



WEST AFRICA CIVIL SOCIETY INSTITUTE

Strategic Plan

Contents

Executive Summary

1.0	Organisational Identity	5
1.1	Vision	5
1.2	Mission Statement	5
1.3	Core Values	5
1.4	Organisational Culture	5
1.5	Organisational History and Profile	5
2.0	SWOT Analysis	7
2.1	Strengths	7
2.2	Weaknesses	7
2.3	Opportunities	8
2.4	Threats	8
3.0	Analysis of West Africa Regional Context	9
3.1	Regional Dynamics, Challenges and Opportunities	9
3.2	Civil Society	11
4.0	WACSI's Response	14
4.1	Core Strategies	14
5.0	Administrative Strategies	18
5.1	Staffing and Recruitment Strategy	18
5.2	Job Descriptions	18
5.3	Organogram	23
6.0	Programmatic Implementation Plan	24
6.1	Training and Capacity Building	24
6.2	Research and Documentation	25
6.3	Policy Advocacy	26
7.0	Monitoring and Evaluation	27
7.1	Focus Areas	27
7.2	Institutional Monitoring Framework	28

List of Acronyms

APRM	Africa Peer Review Mechanism
AU	African Union
CBOs	Community Based Organisations
CILSS	Cooperation with the Permanent Interstate Committee for Drought Control in the Sahel
CSOs	Civil Society Organisations
DANIDA	Danish International Development Agency
DFID	UK Department for International Development
ECOMOG	Economic Community Cease-Fire Monitoring Group
ECOWAS	Economic Community of West African States
EU	European Union
FBOs	Faith Based Organisations
GTZ	German Technical Cooperation
MFWA	Media Foundation West Africa
NEPAD	New Partnership for Africa's Development
NGOs	Non Governmental Organisations
OSI	Open Society Initiative
OSIWA	Open Society Initiative of West Africa
RBOs	Rural Based Organisations
UEMOA	West African Economic and Monetary Union
UN	United Nations
UNDP	United Nations Development Programme
WACSOFF	West Africa Civil Society Forum

1.0 Organisational Identity

1.1 Vision

WACSI is committed to the development of CSOs as strategic partners in the pursuit of democracy, good governance and national development in the sub-region.

1.2 Mission Statement

The Institute seeks to strengthen the institutional and technical capacity of CSOs to engage in policy formulation, implementation, and the promotion of democratic values and principles in West Africa.

1.3 Core Values (BOARD INPUT)

1.4 Organisational Culture

1.5 Organisational History and Profile

WACSI was established by the Open Society Initiative for West Africa (OSIWA) in December 2005 to enhance the capacity of civil society in the region. The Institute was set up in an attempt to bridge the institutional and operational gaps identified in civil society.

WACSI's role is to serve as a resource centre engaged in training, research, documentation, and policy dialogue for CSOs in West Africa. The advocacy work of the Institute is conducted through its policy dialogue process, which brings together different stakeholders to deliberate on topical issues that affect West African States. Position papers are published by the Institute and disseminated to policy makers.

The Institute's work is carried out through the following three focus areas:

- Training and Capacity Building
- Research and Documentation
- Policy Advocacy

Training and Capacity Building

WACSI provides training aimed at strengthening the internal structures of civil society.

These include:

- Leadership and Corporate Governance.
- Budget, Funding and Transparency.
- Public Policy Processes and Engagement.
- Training For ‘Successor Generation’.
- Special Training for the Media.
- CSOs Competitiveness in the Context of Regionalism and Globalisation.
- Promoting Ethics and Values in Civil Society’s Work.

WACSI also partners with leading CSOs in the region to conduct training workshops in certain thematic areas relevant to West Africa’s socio-economic and political context. Training and Capacity building initiatives are implemented in the following areas:

- Macro-Economics Development.
- HIV/AIDS.
- Governance and Human Rights.
- Peace and Security.
- Africa’s Current Development Initiatives. – NEPAD, APRM
- Sub-Regional Integration Trends.
- Gender Issues.

Research and Documentation

The Institute’s Research and Documentation department focuses on mapping CSOs activities, their dimensions and impact. The research will be on a broad range of CSO activities including Community Based Organisations (CBOs) and Rural Based Organisations (RBOs), Professional Groups, Non-Governmental Organisations (NGOs), Trade Unions, among others. The Institute will also provide a base for reflections by leaders of CSOs, who wish to embark on intellectual reflections on their practical activities. As such, the Institute encourages CSO practitioners to “tell their stories” themselves.

Policy Advocacy

The Institute adopts a non-conventional approach to policy advocacy in West Africa. Its policy positions emanates from the policy dialogue process in which different stakeholders are brought together to share ideas and adopt policy positions on specific issues. Thereafter, a position paper is prepared, which would then be extensively circulated to relevant authorities and the general public in the sub-region. The Institute periodically commissions policy position papers to examine the specific issues within its mandate, which serve as the basis for discussion and debate by stakeholders before being adopted and disseminated. As such, the policy advocacy agenda of the Institute is mainly proactive in nature, rather than reactive.

2.0 SWOT Analysis

2.1 Strengths

- Feedback from activities received so far endorses WACSI as demonstrating a high sense of professionalism in responding to the needs of clients.
- There is a commitment to fund WACSI's core activities until 2010.
- Cordial relationship among workers at WACSI.
- Decentralised information flow from top to down and vice versa.
- Opportunity for trying out new ideas.
- Requisite staff capacity and competencies.
- Commitment to continuous progress.
- Good working environment.
- Systems available for effective work in the organisation.
- Staff engages in critical self-evaluation.

2.2 Weaknesses

- The few workshops organised by WACSI are unable to meet high demand for capacity building services
- High volume of workload
- Staff trying to adjust to civil society environment where there is a lot of multitasking

2.3 Opportunities

- Looking beyond OSIWA for funding.
- Opportunity to hire more Staff in the future.
- Raise the bar for quality service in this gray area of CSO work.
- Become the foremost trainer in CSO work in West Africa.
- Strategise towards a positive and progressive public image.
- Strengthen relationship with other networks-WACSO, POSDEV, and UNDP Civil Society Resource Centre.
- Strengthening relationship with West African partners E.g. WACSO.
- Assisting Refugees in West African Countries.

2.4 Threats

- Job security of WACSI staff after 2010.
- WACSI's sole dependence on OSIWA and George Soros for funding.
- Potential for staff to be lured by other organisations offering similar services.
- Threat of changing donor landscape from Capacity Building to Conflict Prevention & Resolution.
- Some collaborators not sharing the same standards as WACSI.
- Possibility of other CSOs duplicating WACSI's work.
- The danger of WACSI resources being pulled too thin if it enters into all the core areas at the same time.
- Travel and communication difficulties threaten the effectiveness of WACSI's work.
- Transferring money from Dakar to pay WACSI's partners and suppliers in Ghana is a nightmare.

3.0 Analysis of West Africa Regional Context

3.1 Regional Dynamics, Challenges and Opportunities

Over the last two decades, West Africa has experienced civil wars, trans-border conflicts, mutinies and coups d'états. The outbreak of the Liberian civil war in 1989 ushered in a proliferation of conflicts that resulted in the spread of over 154 000 refugees, as well as rebels, and illicit arms across porous borders. Countries that have escaped full scale war have experienced sporadic ethnic or religious inter-communal clashes or unrest caused by separatist movements that have the potential to further destabilise the region. Cumulatively, apart from the toll in human lives and the psychological trauma suffered by the populations, such conflicts destabilise governments, weaken economies, and destroy basic infrastructures. However, the challenges in West Africa are not limited to conflicts: the 2005 Human Development Report¹ listed 13 of 16 West African countries as the poorest states in the world. This climate of poverty has spawned endemic corruption that fuels poor governance, undermines state structures and promotes apathy in the region's citizens. Widespread poverty has also created an army of disaffected, unemployed youths who have provided fodder to the sub-region's ruthless warlords. Liberia, Sierra Leone, Cote D'Ivoire and Guinea- Bissau all post conflict countries, still have large numbers of unemployed youths making them susceptible to cooption.

Notwithstanding this dismal background, some signs of optimism have been recorded, e.g. through the successful elections in Liberia in 2005, Ellen Sirleaf-Johnson became Africa's first elected female leader, and peaceful elections were conducted in Sierra Leone in 2007. At the regional level the Economic Community for West African States continues on the trajectory of promoting peace and security, good governance, democratisation and economic stability.

ECOWAS was created in 1975 to promote regional economic integration and to enhance close cooperation among its member states. At its inception, the hope was that ECOWAS would meet the region's developmental challenges, particularly in four key areas; 1) expanding intra-community trade, 2) promoting free movement of persons, goods and services through improving physical infrastructure, transport and communication links between countries, 3) strengthening the weak production structures in the sub-region in order to reduce ECOWAS' excessive external dependence and critical lack of productive activity, 4) enhancing monetary and financial cooperation in order to create a single West African currency².

Following a border clash between Mali and Burkina Faso in 1975, some member states recognised that defence and security was a critical part of regional cooperation. By the late 1980s and early 1990s, the focus on security intensified with escalating national conflicts with regional ramifications.

¹ United Nations Development Programme Human Development Report 2005: International Cooperation at A Crossroads: Aid, Trade and Security in an Unequal World.

² S.K.B Asante, "The Travails of Integration" in Adekeye Adebajo and Ismail Rashid, (eds), *West Africa's Security Challenges: Building Peace in a Troubled Region* (Boulder and London: Lynn Rienner, 2004)

ECOWAS's economic integration project had to take a back seat to the necessity for a functional security mandate that would promote peace in the region. Member states recognised that peace and security were necessary ingredients for economic development and that economic strategies had to be complemented by initiatives that addressed human development, social infrastructure, health, the environment, ethnic and political conflicts.

The Liberian war of 1989-1996 was largely responsible for bringing security to the core of ECOWAS's mandate. The conflict led to the creation of Economic Community of West African States Ceasefire Monitoring Group (ECOMOG). A regional peacekeeping force that could intervene in national conflicts was unprecedented in Africa, thus positioning ECOWAS as a pioneer institution in regional peacekeeping.

ECOWAS realised from these experiences that its 1975 treaty needed to be revised to reflect the urgent challenges in the sub-region. The revised ECOWAS treaty was adopted in 1993, and Article 58 (1) called on *member states... "to work to safeguard and consolidate relations conducive to the maintenance of peace, stability and security within the region"*³. This highlighted that the security, stability and development of every state in the sub-region are now inextricably linked. There was also recognition by ECOWAS leaders that "good governance" and sustainable development had to be infused as components for peace and good governance. Thus, member states dedicated themselves to promoting durable peace in the region through a collective security system. This culminated in the adoption of the Protocol relating to the Mechanism for Conflict Prevention, Management, Resolution, Peacekeeping and Security in 1999 (commonly known as the Mechanism), and the supplementary protocol on Democracy and Good Governance in 2001⁴.

Aside from ECOWAS, other regional institutions also promote regional integration initiatives in some, or all, of the 15 West African countries. The West African Economic and Monetary Union (UEMOA), the Conseil de l'Entente, the Permanent Committee for Drought Control in the Sahel (CILSS), the Liptako-Gourma Authority and the Mano River Union are all working in this field alongside ECOWAS.

The role of civil society in promoting regional integration, peace and democratisation

The revised 1993 ECOWAS treaty called on the Organisation to co-operate with regional NGOs and encourage the broad participation of citizens in the integration process⁵. This marked an important change in both the structure and character of West African cooperation. There was a shift to a more "people centred" organisation as opposed to the "overly bureaucratic intergovernmental agency of the past"⁶. Various civil society organisations have been working closely with ECOWAS to improve its efficiency and to forge closer relationships with West Africa's 200 million citizens.

³ Article 58 (1) Treaty of ECOWAS signed 24 July 1993. Available at ECOWAS official website: www.sec.ecowas.int

⁴ ECOWAS official website: www.sec.ecowas.int

⁵ Treaty of ECOWAS, 1993, Article 81.

⁶ Ernest Aryeetey, Regional Integration in West Africa, (Paris: OECD Development Centre,2001)

Civil society has also been working closely with ECOWAS to improve the functionality of its early warning system. Civil society has enhanced the analysis, monitoring and response capacity of the zonal bureaus by serving as information networks at community and national levels. Notably, ECOWAS in partnership with key civil society organisations founded the West African Civil Society Forum (WACSOF)⁷ in 2003. WACSOF is a network of civil society organisations from the fifteen ECOWAS states. WACSOF members are from a diverse background with experience in peacebuilding, education, health, democracy, human rights, and gender. The rationale for creating a regional civil society forum was based on the need to formalise dialogue between regional civil society organisations (CSOs) and the ECOWAS secretariat in Abuja, Nigeria. WACSOF aims to involve civil society in the process of elaborating, implementing, monitoring and evaluating political, security, economic, social and cultural programmes of ECOWAS. WACSOF strategically organises its annual meetings to coincide with the ECOWAS heads of states summit, and makes policy recommendations to the summit. While this is significant progress in civil society's collaboration with ECOWAS, it is difficult to measure the extent to which these recommendations are implemented by the Heads of States.

3.2 Civil Society

The conceptual and practical understanding of civil society provides a basis and reference point for framing civil society's role in society and its interaction with other actors. Two dominant definitions of civil society have emerged; one describes civil society as encompassing all the organisations and associations that exist outside the state (including political parties) and the market. In this description, civil society is sub divided into three main groups:

- Community Based Organisations, which serve a specific population in a narrow geographic area.
- National Organisations, which operate in individual countries.
- International Organisations, which are typically headquartered in developed countries and carry out operations in more than one developing country.

The second definition describes civil society as the arena, outside of the family, the state and the market where people associate to advance common interests. The latter definition finds resonance in WACSI's approach to civil society as it provides the space to incorporate a wide range of actors in the West African context that contribute to socio economic development, democratisation and governance. These include, women's groups, traditional rulers, faith based organisations, trade unions, the media and academia.

These groups of actors have emerged as key stakeholders in the development processes in West Africa. Civil society in West Africa plays a critical role in supporting poverty reduction and promoting sustainable development, by enabling citizens to empower themselves and actively seek effective performance and accountability from the state and the private sector. At community, national and regional levels, CSOs in the region have become recognised as a vital force in development, governance and democratisation processes.

⁷ The West Africa Civil Society Forum (WACSOF) was pioneered by the Centre for Democracy and Development (CDD), Nigeria, and International Alert, London.

Civil Society and State Relations

Civil society cannot be analysed in isolation from the state. CSOs and government are mutually dependent on each other. The state provides the legal framework for CSOs, and may assure rules of engagement, procedures for consultations, and even financial resources. Governments can also create an unfavourable enabling environment for civil society to function. Civil society can contribute to the state as a link between state and citizens, in promoting democratic values, building institutions, producing information and ideas, and building social capital. In the specific context of weak states, this relationship takes a different form and is often much narrower. In its most extreme form, CSOs substitute for an absent state and perform tasks normally carried out by the state, for example during conflict situations as witnessed in Liberia, Sierra Leone and Cote d'Ivoire. State, civil society relations are also antagonistic and adversarial during autocratic regimes as civil society is viewed as the voice of opposition to the state. However as the state becomes more functional and democratic, the role of civil society changes but should remain relevant. In these instances, it is important that civil society and state interactions are not mandatorily adversarial. Civil society should serve as a watchdog ensuring that the state fulfils the expectations of the electorate. Civil society's professional expertise should also be available to strengthen state institutions and structures. Similarly, the state should provide parameters for civil society to function through objective and appropriate legislation.

Civil Society and Private Sector Relations

A well functioning state consists of collaboration between the state, private sector and civil society. All three are essential for sustaining human development. The state creates a conducive political and legal environment; the private sector generates jobs and income, while civil society facilitates political and social interaction; mobilising groups to participate in economic, social and political activities. Whereas the collaboration and partnership between government and the private sector is visible and often close, the relationship between the private sector and civil society is characterised either by suspicion or indifference. The private sector is largely suspicious of civil society's agenda and motives resulting in very limited interaction and collaboration between both sectors.

Civil Society's Constraints

Yet, while it is expected that Civil Society Organisations(CSOs) play an even greater role in development to complement the public sector and the private sector, its institutional and human capacity to perform this responsibility is weak and needs to be strengthened. A needs assessment workshop organised by WACSI in October 2007 for civil society actors in West Africa, revealed a number of key constraints that impede civil society's effectiveness. These include;

- *Narrow focus on NGOs:* The growth of NGOs within the civil society sector has resulted in the tendency for NGOs to be seen as representing CSOs in general. This narrow categorisation of civil society often sidelines the contributions of important actors such as community based organisations and traditional rulers.

- *Capacity Constraints:* Most civil society actors are institutionally weak and lack adequate internal governance structures and capacity in fiduciary and management skills to implement their goals.
- *Weak and Underfunded Coordination Mechanisms:* There is weak collaboration among civil society. While there are Networks and umbrella organisations functional in the region, competition over dwindling donor funding among network members fosters adversarial relationships rather than cooperation and sharing of information. This results in duplication of efforts and initiatives.
- *Policy influencing gap:* Though a number of CSOs in the region are involved in exemplary initiatives, the extent to which these initiatives inform or influence policy is intangible and in many cases not measured. CSOs are not visibly engaged in public policy processes and the extent of civil society's interaction and engagement with the private sector is limited.
- *Legitimacy and accountability:* There are increasing calls for civil society to prove their legitimacy as independent, credible and representative actors in society. The question of how civil society determines its constituencies is linked to the issue of CSO's accountability. CSOs are viewed as being more accountable to donors than to marginalized voices in society they claim to represent. The situation is exacerbated by the fraudulent practices of some civil society actors and the lack of transparency in CSOs activities.
- *Relevance:* Civil society was a critical player in the nineties across the region, particularly in countries with autocratic regimes. As states in the region shift towards promoting democratic governance, civil society's relevance in the long term is at risk.
- *CSO regulatory restrictions:* There is a growing interest in various countries (Benin, Ghana, Nigeria, and Senegal) in the legal status of CSOs. The interest of governments to regulate CSOs is seen by different actors as a strategy to restrict their rights and the scope of their activities. The debates on these regulatory propositions tend to be adversarial and may pose a long term threat to the independence of CSOs.
- *Information flow:* A thorough analysis of CSO activities clearly shows that there is a serious scarcity of information flow in the civil society environment. Even CSOs that have generated a large scale of information on their activities fall short in their capacity to collect and to properly disseminate data. As a consequence, civil society is generally reactive; often acting on misinformation and thus it is challenging to map out CSO activities in the region.
- *Intellectual reflection:* Though civil society has made key contributions to complement, inform, influence and challenge the state and private sector, most of these contributions remain undocumented. Civil society actors have not imbibed a culture of reflection and documentation, which results in new generations of actors repeating mistakes of the past and not learning from successes.

Against the backdrop of these constraints affecting civil society's effectiveness, WACSI has designed programmatic responses aimed at strengthening the institutional and technical capacity of civil society to:

- (i) Engage in policy advocacy and dialogue on issues that affect the region and exert influence and pressure on policy makers to respond.
- (ii) Ensure greater transparency and accountability not only within civil society organisations and groups themselves, but also in the performance of the public sector and even of private enterprises.
- (iii) Actively and positively participate and contribute in the establishment by the government of an adequate legal framework to enable civil society organisations to function freely without fear of repression.
- (iv) Design and implement information sharing programs and projects to enable civil society organisations and groups to acquire/improve human capacity that will in turn transfer knowledge and skills.
- (v) Collaborate and network among themselves on national, regional and continental issues.

4.0 WACSI's Response

4.1 Core Strategies

Training and Capacity Building

In a region where there are high rates of illiteracy and limited opportunities to share information and skills, training and capacity building of individuals and institutions has been an important strategy for addressing this gap. WACSI training and capacity building approach deliberately targets strengthening the internal structures of civil society. Training themes will include:

- Leadership and Corporate Governance of CSOs.
- Budget, Funding and Transparency.
- Public Policy Processes and Engagement.
- Training For 'Successor Generation' In Civil Society.
- Special Training for the Media.
- CSOs Competitiveness in the Context of Regionalism and Globalisation.
- Promoting Ethics and Values in Civil Society's Work.

Training initiatives will also be available in practical areas, such as:

- Report and Proposal Writing Skills.
- Communication and Image Building Techniques.
- Policy Advocacy and Lobbying Skills.

Civil society's input will be intrinsic to the implementation of WACSI's training and capacity building strategy. Collaboration with civil society will take two dimensions: Firstly, CSOs will be target groups or benefitting directly from training, but also trainers in many thematic areas. Secondly, leading CSOs that have demonstrated solid training capacity would be involved as training organisations in order to develop peer learning and knowledge sharing tools in the sub-region.

Research and Documentation

In many countries across Africa there is recognition of the need to revive, renew and strengthen research in order to feed the intellectual environment. This recognition confirms that research should contribute more effectively to meeting both the objectives of development policies and training and capacity building needs of all civil society organisations.

The overall goal of the WACSI research strategy is to position WACSI as the leading and proactive knowledge portal on CSOs in West Africa. The Institute will highlight the contributions and achievements of CSOs.

The Research and Documentation strategy will be guided by the following operational strategies:

- Research will be undertaken by CSO experts, academics or both with track records of previous quality work.
- WACSI will enforce a quality control mechanism to ensure high delivery.
- WACSI will use available external expertise and competitive selection to ensure quality deliverables.
- In-house synergies/collaboration:
 - The Research and Documentation Unit will ensure that its outputs inform WACSI's training and capacity building and policy advocacy initiatives.
- The Unit will keep abreast with topical issues in the region and embark on proactive research projects that will generate knowledge and debate among civil society and policy makers.
- The scope of the research to be conducted by WACSI will primarily target CSOs in their large diversity. The audience are scholars, policy makers, donors and the general public. The output formats of the researches are tailored to meet specific knowledge and capacity needs.

The Institute will take advantage of the possibilities offered by Information Communication Technology (ICT) to develop a web-based platform that will serve as a clearing house which will collect, analyse, and disseminate information and knowledge on CSO activities within the region. In this regard, WACSI will:

- Develop and maintain a web-based regional database on civil society in West Africa with the aim to document activities in the CSO environment in the region.

- Set up a modern resources centre with an online catalogue and online resources (virtual library).
- Develop a regional register of experts in areas covered by CSOs in West Africa.
- Develop of a state of art Website with Web 2 Content management system. The current version of the Institute’s website will be upgraded to serve as the base for the future platform. This system will outline the Institute’s vision, mission, and activities and also network and mobilise WACSI beneficiaries on Knowledge Management (KM) and the Community of Practice (CoP) processes that aim to enable CSOs to collectively generate and share knowledge within the sub-region.
- Undertake publications such as: WacSeries, the Institute’s study reports and Partners’ materials.
- Organise seminars as part of its diffusion strategy.

Policy Advocacy

Policy advocacy is any effort to influence public policy. This encompasses a broad range of activities, from researching, organising, and building communications strategies to lobbying, networking, and citizens’ participation.

WACSI’s policy advocacy strategy is proactive and non-conventional. The institute’s policy advocacy series provides the space for civil society to enhance its engagement and collaboration with policymakers and institutions working on critical issues affecting the region. Policy positions emanate from these sessions and are circulated to relevant policy makers. WACSI also periodically commissions policy position papers to examine the specific issues within its mandate, which will serve as the basis for discussion and debate by stakeholders before being adopted, and disseminated.

Networking and Partnerships

As a regional capacity building institution, WACSI prioritises forging strategic partnerships and collaborations with diverse actors and institutions regionally and internationally. WACSI’s networking and collaboration strategy will be four pronged:

- I. **Civil society:** Dedicated to enhancing the capacity of civil society, WACSI will engage and collaborate with civil society as beneficiaries, clients, partners and resource persons. Civil society actors in the region will guide and inform the implementation of WACSI’s mandate ensuring that the Institute remains responsive to needs of the sector.
- II. **OSIWA/OSI networks:** Collaborations will be forged with organisations which are part of the OSIWA and OSI networks. This will include grantees, spin offs in West Africa and OSI programmes and initiatives internationally. OSIWA grantees and spin offs will be invited to participate and benefit from WACSI training programmes and other activities.

To date, the West Africa Democracy Radio; a spin off of OSIWA has participated in WACSI training programmes and OSIWA grantees across the region such as WACSO, MFWA, and have benefitted from WACSI's capacity building initiatives. Within 2008-2012, efforts will be made to forge more collaboration with the OSI network internationally, particularly in areas that can enhance WACSI's capacity.

- III. **Governments:** WACSI will collaborate with government institutions on a variety of issues that affect civil society. The Institute will also provide the platform for civil society and government officials to discuss and debate on.
- IV. **Private sector:** The current relationship between civil society and the private sector is non-existent in many countries in the region, where a relationship does exist, it is characterised by suspicion and mistrust. To bridge this gap, WACSI aims to involve the private sector in a number of its activities. Specifically, the institute will invite representatives of the private sector to participate in policy advocacy forums on issues that have the potential to impact the sector.
- V. **Regional mechanisms:** WACSI will engage in processes and collaborations to influence decision making at the level of the African Union and Regional Economic Communities (RECs). Through platforms such as the ECOSSOC, WACSI will engage on continental issues with regional implications such as NEPAD and APRM.
- VI. **International bodies:** (e.g. UN and World Bank). International issues such as the United Nations Peacebuilding Commission and the emerging doctrine of Responsibility to Protect, have implications for West Africa. Thus, WACSI will engage these institutions have seek to actively participate on platforms that exist for civil society's interaction such as the UN's ECOSSOC processes and the World bank's civil society forums. WACSI will also provide opportunities and platforms for West African CSOs to debate and discuss international issues with West African relevance.

Human Resource Development

An efficient human resource is critical to enable the Institute achieve its goals and objectives. WACSI is therefore committed to providing an environment to help employees develop their personal and organisational skills, knowledge, and abilities. WACSI staff members are encouraged to develop their abilities and improve their skills by:

- Nominating staff to attend training and seminars organised by WACSI or other organisations.
- Sponsoring staff to attend short courses related to their work.

WACSI is dedicated to building the next generation of responsible civil society actors in West Africa. Thus, the Institute has introduced "the Next Generation internship" programme which offers a 6 – 12 months internship to young Africans at the start of their professional careers seeking work experience in WACSI's focus areas.

The programme builds the intern's capacity in the following areas: leadership skills, proposal and report writing, training and facilitation skills and other research areas like HIV/AIDS, governance and human rights, peace and security, Africa's current development initiatives (NEPAD, APRM), sub-regional trends (ECOWAS), and Gender issues.

Fundraising

The availability of adequate financial resources is central to WACSI's implementing its long term strategy and fulfilling its mandate. As a spin off of OSIWA, the Institute has guaranteed funding until 2010. However, from 2008, the WACSI has commenced the process of seeking alternative funding for activities. As most donors and funding agencies provide funding for programmes and not core funding. WACSI strategy is to raise funds for specific activities, while seeking long-term funding. For example in 2007, WACSI secured funding from GTZ to design conflict prevention modules for civilian actors in West Africa. Attempts will be made to secure similar funding. To ensure long term sustainability, the WACSI will develop a fundraising strategy to be implemented from 2008-2012.

5.0 Administrative Strategies

5.1 Staffing and Recruitment Strategies

To ensure high level of delivery and standard, the Institute has appointed qualified, experienced and competent staff from across the region. The following staff members are currently in place:

1. The Executive Director
2. Head of Research and Documentation
3. Finance and Administrative Officer
4. Executive Assistant
5. Finance Assistant
6. Driver
7. Office Assistant

WACSI's institution building strategy involves maintaining a strong and efficient secretariat with core staff and hiring associates and resource persons to support the implementation of its activities.

5.2 Job Descriptions

Executive Director

- Provide strategic direction and systematic planning for the Institute.

- Provide overall management and be responsible for managing day-to-day operations of the Institute including staff management and evaluation, and the development and maintenance of administrative procedures and principles.
- Work cooperatively and collaboratively with national, regional and international stakeholders to promote and sustain the mission of the Institute.
- Assist the Board of Directors in developing policy to achieve the mission of the Institute.
- Direct and implement programs in accordance with the mission and values of the organisation.
- Oversee the Institute's annual budget and perform overall management and oversight of all financial activities of the Institute, ensure adequate controls over expenditure at program and administrative levels and ensure regular and accurate audits and reporting on financial matters.

Head of Research and Documentation

- To provide visionary intellectual and administrative leadership in WACSI's research and documentation department.
- To produce academically rigorous publications on the activities of civil society in West Africa.
- Build partnerships with research organisations and think tanks in the region.
- Organise policy dialogue seminars and forums for civil society and policy makers.
- Provide training for research teams in methods of qualitative data collection and analysis, report writing, and preparation of policy briefs.

Head of Training and Capacity Building

- To lead the implementation of WACSI's training strategy.
- To design and implement training programmes for civil society actors in leadership and governance, organisational development, peace and security.
- To build strong alliances and partnerships with CSOs in West Africa in implementing training initiatives.
- To assess, monitor and evaluate training programmes.
- Supervise and mentor training staff and interns at the Institute.
- Contribute towards building the profile and reputation of WACSI.

Head of Finance and Administration

- The Head of Finance and Admin will be responsible for providing overall vision and strategic direction for WACSI's Finance and admin department
- Demonstrate strong leadership and supervisory skills to manage Finance and Admin staff
- The Head of Finance and Administration reports to the Executive Director and oversees all finance and accounting, human resource and technology support for the organisation.
- He/she must have expertise in non-profit accounting.

- He/ she will maintain and design appropriate accounting and finance procedures and systems, assuring that strong internal controls are in place and that the organisation is in compliance with GAAP and is striving for best practices in non-profit accounting.
- He/she will also oversee human resources, IT support and facilities management through staff and contractors.
- The Head of Finance and Administration manages the budgeting process and contributes to the strategic planning and operations of the institute, providing data, analysis, strategic thinking and operational expertise.
- He/she is responsible for all aspects of financial compliance, strategy and systems and works closely with the Executive Director, Heads of Units, and the Board.

Finance and Administrative Officer

- In consultation with Executive Director and Heads of Units, coordinate overall financial management of WACSI Projects including budget preparation, cash flow management and reporting.
- Provide regular (monthly) financial reports/statements to the Executive Director.
- Make relevant financial presentations at Board meetings.
- Ensure that appropriate and complete financial and operational rules and guidelines are documented.
- Entry of computerised accounting records (in excel format) including verification of proper authorisation, financial coding and applicable back-up invoices.
- Arrange and coordinate activities related to travel, and prepare travel advances, maintain advance cards, process expense reports, and audit all travel claims to ensure compliance with funding regulations.
- In consultation with the Executive Director, coordinate all human resources management, property management and IT related administration.
- Implement and manage a financial project management filing system to maintain adequate corporate records for easy access for all staff and auditors when required.
- Maintain a database of employee information and employee personnel files, timesheet system including staff leave records; co-ordinate procedures for new and departing employees.
- Provide HR support for hiring of local project personnel and consultants.
- Initiate and prepare necessary documentation for procurement for the institute and maintain procurement files in compliance with Institute's rules and regulations.
- Ensure that WACSI and Staff are operating within the tax rules of Ghana.
- Maintain and update regularly all property records.
- Where appropriate, provide administrative support for seminars and training activities, attend workshops and other meetings to distribute per Diems, and provide overall logistical support.
- Responsible for daily operations of WACSI Secretariat.

Finance Assistant

- Maintain a record of all invoices received in the Finance Office and prepare vouchers with accurate backup documentation; prepare cheques after vouchers are approved.
- Maintains check book and bank balances on a weekly basis, or as needed.

- Maintain staff travel advances in accordance with WACSI guidelines and assure reconciliation of staff advances has sufficient documentation.
- Assist with processing of consultant and personal service agreements in accordance with WACSI and donor regulations; assure agreement conditions are met, and deliverables certified by responsible staff before payment is made.
- Assist Finance and Administration officer in preparing quarterly administrative and financial reports for submission to Donors following review and approval by the Executive Director.
- Implement computer based financial tracking system and keep current all project financial transactions in this system.
- Assist in the preparation and monitoring of expenditure against budgets.
- Administer the staff payroll and initiate payments for all payroll liabilities.
- Maintain petty cash disbursement log, reimbursement requests, and all relevant receipts.
- Regularly participate in staff meetings.
- Maintain leave records of staff and periodically review personnel files to ensure completeness and follow up on actions required.
- Maintain and update property records of the Institute.
- Provide assistance with the coordination of activities related to travel and ensure compliance with funding regulations.
- Initiate action, prepare and follow-up on procurement requests.
- Provide assistance with the arrangement and organisation of workshops, and seminars, including selecting a site, arranging participant logistics, distributing per diem, and collecting receipts.
- Any other relevant duties that may be assigned by Supervisor and the Executive Director.

Executive Assistant

- Maintain administrative procedures for the office of the Executive Director.
- Supervise and maintain Executive Director's diary and calendar.
- Organise activities linked to the Executive Director's office.
- Provide bi-lingual assistance during meetings.
- Take minutes of staff meetings and meetings linked to the Executive Director's office.
- Maintain a proper filing system of all project documents, staff files and budgets in the Executive Director's office.
- Supervise interns and other support staff working in the Executive Director's office.
- Serve as link between the Executive Director and partners.

Programme Assistant – Research and Documentation

- Assist with basic research and project management.
- Conduct Research and performing literature search/review, abstracting and synthesising.
- Assist in maintaining resource centre.
- Contribute towards documenting civil society activities across West Africa.

Bilingual Secretary/Receptionist

- Provide Reception and secretarial support including schedule meetings and appointments for staff.
- Establish and maintain contacts with government counterparts, CSO Partners, NGOs and the general public.
- Receive visitors, screen telephone calls and answer queries on various matters relating to the office.
- Take minutes at meetings; carry out word processing assignments and produce neat documents for training programs, project report, among others.
- Prepare and send fax and e-mail messages; photocopy documents as requested.
- Maintain file system for office and file all documents in appropriate office files; arrange for distribution and mailing of all project correspondence and documents.
- Assist with administrative and logistical support such as hotel reservations and other travel arrangements during seminars and training.
- Keep press cuttings, file and scrap book about employer's interests.
- Perform any other office support tasks as and when required.

Driver

- Drive project staff, visitors and Consultants to meetings and other project activities in various parts of the country as directed by the Finance and Administrative Officer or the Project Coordinator.
- Ensure that vehicle is well maintained and in perfectly good condition and serviced at the recommended mileage/km reading.
- Deliver documents, mail and messages to various offices as directed by the Finance & Admin Officer or Project Staff; perform some protocol duties on behalf of project.
- Perform other project duties as directed by the supervisor.

Office Assistant

- Maintain offices in a clean and orderly state by daily cleaning.
- Assist with minor clerical duties; run office errands as appropriate; carry out or arrange for minor repairs and maintenance on office fixtures.
- Ensure that office network printers and photocopiers are stocked with paper and in working condition; operate and maintain fax machine; make photocopies and prepare documents for meetings as required.
- Assist in procurement by identifying sources of office requirements and obtaining pro-forma invoices.
- Perform miscellaneous job-related duties as assigned by the Supervisor.

5.3 Organogram

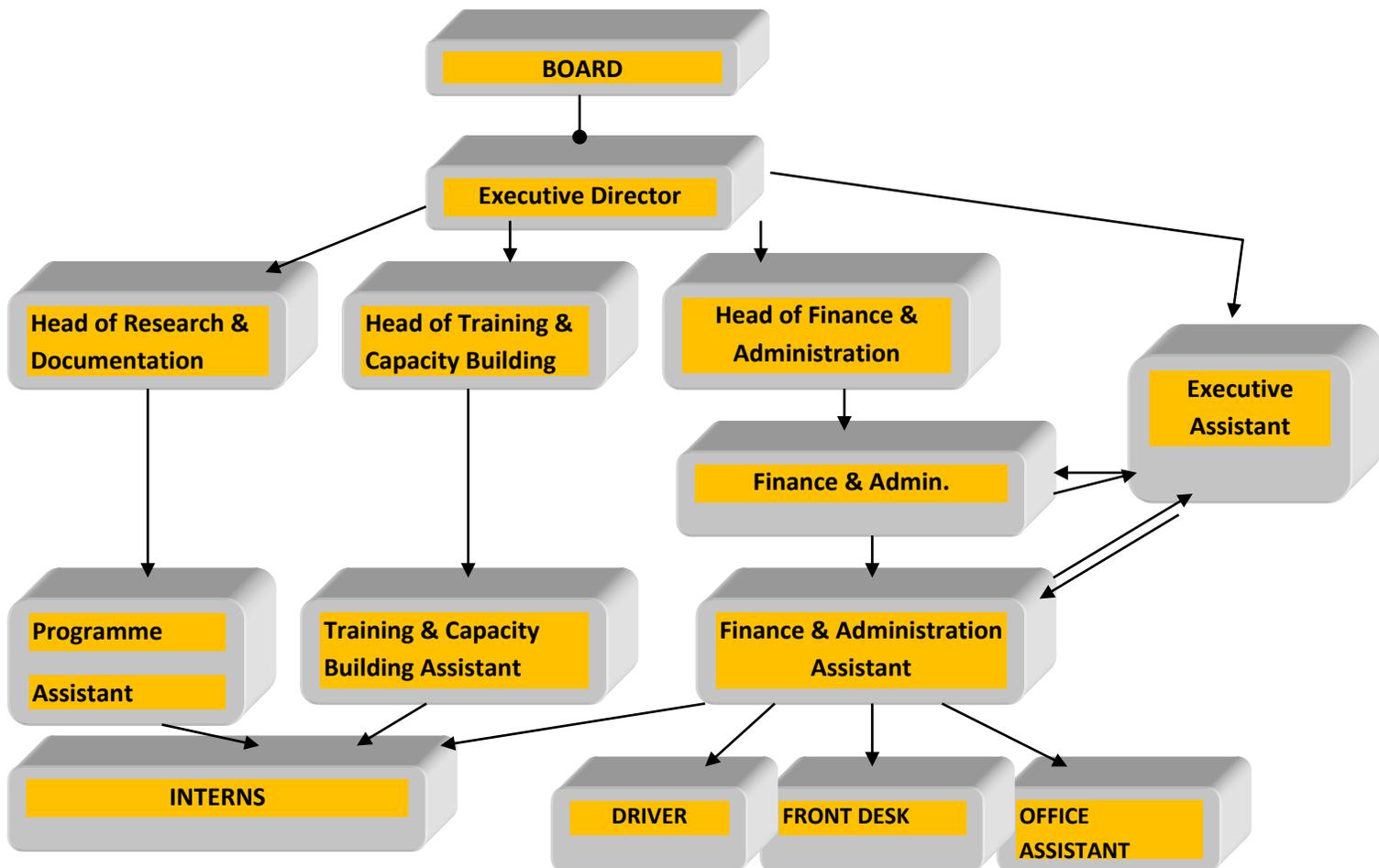
With respect to the organogram, the Director heads the management team. Currently, there are three main departments:

- Training and Capacity Building
- Research and Documentation
- Policy Advocacy

The Finance and Administration Unit provides support services to the departments.

West Africa Civil Society Institute

Organogram



6.0 Programmatic Implementation Plan

6.1 Training and Capacity Building

External Training – organised for CSOs		
Issue Areas	Timeframe	Milestones
WACSI would ensure its Needs Assessment Template is robust and always available to be used to elicit training needs before concluding on the type of training to mount in order to address specific challenges of CSOs in the sub-region.	By the end of January 2008	The results of the needs assessment process will guide conceptualisation of activities and initiatives at the institute
2 Training workshops Annually on Corporate governance and NGO management to strengthen Internal Structures and External Image of CSOs	2008-2012	Every 6 months, Head of Training Unit will monitor progress with participating organisations to identify what has changed as a result of the training attended.
1 Annual training workshop on Documentation and Research skills to enhance the capacity of CSOs in the area of Documentation and Research.	2008-2012	Annually Head of Research will catalogue number of documentation and research initiatives conducted by beneficiaries of the trainings
1 Annual Fundraising and report writing skills for CSOs	2009-2012	
1 Annual specialized training workshop for women's groups in West Africa	2009-2012	*Test training will be organized in 2008. Sampling of women's groups trained will be monitored bi annually to gauge impact of training
1 Annual policy advocacy training workshop organised for civil society to enhance their ability to influence policy and decision making processes *In 2008, a Training of Trainers workshop will be conducted to increase the pool of regional resource persons and trainers in the field of policy advocacy	2009-2012	
2 Training workshops organized to test conflict prevention modules designed in collaboration with Kofi Anan International Peacekeeping Center and GTZ	2008	2008 test trainings will measure relevance and applicability of modules to regional context
1 Annual training workshop organized in subsequent years using modules	2009-2012	
Management will evaluate training activities for each year on the basis of facilitators track record, methodology used, quality of the training manual (content, practicality, formatting etc) in addition to evaluation by participants and communicate feedback to Facilitators and participants (where necessary).		
WACSI will review all its training activities every 2 years. The first review will be carried out in December 2009		

6.2 Research and Documentation

Issue Areas	Timeframe	Milestones
<p>Research areas of intervention identified by the R&D Unit are in line with WACSI mission</p> <p>Management team will critically analyse all the research areas identified and make a choice as to which area to research based on the principles of Relevance & timeliness</p>	<p>By the end of March 2008</p>	<p>This choice would be made within the last quarter prior to the implementing year</p>
<p>WACSI aims to carry out research on the following:</p> <p><u>Research</u></p> <p>AREA 1: State, corporate and governance in West Africa</p> <ul style="list-style-type: none"> • Angle 1: Civil Society and Governmental accountability and transparency • Angle 2: Civil society and Internal accountability and transparency <p>AREA 2: Map out CSOs along geographic lines and context of work (design and maintenance of regional database on CSOs)</p> <p>Documentation</p> <p>AREA 1: Women and peace building: Cote d'Ivoire, Sierra Leone, Liberia</p> <p>AREA 2: Handbook on capacity building in various areas</p>	<p>2009-2012</p>	
<p>R&D Unit will establish strategic partnership with Universities and other Research Institutions as well as International bodies like UNDP, EU Office, GTZ, DfID, DANIDA etc. Within specific countries and across the sub-region to support research work of WACSI</p>	<p>By the end of June 2008</p>	<p>List to be upgraded every year on yearly basis from 2008-2012</p>
<p>R&D unit will create a database of experts in the various research areas to validate the methodology and results of research work before they are published</p>	<p>This list will be completed by the end of June 2008</p>	<p>List to be upgraded every 6 months from 2008-2012</p>
<p>Research findings will be disseminated through WACSI Website, Email, Public fora, in respective countries with media coverage etc.</p>	<p>Short term research should be completed within 3 months</p>	<p>Long term/extension research should be completed within 6 months</p>
<p>Management team will make a decision whether or not:</p> <ul style="list-style-type: none"> • A particular documentation should be published as a handbook or a manual • Publish a book/manual at the end of each course or after a series of course over a period of time <p>R&D Unit should collaborate with institutions such as WADR, Media foundation etc. To undertake documentations assignments</p>	<p>By end of March 2008</p>	<p>Mgt decision and timelines would be implemented in a similar fashion for each year between 2008-2012</p>
<p>WACSI would identify current areas of donor interest and tap into it by devising means of delivering services in the area of Research and Documentation</p>	<p>By end of March 2008</p>	<p>Assessment of donor interest every November and undertake R&D in at least 1 of such areas the following year</p>
<p>The Institute will disseminate the findings of existing research through its website</p>	<p>1 week after completing each research</p>	<p>1 week after completing each research from 2008-2012</p>
<p>Publish 4 quarterly online monographs on civil society contributions in the region</p>		<p>1 volume will be published every quarter. Dissemination channels: email and website</p>

6.3 Policy Advocacy

Issue Areas	Timeframe	Milestones
<p>Identify 2 critical issues each year:</p> <p>*2008: Role of civil society in the fight against corruption in West Africa</p> <p>*2008: Consultative meeting to Establish civil society and parliamentary forum in collaboration with WACSOF</p> <ul style="list-style-type: none"> ▪ 2009-2012: Periodic advocacy initiatives will be organised based on the recommendations of the consultative meeting <p>*2008/2009: WACSI to serve as regional platform for “Responsibility to Protect” doctrine in collaboration with the global center on R2P</p>	<p>By the end of January 2008</p>	<p>Issues would be concluded by the end of February</p>
<p>Advocacy issues would be identified from Research conducted by the Institute or common issues identified across the sub-region.</p>	<p>2008-2012</p>	<p>Issues would be concluded by the end of February</p>
<ul style="list-style-type: none"> • WACSI would create the platform for CSO actors (partners, collaborators & networks) to discuss these issues and present alternative ideas/initiatives • Coordinate the implementation plan put together by the actors involved in Advocacy <p>Identify stakeholders (Policy Makers, Institutions, Govt Agencies etc) in the area/issue concerned</p>	<p>By the end of April each year from 2008-2012</p>	<p>Follow up meetings would be held every 3 months</p>
<p>Champion the process of disseminating information to the public and organizing programmes to influence policy change through democratic/lawful means.</p>	<p>By the end of September each year from 2008-2012</p>	<p>At the end of November each, actors in the Advocacy agenda would assess the issues, processes and impact of Advocacy and strategize for subsequent</p>
<p>WACSI would identify current areas of donor interest and tap into it by devising means of delivering services in the area of Advocacy.</p>		<p>Every year WACSI shall conduct an assessment of donor interest and embark on Advocacy in at least 1 of such areas.</p>
<p>Management would make a decision as to whether or not to adopt a proactive or reactive approach to Policy Advocacy. That is to say that should Advocacy effort start when a policy is at the initial/inception/discussion stage or when it is actually being operationalised or implemented?</p>		

7.0 Monitoring and Evaluation

7.1 Focus Areas

Activity	Goal	Objectives	Timeframe	Output (Quantitative deliverables)	Outcome (Qualitative deliverables)	Means of verification
Training & Capacity Building	Every training activity should have an overall purpose	Every training activity should be SMART as a means of achieving the goal	Activities should have clearly defined duration.	<ul style="list-style-type: none"> No. of participants No. of days No. of training tools Language 	Qualitative change as a result of the training received	<ul style="list-style-type: none"> Feedback From participants, Workshop evaluation Midterm evaluation Activity report Field visits Coverage by media
Research	Every research project must have a clear goal (Why are we doing the research?)	Every research must have clear objectives at each stage	Adequate timeframe must be indicated for each research activity. (How long will each step take?)	<ul style="list-style-type: none"> How many researchers? How many countries covered? Type of data used (primary or secondary) How many respondents? How many reports produced? 	<ul style="list-style-type: none"> Usefulness of report to target public Did research influence policy Did research contribute to increase in knowledge in a particular area 	<ul style="list-style-type: none"> Actual reports Questionnaires disseminated Results of focus group Website References other researchers made to research
Policy Advocacy	Identify what policy/ change is being targeted	Clearly identify specific policies to be influenced and at what levels	Stipulate timeframe for each step for advocacy and lobbying or other techniques used	<ul style="list-style-type: none"> How many Policy briefs? How many forums or dialogue sessions organised? How many civil society actors participated? How many stakeholders participated? How many different actors were the reports disseminated to? 	<p>Examine if the policy resulted in change</p> <ul style="list-style-type: none"> Was it useful for policy makers? What was the level of civil society's involvement? 	<ul style="list-style-type: none"> Reports Policy briefs

7.2 Institutional Monitoring Framework

Area of Assessment	TRAINING AND CAPACITY BUILDING	RESEARCH AND DOCUMENTATION	POLICY ADVOCACY									
Outcome	Ratings				Ratings				Ratings			
To what extent have we achieved the sort of image we want to have?												
Are our deliverables in each area up to our own standards?												
How comparable are our outcomes to the best practice benchmarks?												
How effective is our supervision?												
Process	Ratings				Ratings				Ratings			
How efficient were we in managing assignments from start to finish?												
How effective are our internal mechanisms of review?												
How far did our partner(s) fulfill their mandate?												
Strategic Focus	Ratings				Ratings				Ratings			
To what extent are we doing what we were set up to do?												
Have we operated by our work plan for the year based on our strategy?												
Can we track who/what was responsible for failure to meet the standard/target?												

1 = Poor , 2 = Satisfactory, 3 = Good, 4 = Excellent