a duty to continue learning and pursuing my personal development.

I personally see this award as a challenge than a source of satisfaction. It challenges me to step up my game, stay true to personal and organisational values and produce satisfactory outputs.

The institution of this prize is beneficial to the Institute and staff. It creates a good emulation and gives staff more motivation as it demonstrates recognition of the little efforts put in for the achievement of the year’s outcomes.

As the Institute embarks on its new strategy cycle 2013-2017, there are significant milestones ahead that would demand more synergy and stronger commitment from the team.

I formulate the wish for more and better results and personal accomplishments for everybody in 2014 and the years to come.

Let us harness our strength and deliver at our best, drawing lessons from past successes and failures. These lessons will build us all together to achieve greater strides.

I can not end without acknowledging the outstanding leadership exemplified by our Executive Director; whom I believe have been an inspiration to all staff, especially me.

I also want to thank the management for their support and to all staff and team members, I say you are the best. Thank you!
# WACSI Team 2013

The staff strength in 2013 was twenty-six (26) made up of sixteen (16) permanent staff, three (3) interns, three (3) National Service personnel and four (4) volunteers. These are made up of nationals from Benin, Burkina Faso, Cameroon, Cote D’Ivoire, Ghana, The Gambia, Liberia, Nigeria, Togo and Uganda. Below is the detail of the staff members during the period under reporting:

<table>
<thead>
<tr>
<th>A. Permanent staff</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Nana Asantewa Afadzinu</td>
<td>Executive Director</td>
</tr>
<tr>
<td>2. Katherine Adarkwa</td>
<td>Administrative Officer</td>
</tr>
<tr>
<td>3. Kwabena Kroduah</td>
<td>Finance Officer</td>
</tr>
<tr>
<td>4. Omolara Balogun</td>
<td>Policy Advocacy Officer</td>
</tr>
<tr>
<td>5. Charles Vandyck</td>
<td>Training and Capacity Building Officer</td>
</tr>
<tr>
<td>6. Titilope Ajayi-Mamattah</td>
<td>Research and Documentation Officer</td>
</tr>
<tr>
<td>7. Pearl Atsou-Dzini</td>
<td>Executive Assistant</td>
</tr>
<tr>
<td>8. Franck Arthur Sombo</td>
<td>Programme Assistant</td>
</tr>
<tr>
<td>9. Jimm Chick Fomunjong</td>
<td>Communications and Information Assistant</td>
</tr>
<tr>
<td>10. Harrison Owusu-Boakye</td>
<td>Research &amp; Documentation Assistant</td>
</tr>
<tr>
<td>11. Boris Some</td>
<td>Policy Advocacy Assistant</td>
</tr>
<tr>
<td>12. Grace Ziggah-Quaye</td>
<td>Bilingual Secretary/Receptionist</td>
</tr>
<tr>
<td>13. Bethel Boateng</td>
<td>Technical Assistant</td>
</tr>
<tr>
<td>14. George Adu-Mintah</td>
<td>Driver/Protocol</td>
</tr>
<tr>
<td>15. Ibrahim Kwaku Gbadago</td>
<td>Office Assistant/Cleaner</td>
</tr>
<tr>
<td>16. Maxwell Apenteng</td>
<td>Gardener</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>B. Interns</th>
</tr>
</thead>
<tbody>
<tr>
<td>17. Anthony S. Kolaco</td>
</tr>
<tr>
<td>18. Edem Ekue Mensah</td>
</tr>
<tr>
<td>19. Rosine Kedeji</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>C. National Service Personnel</th>
</tr>
</thead>
<tbody>
<tr>
<td>20. Elo-oma Nnyigide</td>
</tr>
<tr>
<td>21. Barbara Mingle</td>
</tr>
<tr>
<td>22. Ayessan Dagogh Yao Yannick</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>D. Volunteers</th>
</tr>
</thead>
<tbody>
<tr>
<td>23. Mohammed Barry</td>
</tr>
<tr>
<td>24. Joseph Opoku</td>
</tr>
<tr>
<td>25. Solomon Poku</td>
</tr>
<tr>
<td>26. Osutaro Kili</td>
</tr>
</tbody>
</table>
Phambu Masanga Tedika, facilitated a training on Resource Mobilisation and Proposal Writing for 26 CSOs from Benin, Niger, Cote d’Ivoire and Guinea that took place in Bassam, Cote d’Ivoire.

“WACSI’s effectiveness in strengthening the capacity of civil society organisations is guaranteed by its training approach which is largely based on practical case studies.

The institute adjusts its training methodologies to meet current standards in development practice. It was a great opportunity for me to train an excellent group of development practitioners. I served as a facilitator and learned a lot. It was an excellent knowledge sharing platform.

Gnacadja C. Constant, has been a lead Policy Advocacy Facilitator for WACSI since 2010. In 2013, he delivered WACSI’s unique policy advocacy training for 26 CSOs from four West African countries.

As a trainer in policy advocacy, I have for the past 3 years trained in Benin, Cote d’Ivoire (2 times), Senegal (3 times) and Togo.

WACSI gave me the opportunity to meet with different civil society actors from West Africa and my experiences with these lovely people can be summarised in 3 words: pertinent - interactive - relevant.

The experience was pertinent because such trainings [provided by WACSI] are the missing ingredients in African civil society. WACSI’s trainings form a unique platform that fills a huge gap in our daily strive to get a better society.

Interactive because the training method is a two way learning process and as a facilitator I use the method to get results achieved by participants through interactive activities, energisers and learning among peers.

Relevant because they are relevant to each and everyone who took part in the trainings. They are also relevant to me as a trainer because I always learnt whenever I facilitate the trainings. The trainings are also relevant to our countries and therefore in the coming years we will experience its impact on our region.

Importantly, I use the training method in other trainings and the policy advocacy strategy in my work in peacebuilding.

I am grateful to WACSI for giving me the opportunity to become a trainer, to the Local Government Initiative of the Open Society Institute (OSI/LGI) for training me and to WANEP for giving me the opportunity to learn and exert my skills as a competent policy advocacy trainer on the continent.
Venceslas A. N. NIKIEMA, has been a lead facilitator of two of WACSI’s courses, Introduction to Policy Advocacy and Networking and Alliance Building. Since 2012, he has delivered trainings in English and French.

My experience working with WACSI has always been excellent. The way trainings are organised by WACSI is exceptional. I have hardly seen a very committed team like the one in WACSI, I’m telling you! I worked with different people at WACSI and I could see the same commitment. Very competent and detail oriented people also caring for external collaborators.

WACSI’s training approach is very special and this is what makes WACSI an exceptional centre of excellence that addresses civil society’s capacity challenges across West Africa.

Throughout the year 2013, I co-facilitated two of WACSI’s trainings. The first in Sierra Leone (February 2013) and the second in Cote d’Ivoire (July 2013). Both trainings were exceptional moments of sharing with participants [West African civil society practitioners] using WACSI’s methodologies that “moves mountains” by effectively addressing the capacity challenges faced by practitioners. Also, the training approach of WACSI helps deal with any type of personality within the group of participants. WACSI’s trainings are very engaging.

As for the added value to my career, these trainings constitute a transformative process where not only the participants but also the facilitators get transformed throughout the course of the training. In fact, every time I get back from a training with WACSI, my colleagues notice some kind of a positive change in the way I interact with them; and I just tell them that this is the WACSI magic!!!
WACSI’s trainings form a unique platform that fills a huge gap in our daily strive to get a better society.
WACSI has conducive, comfortable and modern state of the art facilities at its office premises in East Legon, Accra, Ghana, that can be rented for conferences, trainings or meetings.

Our facilities include:

**A spacious boardroom with:**
- A maximum sitting capacity of 15;
- High speed Internet;
- A teleconferencing facility that can host up to 20 discussants per call;
- A laptop (on request);
- A projector and projector screen; and
- A flip chart stand.

**A training and/or conference room with:**
- A maximum sitting capacity of 30;
- High speed Internet;
- A teleconferencing facility that can host up to 20 discussants per call;
- A laptop (on request);
- A flip chart stand;
- A pin board;
- A white board;
- High quality sound system with cordless and lapel microphones; and
- A water dispenser; and
- Air conditioner and fans for a refreshing atmosphere.

**A Resource Centre equipped with:**
- Over 5,000 print and online learning resources;
- Desktop computers
- High speed Internet;
- Reading space suitable for individuals and study groups;
- Quiet and conducive environment

All these facilities are spacious and comfortable. They are equipped with air conditioners and fans to give you a refreshing atmosphere during your stay.

Our welcoming staff are readily available to provide you with the needed assistance during your time on our premises.

We can arrange for local and continental lunch and healthy break time snacks for your invitees and participants during your programmes.

**To use our facilities, please contact admin@wacsi.org or call 00233 (0) 302 550222**
<table>
<thead>
<tr>
<th>S/N</th>
<th>ORGANISATION</th>
<th>ACTIVITY/ PROGRAMME</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>IBIS West Africa</td>
<td>Supported training in Introduction to Policy Advocacy and Networking and Alliance Building for its civil society partners in Sierra Leone.</td>
</tr>
<tr>
<td>2</td>
<td>Open Society Initiative for West Africa, Senegal</td>
<td>Supported training in Policy Advocacy, Networking and Alliance Building and Resource Mobilisation and Proposal Writing for 26 civil society partners in Niger, Benin, Cote d’Ivoire and Guinea. Also supported Civil Society Index-Rapid Assessment conducted by WACSI in partnership with CIVICUS.</td>
</tr>
<tr>
<td>3</td>
<td>German Technical Co-operation, Ghana</td>
<td>Supported training in Strategic Project Planning for its civil society partners working under the Civil Society Support Project in the Northern Region of Ghana.</td>
</tr>
<tr>
<td>4</td>
<td>Commonwealth Foundation, United Kingdom</td>
<td>Collaborated with WACSI to organise a scoping meeting to assess the needs of civil society organisations in Commonwealth member states in the West Africa Zone.</td>
</tr>
<tr>
<td>6</td>
<td>Justice for All and CLEEN Foundation, Nigeria</td>
<td>Collaborated to strengthen the organisational management and service delivery skills of voluntary policing groups in Enugu, Nigeria.</td>
</tr>
<tr>
<td>7</td>
<td>Liberia Governance Commission, Liberia</td>
<td>WACSI delivered training for its staff and civil society partners in Liberia on Monitoring Public Expenditure.</td>
</tr>
<tr>
<td>8</td>
<td>STAR – Ghana</td>
<td>WACSI strengthened the Public Policy Advocacy capacity of its partners working in the oil and gas sector in Ghana.</td>
</tr>
<tr>
<td>9</td>
<td>Embassy of France in Ghana</td>
<td>Through coaching, WACSI supported 5 of the Embassy’s community based organisations to institutionalise recommended administrative, project management and grant reporting practices in their organisations.</td>
</tr>
<tr>
<td>10</td>
<td>West Africa Commission on Drugs</td>
<td>Facilitated a civil society stakeholder meeting on the commission’s mission and the way forward to curb drug trafficking in Ghana.</td>
</tr>
<tr>
<td>11</td>
<td>Financial Intelligence Centre, Ghana</td>
<td>Collaborated to organise a national awareness raising forum on money laundering and the efforts of the FIC and civil society to combat money laundering in Ghana.</td>
</tr>
<tr>
<td>12</td>
<td>International Coalition on the Responsibility to Protect</td>
<td>Supported the publication of the RtoP training toolkit for civil society actors and multidimensional peace support personnel.</td>
</tr>
<tr>
<td>13</td>
<td>African Capacity Building Foundation 50/50 Group Sierra Leone and Women in Peace and Security Network – Africa</td>
<td>Collaborated to organise an advocacy forum on affirmative action in Sierra Leone to increase women’s participation in governance.</td>
</tr>
</tbody>
</table>
| 14 | CIVICUS World Alliance for Citizen Participation  
CSI-RA country partners:  
Maison de la Société Civile, Benin  
Ghana Anti-Corruption Coalition, Ghana  
Search for Common Ground, Liberia  
Nigeria Network of NGOs, Nigeria  
Forum Civil, Senegal | Co-supervised with WACSI the conduct of the Civil Society Index-Rapid Assessment (CSI-RA) by national partners in Benin, Ghana, Liberia, Nigeria and Senegal.  
Adapted and implemented the CSI-RA in their respective countries. |
| 15 | Ford Foundation | Supported needs assessment for Civil Society Leadership Institute. |
| 16 | Council for the Development of Social Science Research in Africa (CODESRIA) | Donated publications to WACSI’s resource centre. |
| 17 | OECD/SWAC | Donated diverse publications to WACSI’s resource centre. |
| 18 | London School of Economics and Political Science | Donated copies of the Civil Society Yearbook. |
| 19 | Sciences Po University, France | WACSI hosted a student intern from Sciences Po for 8 months (October 2013 – May 2014). |
| 20 | Central European University (CEU) | WACSI hosted a student intern from CEU for 3 months (from July to September 2013). |
| 21 | African Leadership Academy (ALA) | WACSI hosted two ALA alumni from The Gambia and Ghana under its volunteer programme. |
BALANCE SHEET AS AT 31 DECEMBER 2013

<table>
<thead>
<tr>
<th>NOTES</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>GHC</td>
<td>GHC</td>
</tr>
<tr>
<td><strong>ASSETS Employed</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property, Plant and equipment</td>
<td>3</td>
<td>182,554</td>
</tr>
<tr>
<td><strong>Current Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>4</td>
<td>3,680</td>
</tr>
<tr>
<td>Cash and bank balances</td>
<td>5</td>
<td>664,583</td>
</tr>
<tr>
<td>Current Liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accrued expenses and other accounts payable</td>
<td>6</td>
<td>39,511</td>
</tr>
<tr>
<td>Net current assets</td>
<td></td>
<td>628,752</td>
</tr>
<tr>
<td>Net assets</td>
<td></td>
<td>811,306</td>
</tr>
<tr>
<td><strong>Funds Employed</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accumulated fund</td>
<td></td>
<td>811,306</td>
</tr>
</tbody>
</table>

Signed on behalf of the Board

Director
Date: 14/8/14

STATEMENT OF INCOME AND EXPENDITURE
FOR THE YEAR ENDED 31 DECEMBER 2013

<table>
<thead>
<tr>
<th>NOTES</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>GHC</td>
<td>GHC</td>
</tr>
<tr>
<td><strong>Income</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Funds received</td>
<td>7</td>
<td>1,963,952</td>
</tr>
<tr>
<td>Other income</td>
<td>8</td>
<td>479,096</td>
</tr>
</tbody>
</table>

2,443,048     2,129,550
<table>
<thead>
<tr>
<th>Expenditure</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training and research expenses</td>
<td>9</td>
<td>1,450,292</td>
</tr>
<tr>
<td>General and administrative expenses</td>
<td>810,613</td>
<td>623,009</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2,260,905</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Excess of income over expenditure</th>
<th></th>
<th></th>
</tr>
</thead>
</table>

| ACCUMULATED FUND                       |            |            |
| FOR THE YEAR ENDED                     | 2013       | 2012       |
|                                        | GHC        | GHC        |

| Balance as of 1 January                |            |            |
| Excess of income over expenditure      |            |            |
| Balance as of 31 December              |            |            |

| STATEMENTS OF CASH FLOWS               |            |            |
| FOR THE YEAR ENDED 31 DECEMBER 2013   |            |            |

<table>
<thead>
<tr>
<th>NOTES</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>OPERATING ACTIVITIES</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Excess of income over expenditure</td>
<td>182,143</td>
<td>162,148</td>
</tr>
<tr>
<td>Adjustments for:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation</td>
<td>63,520</td>
<td>56,442</td>
</tr>
<tr>
<td>Operating results before working capital changes</td>
<td>245,663</td>
<td>218,590</td>
</tr>
<tr>
<td>Decrease in accounts receivable and prepayments</td>
<td>3,688</td>
<td>3,425</td>
</tr>
<tr>
<td>Increase/ (Decrease) in accounts payable</td>
<td>8,105</td>
<td>(31,943)</td>
</tr>
<tr>
<td>Net cash generated from operating activities</td>
<td>257,456</td>
<td>190,072</td>
</tr>
</tbody>
</table>

| INVESTING ACTIVITIES                   |            |            |
| Purchase of property, plant and equipment | (69,010) | (136,163)  |
| Net cash used in investing activities   | (69,010)   | (136,163)  |
| INCREASE IN CASH AND EQUIVALENTS       | 188,446    | 53,909     |
| Cash and cash equivalents as at 1 January | 476,137 | 422,228    |
| CASH AND CASH EQUIVALENTS AS AT 31 DECEMBER | 5     | 664,583    |
INDEPENDENT AUDITOR’S REPORT
TO THE MEMBERS OF WEST AFRICA CIVIL SOCIETY INSTITUTE

Report on the financial statements
We have audited the accompanying financial statements of the West Africa Civil Society Institute which comprise balance sheet as of 31 December 2013, the statements of income and the statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information and the director’s report, as set out on pages 1 to 13.

Director’s responsibility for the financial statements
The company’s directors are responsible for the preparation of these financial statements in accordance with Ghana Accounting Standards and in the manner required by the Companies Acts, 1963 (Act 179), and for such internal control as the directors determine is necessary to enable the preparation of the 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 financial 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 statement, whether due to fraud or error. In making those risk assessments, the auditor considers internal controls relevant to the entry’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 entry’s internal control. 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 present fairly, in all material respect, the financial position of West Africa Civil Society Institute as of 31 December 2013. Its financial performance and its cash flows for the year then ended in accordance with the 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 purpose of our audit;

II. In our opinion, proper book and account have been kept by the company, as 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 the books of account.

Signed by Kwadwo Mpeani Brantuo (ICAG\P\1152)

For and on behalf of Ernst & Young (ICAG\F\2014\126)

Accra, Ghana.

Date: 14 August 2014