

ANNEX 2

Core Grant Narrative Progress Report

Report Period 1st July 2009 to 31st December 2009

Contract Ref. No. 03/core/31/LRC

Organisation Legal Resources Centre (LRC)

Contact Tel. No. 233-21-766756

Report Date 31st January 2010

Report Prepared by Ameley Agyeman

Report Approved by Tuinese Edward Amuzu

Signature & date

Signature & date

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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 (31 st July 2008)	Prior Period (1 st January – 30 th June 2009)	Current Period (1 st July – 31 st December 2009)	Cumulative
1. HR Management	Senior Management Team (SMT) was	SMT maintained its	SMT started out with 3 members. During the reporting period, the	The status quo has been maintained. At the beginning of

i) <i>Leadership</i>	composed of 3 members	membership at 3	Executive Director travelled to Harvard University on a fellowship to study "Political Economy and Human Rights Policy making in Ghana". An Interim Management Committee (IMC) of three (3) members was constituted for the management of the office	the funding period i.e. the baseline period, there were 3 members of the SMT. There Remains 3 members of the SMT
ii) <i>Core staff</i>	There were 6 core staff	There remain 6 core staff	There are still 6 core staff	This remains unchanged. All 3 periods (baseline, prior, current) have had 6 core staff.
iii) <i>Support staff</i>				
2. Governance i) <i>Board</i>	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 Legal Services; Executive Director	The Board structure remained the same: 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 Legal Services; Executive Director	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 of Legal Services; Executive Director	No change to the Board has taken place.
ii) <i>Committees</i>	Fundraising	Fundraising	Fundraising	There is no change at present however, it is expected that a Fund Raising and Proposal Writing Consultant will be hired to work closely with the Committee.
iii) <i>Documented</i>	20 January 2009	21 st January 2009	15 th July 2009	It is usually expect that the

<i>Board Meetings</i>			1 st October 2009 7 th November 2009 30 th November 2009	Board will meet at least once every quarter. The increase in the number of Board meetings in the current period was to make up for the absence of the Executive Director within the period.
iv) <i>Documented Management meetings</i>	8 th September 2008 20 th October 2008 3 rd November 2008 24 th November 2008 16 th December 2008 27 th January 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	25 th August 2009 11 th September 2009 7 th October 2009 26 th October 2009 16 th November 2009 4 th December 2009	These are planned for twice a month. Unless there are extraordinary circumstances that call either for the holding of additional meetings or the postponement or cancellation of scheduled meetings it will continue to remain so.
v) <i>Staff meetings</i>	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	7 th August 2009 4 th September 2009 1 st October 2009 6 th November 2009 3 rd December 2009 18 th December 2009	Each month there is a meeting of all staff on the first Friday of the month in question. It is not anticipated that this will change. In rare instances, the meetings are postponed or cancelled mainly because too many staff are out of the office carrying out programme activities at the same time. On public holidays the meetings are usually held on Thursday.
3. Systems and procedures <i>Financial management systems</i> 1. <i>Programme activities to overhead ratio</i>			52:48	There has been a gradual conscious shift to increase the percentage of programme activities and decrease the percentage of overheads. It has not yet been achieved and therefore more will be done in this regard in the coming months.

2. <i>Total turnover for the period in US\$</i>			167,528	
3. <i>Total number of donors for the period</i>	European Union (EU), G-RAP, FES	European Union (EU), G-RAP, US Department of State, Ghana Community Radio Network (GCRN), FES	G-RAP, US Department of State, FES, West Africa Trade Hub, GCRN	Three (3) grant proposals have been written and the number of donors is expected to increase
4. <i>Internal controls</i>	Documented in the Standard Operating Manual (SOM)	Documented in the SOM	Documented in the SOM	This is expected to remain the same.
5. <i>External audit</i>	Owusu Tsala and Associates	Owusu Tsala and Associates	Owusu Tsala and Associates	External audits are held once a year at the end of the calendar year by the LRC's auditors, Owusu Tsala and Associates.
<i>Operational policies</i>				
1. <i>HR policy</i>	HR Policy was already in existence	Policy remained the same	Policy remained the same	With the exception of a review provided for by the LRC Strategic Plan in the course of the year, the SOM will remain the Human Resource Policy for the LRC.
2. <i>Gender strategy/action plan and milestones</i>	Not applicable	Has been drafted and is awaiting the approval of gender consultant	Awaiting the approval of gender consultant	Not applicable
3. <i>Budget spent of gender for the period</i>	Not applicable	Not applicable	Not applicable	Not applicable
4. Funding base development	Long-term programmes	Long-term programmes	Long-term programmes	Long-term programmes
1. <i>List long-term programmes(3yrs +)</i>	Not applicable	Not applicable	Not applicable	Not applicable
2. <i>List short-term</i>	Not applicable	Not applicable	Not applicable	Not applicable

<i>projects(1 year)</i>				
3. <i>Total dollar volume of programmes [d1]</i>	Not applicable	Not applicable	Not applicable	Not applicable
4. <i>Approved dollar volumes[d2]</i>	Not applicable	Not applicable	Not applicable	Not applicable
5. <i>Percentage overhead recovery[d3]</i>	Not applicable	Not applicable	Not applicable	Not applicable
List number of publications (policy briefs, briefing papers, research reports, programme reviews)	Not applicable	Not applicable	West African Trade Hub Research Report; two articles published in the newspapers.	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	Ongoing 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. Training was held for members of CHROG in November

			2009 on Human Rights.
	Ghana Network of NGOs against human trafficking (GACNET)	<p>Network is to provide a platform for the sharing of best practices in the fight against human trafficking</p> <p>Network is an avenue for the capacity building for members on the various aspects of work as related to combating human trafficking in Ghana</p>	<p>LRC responsible for providing legal expertise for the Network. LRC is in the process of drafting the Network's Constitution.</p> <p>Initial meetings towards formally establishing the network held. An interim Management Committee formed.</p>
	NGOs Working on Police Accountability	Police Accountability and 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	<p>Visit to the acting Inspector General of Police (IGP) 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.</p> <p>Commitment on the part of the CSOs to work more closely together.</p>
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	<p>Commitment of CSOs. Signing of MOU by CSOs.</p> <p>Two cases have been referred to the LRC thus far.</p>
			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)	Reviewing Article 88(1) of the Constitution on the separation of the roles of the Attorney-General and the Minister of Justice and Article 78(1) of the Constitution on the nomination of the majority of Ministers from Parliament and determining their impact on governance in the country.	Organised two seminars and produced a report which is expected to be published this year
	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 Development, People Centred Advocacy and Citizen Government Engagement
	Federation of Youth Clubs (FYC)	Forum to educate civil society on avenues to participate in local governance	Provision of technical support, field support
	Mothers Club (MC)	Advocacy for cementing and covering of small drains in the Nima-Mamobi community	
Vision for Alternative	Advocating and enforcing the upgrading of the Nima-		

	Development (VALD)	Mamobi market	and backstopping on Organisational Development and Financial Management
	Zasilari Ecological Farms Project	Civil Society participation in local governance on Environment and organic methods of farming	
	Resource Centre for Persons with Disability	Enforcing the proper allocation and disbursement of the 2% of District Assemblies Common Fund for persons with disability	
	Bongo District Civic Union	Formation of Patients Rights Club to increase citizen participation in governance, human rights issues, education and health	
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			

3. National pro-poor policies

Identified Policy Issue: (In all these identified Policy Issues, continuous lobbying, continuous advocacy, regular organisation of Policy fora and media outreach programmes were	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
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embarked upon for maximum stakeholder buy-in)				
Gaps in human rights policy formulation in Ghana	Advanced study and Research conducted by Executive Director at the Weatherhead Center for International Affairs, Harvard University	Parliamentary Committees have not demonstrated capacity to hold the bureaucracy in check for the delivery of public goods	Build capacity of Parliamentary Committees to effectively engage the bureaucracy and civil society for the provision of public goods	Work directly with key committees of Parliament including the Constitutional, Legal and Parliamentary Affairs, the Defence and Interior, Children and Women, Social Welfare, Women, Finance and the Research Department of Parliament for effective engagement with the bureaucracy
Legal and operational problems with National Health Insurance Act	Field research and desk review conducted by a team of students and professors from the Harvard School of Law, Harvard School of Public Health, and the Faculty of Law, University of Ghana	Undue delay between the registration of members of the Health Insurance Schemes and the delivery of membership cards; Non payment to service providers of the real cost borne in service provision; higher cost of health care in Health Insurance schemes as opposed to the cash and carry; non-involvement of key local stakeholders in the resolution of problems confronting the schemes	Overhaul the scheme; make provisional identification cards (ID) available for use to members yet to receive their IDs; streamline payment system as they relate to service providers; develop monitoring systems to check corruption in the implementation of the health insurance scheme	Detailed review of the law as has been commissioned by government

Non implementation of the Mental Health Decree	Desk review of decree carried out	Minister for Health is required under the Decree to establish Visiting Committees composed of persons including a Magistrate; Minister is required to establish a Mental Health Tribunal for the review of the cases of inmates of the Psychiatric hospitals.	The non compliance with the decree has led to the violations of the human rights of the inmates of the psychiatric hospitals	Compliance with the Mental Health decree while awaiting the passage of the new mental health bill
Non compliance with Occupational Health and safety standards in Ghana	Conduct detailed research on occupational health and safety issues occurring in violation of the Labour Act of Ghana and International Labour Organization standards of occupational safety	On-going	On-going	On-going

4. Success Story

Briefly describe your organisation's landmark achievement this period

a. **West Africa Trade Hub**

This project titled "Advocacy for the Enforcement of the ECOWAS Protocol on Free Movement of Persons and Goods in Ghana" referred to simply as the West African Trade Hub or WATH was undertaken to improve road transport governance in the West African Sub-region particularly on the Tema-Ouagadougou trade corridor, and to reduce corruption and its attendant delays. With the support of CSOs, campaigns were undertaken to free the West African transport corridors from barriers, corruption and delays. The LRC addressed issues arising from Road Transport Governance through social marketing and research, targeted information sessions and preparations for public interest litigation to demand enforcement of the ECOWAS

Protocol on the free movement of People, Goods and Services. The erection of illegal barriers, the corruption and delays are violations of the fundamental right of citizens of the West African sub region.

Following a number our publications in the newspapers CEPS initiated an investigation into the allegations of corruption. CEPS and Immigration also publicised their complaint procedures for the benefit of the general public from whom monies were being extorted.

b. Obtaining Municipal status for East Ayawaso District

The LRC has been working with the Nima Mamobi Community on how best civil society in these communities could effectively participate in local governance. At a forum organized together with the Federation of Youth Clubs (FYC) with funding support from the European Union Delegation in Ghana, the community concluded that the way out of many of the developmental challenges is to raise the necessary resources internally. The targeted resources for development of Nima Mamobi will be raised if the area attains a Municipal status. If the area becomes a Municipality, it is expected that huge amounts of resources raised within the Municipality will remain within the community. A Committee was formed for the purpose of ensuring that Ayawaso East Sub Metropolitan Area becomes a Municipality. The LRC is providing support to the Committee.

c. Training of Interim Management Committee (IMC) by the Employment Relations Center on “Performance Management and Discipline – Getting It Right”

The training was necessitated by the departure of the Executive Director to Harvard Law School to study for a four month period. In his absence, an IMC was set up to administer the office and it was these three members of the IMC who attended: Ms. Daphne Lariba Nabila, Mr. Joe Asobayire and Ms. Dzifa Gakpleazi. The venue was the Fiesta Royale Hotel at North Dzorwulu. The purpose of the workshop was to build the capacity of the IMC in its management role and to strengthen the administrative department of the LRC. Participants included other organisations such as Tema Oil Refinery, Interplast, Oxford & Beaumont, etc. Training topics on the first day included:

- a. An Introduction to Performance Management and Progressive Discipline;
- b. Substantive Justification and Procedural Fairness;
- c. Initial Assessment and Triage;
- d. Disciplinary Investigation;
- e. Managing Performance; and
- f. Using Dispute Resolution Skills in Employment.

The second day featured such topics as:

- a. Managing Misconduct;
- b. Serious Misconduct and Suspension,” and an executive forum on the theme
- c. “Impact of Performance Management and Discipline on Profit and Service Delivery.”

The last brought together the human resources managers of Silver Star Autos Ltd; iBurst Internet, Africa; and Optimistic Demeanour Consult. They shared with participants challenges in handling employees and best practices in the field of human resource management.

The IMC applied the principles learnt at this workshop and also followed up employee trainings with staff into order to build their capacities and accelerate growth in the organisation. The training was successful in that IMC was better equipped to handle the administrative and human resources concerns of the LRC. Each member of the team has since handing over to the Executive Director continued to exhibit exceptional leadership skills and administrative acuity which has stood the organisation in good stead.

d. **Ayawaso Council of Zongo Muslim Chiefs**

At a ceremony organised in August 2009, the LRC was given a citation from the Ayawaso Council of Zongo Muslim Chiefs in acknowledgement on an ongoing collaboration which was commenced in the formative years of the LRC. The Council was greatly instrumental in educating the population of Nima, Mamobi and New Town on the provisions of the Intestate Succession Law (P.N.D.C.L. 111). The citation is quoted below as it is the most authentic proof of the shared pursuit of the LRC's motto: "Human Rights for all":

"The Ayawaso Council of Zongo/Muslim chiefs, serving as Local Traditional Rulers, in recognition and appreciation of your commitment, dedication and selfless service in helping to promote and raising the living standard of the people of our community.

We do hereby present to you this plaque [sic] as a token of our appreciation.

We believe that Legal Resources Centre played a very vital role in this [sic] our communities since its establishment in 1997, as we know that our communities did not only learn and benefited from your great organization, but also contributed to your important work in this our community. The struggle for human rights is long and difficult. The time you invested in helping to train a new generation of chiefs in human rights work and ADR is admirable.

Our chiefs and the entire communities [sic] now have a greater appreciation for human rights generally, for your organization and organizations like yours, and for the people you serve.

Thank you, again for working with our chiefs and people..."

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

7. Grant and report related issues

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

[d6] 7.2 What parts of the report are confidential or cannot be shared without prior consent?

G-rap Narrative Progress Report

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).