

ANNEX 2

Core Grant Narrative Progress Report

Report period 1st January 2009 to 30th June 2009

Contract Ref. No. 03/core/31/LRC
Contact Tel. No. 233-21-766756

Organisation Legal Resources Centre
Report Date 7th August 2009

Report Prepared by Ameley Agyeman
Signature & date

Report Approved by Daphne Lariba Nabila
Signature & date

80801

=====

Please do not write in green coloured sections; refer to notes at last page for explanations

1. Institutional/Organisation Development: Evidence of significant progress / change

What are major changes in the organisation's circumstances that are likely to have impacted your outputs over the period?

- Organisational structure / board / management team
- Strategy / planning / decision making / knowledge management
- Human resource issues
- Marketing / communication / public relations

Indicators	Baseline	Prior Period	Current Period	Cumulative
1. HR Management				
i) <i>Leadership</i>	Not applicable	SMT was composed of three (3) members	SMT still consists of three (3) members	Not applicable
ii) <i>Core staff</i>	Not applicable	There were 6 core staff	There remain 6 core staff	Not applicable
iii) <i>Support staff</i>		There were 8 support staff	There are now 8	Not applicable
2. Governance				
i) <i>Board</i>	Not applicable	The Board consisted of: The Board Chairman; Co-chair in charge of fundraising; Board Secretary; Member in Charge of International Relations; Member in Charge of Constituent Mobilization; Member in Charge of	The Board still consists of: The Board Chairman; Co-chair in charge of fundraising; Board Secretary; Member in Charge of International Relations; Member in Charge of Constituent Mobilization; Member in Charge	Not applicable

		Legal Services; Executive Director	of Legal Services; Executive Director	
ii) <i>Committees</i>	Not applicable	Fundraising	Fundraising	Not applicable
iii) <i>Documented board meetings</i>	Not applicable	20 January 09	21 st January 2009	Not applicable
iv) <i>Management meetings</i>	Not applicable	8th September 2008 20th October 2008 3rd November 2008 24th November 2008 16th December 2008 27th January 2009 12th February 2009	12 th February 2009 25 th February 2009 2 nd April 2009 8 th April 2009 8 th May 2009 8 th June 2009	Not applicable
v) <i>Staff meetings</i>	Not applicable	11 th August 2008 5 th September 2008 3 rd October 2008 10 th November 2008 4 th December 2008 19 th December 2008	6 th February 2009 5 th March 2009 3 rd April 2009 15 th May 2009 12 th June 2009	Not applicable
3. Systems and procedures <i>Financial management systems</i> i) <i>Budgeting</i> ii) <i>Accounting</i> iii) <i>Internal control</i> iv) <i>Financial reporting</i> v) <i>External audit</i>	Not applicable	Excel and different donor templates	Excel and different donor templates	Not applicable
<i>Operational policies</i> vi) <i>HR policy</i>	Not applicable	Standard Operating Manual	Standard Operating Manual	Not applicable
vii) <i>Gender policy</i>	Not applicable	Has been drafted and is awaiting the approval of a gender expert	Awaiting the approval of a gender expert	Not applicable
viii) <i>Conflict of interest policy</i>	Not applicable	Has been drafted and is going through a refinement process	Has been drafted and is going through a refinement process	Not applicable
ix) <i>Programme development policy</i>	Not applicable	Non existent	Has not been drafted. This was one of the key issues discussed at a strategic planning session for the LRC held July 2009	Not applicable
x) <i>Procurement policy</i>	Not applicable	Non existent	Has not been drafted	Not applicable
4. Funding base development <i>List long-term programmes(3yrs +)</i>	Not applicable	Not applicable	Not applicable	Not applicable

5. <i>List short-term programme(1 year)</i> Advocacy for the enforcement of ECOWAS Protocol on Free Movement of Persons	Not applicable	Not applicable	Not applicable	Not applicable
Combating Trafficking in Persons through Capacity Building for Stakeholders	Not applicable	Not applicable	Not applicable	Not applicable
6. <i>Total dollar volume of programmes</i>	Not applicable	Not applicable	\$413,186	\$413,186
7. <i>Approved dollar volumes</i>	Not applicable	Not applicable	\$413,186	\$413,186
8. <i>Percentage overhead recovery</i>	Not applicable	Not applicable	Programmes just commenced	Not applicable

2. Collaboration, coalitions and networking

Using the format below, list the most important organisations you collaborated with over the period. For each organisation, give an indication of the issues or themes you worked on, its status and the outcomes.

	Organisation /Coalition	Policy issue / theme / nature Starting / ongoing / ending	Outcome
Government - executive - judiciary - legislature	Ministry of Local Government and Rural Development	Improving Civil Society participation in local governance - ongoing	On going capacity building efforts for community based organizations involved in promoting civil society participation in local governance.
Coalition, network	Coalition on Human Rights in Oil and Gas (CHROG)	Pooling efforts by way of synergy of identifiable Human Rights NGOs working in the area of Oil and Gas – on going	Commitment on the part of the CSOs to work more closely together. LRC is responsible for providing legal expertise for the coalition. This includes drafting a constitution for the coalition
	Ghana Network of NGOs against human trafficking (GACNET)	Network is to provide a platform for the sharing of best practices in the fight against human trafficking Network is an avenue for the capacity building for members on the various aspects of work as related to combating human trafficking in Ghana	LRC responsible for providing legal expertise for the Network. LRC is in the process of drafting the Network's Constitution. Initial meetings towards formally establishing the network held. An interim Management Committee formed.
	NGOs Working on Police	Police Accountability and	Visit to the acting Inspector

	Accountability	Improving Community and Police Relations, Status of Ghana's Human Rights efforts in relation to Ghana's first periodic reporting to the United Nations Human Rights Council	General of Police and other very senior members of the management committee of the Ghana Police Service to discuss issues of concern to all actors working on issues of police accountability in Ghana Commitment on the part of the CSOs to work more closely together
Peers NGOs/CBOs	Advocacy & Legal Advice Centre(ALAC), Ghana Integrity Initiative (GII)	Establishing a partnership to assist in dealing with complaints of corruption by victims and witnesses of corruption	Commitment of CSOs. Signing of MOU by CSOs.
			Provision of technical support, field support and backstopping on the Rights Based Approach (RBA) to Development, People Centred Advocacy (PCA) & Citizen Government Engagement (CGE)
			Provision of technical support, field support and backstopping on organisational development (OD) and financial management (FM)
	Ghana Federation of the Disabled	Enforcement of the Persons with Disability Act	Paper on the role of Civil Society in the enforcement of Ghana's Persons with Disability Law (Act 715) and the UN Disability Convention delivered by the Executive Director of the LRC at the invitation of the Ghana Federation of the Disabled
Amnesty International, Ghana office	Abolition of the death penalty in Ghana Educating the Ghanaian public on human trafficking in Ghana	Executive Director of the LRC as the guest speaker at Amnesty International's launch of the death penalty statistics in Ghana Paper on fighting human trafficking in Ghana, the way forward delivered by the Executive Director of the LRC	

			at a public forum organized by Amnesty International, Ghana
	Zasilari Ecological Farms Project	Civil Society participation in local governance on Environment and organic methods of farming	Working together to improve CSOs participation in local governance. Held programmes jointly.
			Provision of technical support, field support and backstopping on Rights Based Approach to Development, People Centred Advocacy and Citizen Government Engagement
			Provision of technical support, field support and backstopping on Organisational Development and Financial Management
	Bongo District Civic Union	Formation of Patients Rights Club to increase citizen participation in governance, human rights issues, education and health	Working together to improve CSOs participation in local governance. Held programmes jointly.
			Provision of technical support, field support and backstopping on Rights Based Approach to Development, People Centred Advocacy and Citizen Government Engagement
			Provision of technical support, field support and backstopping on Organisational Development and Financial Management
	Ghana Community Radio Network (GCRN)	Facilitating the establishment of Community radios in Walewale in the West Mamprusi District of the Northern Region and Bongo in the Bongo District of the Upper East Region	Collaborating to facilitate the setting up of community radio stations in Bongo and Walewale
	Friedrich Ebert Stiftung (FES)	Review the effectiveness of public Commissions and Boards - Pensions Reform implementation and the role of the Presidential Commission on Chieftaincy in good governance	Organized a joint programme on Promoting Good Governance in Ghana through the Fusion or the Separation of the functions of the Attorney-General and Minister of Justice
	Neighbour in Need Foundation (NENFOUND)	Forum to educate civil society on avenues to participate in local governance	Working together to improve CSOs participation in local governance. Held programmes jointly
Programme for Co-operation, Economic and Social Sustenance (PROCESS)	Educating on bushfire management policy, engage District Assembly subcommittee on Environment to review wildlife management policy	Provision of technical support, field support and backstopping on Rights Based Approach to	

	Federation of Youth Clubs (FYC)	Forum to educate civil society on avenues to participate in local governance	Development, People Centred Advocacy and Citizen Government Engagement
	Mothers Club (MC)	Advocacy for cementing and covering of small drains in the Nima-Mamobi community	Provision of technical support, field support and backstopping on Organisational Development and Financial Management
	Vision for Alternative Development (VALD)	Advocating and enforcing the upgrading of the Nima- Mamobi market	
	Resource Centre for Persons with Disability	Enforcing the proper allocation and disbursement of the 2% of District Assemblies Common Fund for persons with disability	
	European Union Delegation in Ghana	Civil Society Participation in Local Governance	Received funding to implement programme on civil society participation in local governance Provision of operational support to CBOs and DAs on networking, coalition building, advocacy and lobbying, exchange visits and learn and share festivals
DA (please indicate district)	East Ayawaso, West Mamprusi and Bongo District Assemblies	Civil Society participation in local governance	Collaborated in holding forum on civil society participation in local governance
Private Sector	Harvard School of Law, Harvard University; Kennedy School of Government, Harvard University.	Improving the Health Insurance Scheme in Ghana	Undertook a joint research on the Health Insurance Schemes in Bongo and Walewale

3. National pro-poor policies

Identified Policy Issue	Research activities in relation to the identified policy area	What are the policy gaps identified from the research conducted	What is your organisations position on these issues supported by your research	What policy alternatives do you propose and how do you hope to achieve this policy change

Gender equity and representation on public boards and enforcement of constitutional provisions	Desk and electronic review	Patterns of socialization Lack of political will	Patterns of socialization constrain female political representation. These patterns of socialization have broad implications for women's access to education, land and money. This makes it extremely difficult for them to access the political realm Lack of political will; constitutional provisions are vague and government has been slow to respond.	Increased access to education and gender sensitization
		Lack of political will	Lack of political will; constitutional provisions are vague and government has been slow to respond	Specific constitutional quotas; political parties need to take an active role in the recruitment of women including providing financial support Civil society needs to actively promote female empowerment and promote recruitment at an early stage
Gender and equity in governance	Internet research	No way of ensuring that what is on paper (the 1992 Constitution & Convention on the Elimination of all forms of Discrimination Against Women (CEDAW) is enforced and no plan on building upon what is on paper.	A lot of work needs to be done to ensure gender and equity in governance.	Challenge stereotypes, education, help of NGOs, push for more women in local governance, form a commission or some other body whose job is to address this and other gender-related issues.
Comparative analysis of human rights redress and access to justice: How poor procedures create backlogs and crowded dockets for human rights courts. As a result, governmental attempts	Web research, relevant case law of Inter-American Court of Human Rights, the European Court of Human Rights, and the Office of the High Commissioner of Human Rights.	Policy gaps exist between governments' promises to uphold their adoption of various human rights declarations and their inability or lack of interest in realizing their obligation(s)	The policy gap that exists can be closed through creative legislative measures as well as better defining the role of NGOs as representative agencies of victims of human rights violations.	Looking to EU member countries, namely Italy, the "Pinto Act" of 2001 which created a mechanism by which lengthy human rights proceedings could be expedited to provide timely judicial decisions

<p>at realizing their objectives for meting out corrective measures are hindered by inefficiency. In turn such inefficiencies siphon off support and belief in justice process and the judicial work of human rights courts.</p>		<p>in a timely and efficient manner so as to uphold human dignity.</p>		<p>in human rights cases should be closely studied. Moreover, the popular use of "Ombudsmen" - independent legal actors whose assistance can be requested before or during the actual trial commencement - could prove useful in Ghana. Perhaps the concept of the Ombudsmen could be modified to mirror or redefine the manner in which NGOs can participate in human rights proceedings.</p>
--	--	--	--	--

4. Success Story

Briefly describe your organisation's landmark achievement this period

A. Retreat and Strategic Planning workshop decision

The Board of Directors of the LRC within the period under review decided to hold a retreat with all members of staff to focus solely on strategic planning for the LRC. The Board decided to hold the session with the help of Organization Capacity Improvement Consultants (OCIC) as Consultants. This is the first time the Board has decided to do this exercise with all members of staff participating. Some critical issues for the session included raising the operational budget of the LRC to four million United States Dollars (\$4,000,000.00) within the next three years with effect from January 2010; the recruitment of a gender expert to commence work with effect from September 2009; and the recruitment of a Fundraising and Proposal writing expert to commence work from January 2010.

B. Progress on research for publications

Within the period under review, the following research was carried out and the LRC is in the process of editing and finalising the research with a view to publication.

- a. Gender Equity and Representation on Public Boards and Enforcement of Constitutional Provisions.
- b. Gender and Equity in Governance, A Comparative Study: Ghana, Kenya, South Africa
- c. Comparative Analysis of Human Rights Redress and Access to Justice:

C. Strengthening of Programme Development Capacity

The capacity of staff to do research and advocacy as well as programme development has improved tremendously. Within the period under review, two staff who had been in the US studying for their LL.M.s returned. Ms. Dzifa Gakpleazi was awarded an LL.M. in International Human Rights from Northwestern University School of Law in Chicago. Mr. Rowland Atta-Kesson was awarded an LL.M.

in International and Comparative Law from Indiana University School of Law. He also qualified as a Public Policy Mediator of the State of Indiana. Both staff were supported within the reporting period with G-RAP funds. They are back and have strengthened the programme development capacity of the LRC.

D. Publication of the LRC-FES Watchdog Series

LRC in collaboration with FES published its maiden report of a seminar to discuss leadership of the Ghanaian Parliament. This publication entitled “Who is the leader of the House of the Parliament of Ghana” has been circulated widely in Parliament and to other stakeholders of the LRC. Below a portion of the forward of the publication by Dr. Raymond A. Atuguba which explains the circumstances:

The question “Who is the Leader of the House?” is a real issue. It has been a source of recurring disagreement between the Majority and the Minority parties in Parliament. The Majority has generally taken the position that the Majority Leader, who is also the Minister for Parliamentary Affairs, and not the Speaker of Parliament, is the Leader of the House, while the Minority has supported the contrary position.

These disagreements have very practical effects on the day to day administration of the country, the broader issues of governance, and the mega issues of growing and nurturing our young democracy.

In more particular terms, the disagreement has created some acrimony in the House and occasionally even paralyzed the business of Parliament.¹ There are numerous instances where public and civil servants receive divergent instructions from different officials who all claim to be acting as or on behalf of the Leader of the House. There are issues of who to seek clearance from before official documentation of Parliament is released. During the proceedings recorded in this book, one participant, a journalist who reports on Parliament for her News House, noted that in her experience, Parliament has been held up several times and for many hours by the unresolved question of who is the Leader of the House. She noted that a quick resolution of this issue will ensure that Parliamentary time is not unduly wasted.

E. Facilitation of 10 Day Workshop in Walewale under The Project: The Right To Communicate through Community Radio

In cooperation with the Ghana Community Radio Network (GCRN), Walewale Human Rights City, and the community based organization Neighbour in Need, the Legal Resources Centre facilitated a 10 day participatory action research workshop in Walewale in the West Mamprusi District from June 16 – 26, 2009. The workshop was part of a Ghana Community Radio project entitled “The Right to Communicate Through Community Radio” funded by the United Nations Democracy Fund (UNDEF). The project seeks to double the number of community radio frequency authorisations in Ghana and give voice to marginalised communities through the use of community radio.

Approximately fifty community members from Walewale and surrounding communities designed key elements of their radio station including vision and mission statements for the radio station that encapsulate the main learnings from the community interactions and articulate the aspirations of the community, as well as some programmatic details, organizational structure, and operational timelines. Although a specific station location has yet to be determined, the station’s proposed catchment area is defined by Wumtubri in the west, Bunkpirugu in the east, Yunyoo in the east, Arigu in the northwest, Kukobila in the south, Gbeo in the northeast, and Lukura in the southwest.

In terms of programming, it was determined that the radio station would address socioeconomic living conditions and natural resource management in the district, as well as aspects of traditional

1

Mamprusi culture and governance, and human rights generally. Station programming and operations are to be transparent, inclusive, and participatory. Initially, the station will air nightly from 5pm to 10pm.

Several planning committees: fundraising (twenty-five members), land and building (eighteen members), and technical (eleven members) groups under the umbrella of a core organising committee, composed of six community members, a local chief and LRC staff, who will maintain an active role in the process of establishing the radio station. The group emphasised gender balance in forming these committees. The committees will be working through the second half of 2009 into 2010 to mobilize the communities' resources in an effort to put the radio station on air by Christmas of 2010. Finally it was proposed that the radio station be known as Gbewaa Community Radio, referring to the founder of the Mamprusi people. The LRC will assist in trademark issues surrounding the name.

5. Stakeholder Perception

How has the credibility and legitimacy of RAOs changed in the eyes of GoG and the Ghana public? What is your interpretation? Is there a reference to this evidence of change?

6. What is your perception on the general policy making environment in Ghana

The general policy making environment in Ghana is still very much in its formative stages and has not changed since the submission of the first report to G-RAP. Fundamental flaws are often apparent in many of the policies that are made with the result that more often than not the policies do not achieve what they are intended to. It is clear that at least with regard to the passage of Bills, not a thorough enough approach to policy making is taken. Not enough consultation is undertaken as a basis for the drafting of Bills; hardly any civic input is permitted or invited into Bills particularly financial Bills, rarely any substantive amendments are made to Bills of such immense importance. Suffice it to say there still needs to be a drastic improvement in the policy making environment of the legislature.

7. Grant and report related issues

7.1 What issues do you wish to raise relating to the Grant or to G-RAP management?

7.2 What parts of the report are confidential or cannot be shared without prior consent?

The parts of the report that are extracts of other works in progress may not be shared until the work is complete so that what is shared reflects the final document. For instance draft research papers for publication.

G-rap Narrative Progress Report

80801

Notes on narrative reporting

In addition to this narrative report, G-rap accepts grantee organisation's own annual report, on the assumption that these reports show a relationship between annual workplans, budgets and outputs of these organisations and – if possible – impact.

G-rap however monitors a number of indicators that a Grantee's annual report may not always focus on and have designed a simple narrative reporting format to gather this data. This gives the programme managers a quick overview of progress against workplan of each grantee and of significant results in a number of relevant areas relating to the Logical Framework and objectives of the Programme.

G-rap intends to minimize Grantee's time investments in reporting, hence this concise format. Nonetheless, additional documentation can be annexed to the report for more detail.

Narrative reporting is a bi-annual contractual requirement. The deadline for report submission is four weeks after the end of the reporting period.

Completed reports need to be submitted in signed hard copy (2 signatures), as well as in electronic format using MS-Word 2003 compatible software (to: info.grap.ghana@gmail.com).