

ANNEX 2

Core Grant Narrative Progress Report
December, 2009

Report period July -

Contract Ref. No. 03/Core/32/MFWA
Found. for West Africa

Organisation Media

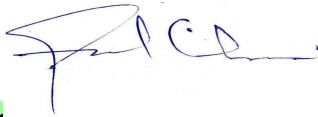
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2010

Report Date January 29,

Report Prepared by Jeannette Quarcoopome
Kwame Karikari

Report Approved by

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	Prior Period	Current Period	Cumulative
1. HR Management i) <i>Leadership</i>	i) MFWA's leadership and	i) MFWA maintained its current leadership	i) MFWA has an adequate	

<p>ii) <i>Core staff</i> iii) <i>Support staff</i></p>	<p>organisational structure is fairly adequate</p> <p>ii) MFWA has in place a core staff made up of three (3) programme officers responsible for the following thematic areas – Law Reform & Legal Defence, Communications & Networking and finally Monitoring, Research & Publications</p> <p>iii) Adequate support staff in place with some receiving training to enable them provides back-up service as and when needed.</p>	<p>structure but also worked steadily towards achieving the projected organisational management structure contained in its 5-yr strategic document.</p> <p>ii) The Organisation's core staff remained largely in place and gained more experience in programme implementation and problem solving.</p> <p>iii) Support staff largely retained. Additional skills training provided in the area of website management and content uploading</p>	<p>leadership structure that supports its enhanced roles and functions.</p> <p>ii) Programme officers are able to initiate implement and evaluate programmes with no supervision. One core staff member resigned.</p> <p>iii) One support staff resigned from the organisation. The position (secretarial) was filled with a national service person.</p>	
<p>2. Governance</p> <p>i) <i>Board</i> ii) <i>Committees</i> iii) <i>Documented board meetings</i> <i>Management meetings</i> iv) <i>Staff meetings</i></p>	<p>i) MFWA has an eight-member Board that reflects regional and gender balance.</p> <p>ii) MFWA's Board does not operate through sub-committees It did not meet in the period, Jan.- June 2008</p>	<p>i) The eight-member Board still in place and membership renewed.</p> <p>ii) The Board continues to work as a full house and does not envisage the creation of committees.</p>	<p>i) The Board continued to function in its advisory capacity. All members were retained. However at the December '09 meeting consideration was given to the possibility of defining tenure and also expansion of the membership.</p> <p>ii)The Board constituted a 3-member sub-committee to</p>	

	<p>iii) Management /Board Meetings held periodically and also ahead of specific programmes to strategise and assign roles.</p> <p>iv) No regular practise of staff retreats</p>	<p>iii) The Board met on February 17, 2009 in Accra to review MFWA's Multi-Annual Strategic Framework in light of its vision, mission, objectives and expected outcomes. The meeting also discussed strategies for implementing various activities contained in MFWA's annual work plan. Other major programmatic and organisational development issues were discussed. Documented minutes are available. Also weekly programme review meetings and monthly full staff meetings instituted in principle and adhered to in practice.</p> <p>iv) Staff Retreats instituted – Three-day retreat held in January '09. Areas covered included:</p> <ul style="list-style-type: none"> • MFWA's Multi-Annual Strategic Framework: The Vision, Mission, Objectives & Expected Outcomes • MFWA's Strategic Plan: Implementation and Organisational Challenges • Developing 	<p>plan a conference on freedom of expression, media pluralism and democratization in Lusophone Africa</p> <p>iii) The Board met in December (17 & 18) in Accra. Further deliberation on the Strategic plan. Also very significant and valuable revisions made to the strategic vision of MFWA and its direction. These will be incorporated into the document ahead of a major donor's conference on MFWA to be held in the first half of 2010. The practice of holding weekly programme staff meetings was sustained alongside the monthly full staff meetings.</p> <p>iv) End of year staff retreat in December (21 & 22). Areas covered included:</p> <ul style="list-style-type: none"> • Office procedures policies & ethics • Researc 	
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		<p>and Preparing Frameworks of Work plans and their implementation</p> <ul style="list-style-type: none"> • Managing and Deepening Strategic Partnerships, Collaborations and Affiliations • Writing Skills Development • Communication/Information Management & ICT • Budgetary Planning, Procedures, funds disbursements, financial management & financial reporting • Benchmarking and output evaluation – Monitoring performance targets <p>This enabled programme officers and other technical and support staff to draw up one-year work plans with specific implementation strategies and targets, timelines and monitoring tools</p>	<p>h Analysis</p> <ul style="list-style-type: none"> • Proposal & Report Writing • Institutional Fund Management • Financial record keeping <p>The retreat also provided an opportunity to review programme implementation (successes and challenges) and to plan for the year 2010</p>	
<p>3. Systems and procedures <i>Financial management systems</i></p> <ul style="list-style-type: none"> i) <i>Budgeting</i> ii) <i>Accounting</i> iii) <i>Internal control</i> iv) <i>Financial reporting</i> 	<p>i) Further consultation done to review and fine tune a 5-yr. budget</p>	<p>i) The 5-yr. Budget was approved and endorsed at the February '09 Board meeting</p>	<p>i) At the December '09 Board meeting members introduced slight revisions to the 5-yr budget.</p>	

<p>v) <i>External audit</i></p>	<p>ii) Accrual accounting system in place.</p> <p>iii) Improved Internal control systems applied extensively and satisfactorily</p> <p>iv) Financial reports filed in conformity with grant agreements/contracts and as required by the Ghana company code that regulates the organisation</p> <p>v) Annual and periodic accounts auditing by Accounts and Financial Consultant KDO & Associates conducted under a standing arrangement.</p>	<p>ii) MFWA systematically utilised its accrual accounting system.</p> <p>iii) MFWA continued to maintain strict internal controls over inflows and disbursements. All payments were done by cheques approved and signed by the ED and countersigned by one other Board member. The Accountant periodically checked to ensure that all transactions followed laid down procedures.</p> <p>iv) Financial reporting was done in accordance with reporting requirements stipulated in MFWA's various grant agreements/contracts</p>	<p>ii) The organisation is satisfied with its accrual accounting system.</p> <p>iii) All internal control mechanisms for regulating disbursements were strictly adhered to. Audits were carried out in accordance with agreement/contract requirements of certain funders.</p> <p>iv) Same as in the prior period.</p>	
<p><i>Operational policies</i></p> <p>vi) <i>HR policy</i></p> <p>vii) <i>Gender policy</i></p> <p>viii) <i>Conflict of interest policy</i></p>	<p>vi) MFWA's HR Manual was systematically applied.</p> <p>vii) Gender mainstreaming actively practiced. MFWA proactively sought to</p>	<p>v) In March '09 MFWA Board approved a contract with a new firm – Sraha Consultancy Ltd with stipulated terms and conditions for bi-annual, annual and other periodic audits as may be required.</p> <p>vi) HR Manual still in place and actively applied</p> <p>vii) One staff member designated as the Organisation's gender focal person</p>	<p>v) Accounts auditing done and delivered on time by the external audit firm contracted in the prior period.</p> <p>vi) HR Manual applied as and when needed.</p> <p>vii) Gender focal person held discussions with a gender consultant with a view to developing a</p>	

<p><i>ix) Programme development policy</i></p> <p><i>x) Procurement policy</i></p>	<p>engender its programmes, activities and research in general</p> <p>viii) Although no written conflict of interest policy exists, conflict of interest issues adequately addressed through conventions that have developed over time, are time tested and have proven adequate</p> <p>ix) MFWA's practice of developing programmes through a collaborative and participatory process involving programme officers, other key staff and Board members has been successful. The practice has been further deepened with the use of consultants and other experts.</p> <p>x) A policy of securing and comparing 3 invoices for competitive prices and quality, before any significant procurement was developed early on in the establishment of the organisation and has been</p>	<p>viii) Same as in the base period.</p> <p>ix) MFWA's practice of developing programmes through a collaborative and participatory process involving programme officers, other key staff and Board members remained successful.</p> <p>x) Same as what pertains at the baseline period</p>	<p>policy for organisational and programmatic engendering.</p> <p>viii) Same as in the prior period.</p> <p>ix) End of year staff retreat also served as a time for developing new dimensions for existing programmes and drawing up a comprehensive annual work plan.</p> <p>x) Same as what pertains in the prior period.</p>	
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	maintained. Availability of funding on approved budget lines is a critical factor in this process.			
<p>4. Funding base development <i>List long-term programmes(3yrs +)</i></p> <p><i>List short-term programme (1 year)</i></p> <p><i>Total dollar volume of programmes</i></p> <p><i>Approved dollar volumes</i> <i>Percentage overhead recovery</i></p>	<p>All MFWA programmes and funding attached to them, with the exception of GRAP, have lifespan of at least three years. The programmes are as listed for the baseline period. The programme areas are as follows:</p> <ul style="list-style-type: none"> -Media Rights Monitoring & Publications (Action Alerts) <ul style="list-style-type: none"> - Research and Publications - Capacity Building of Media to Sustain Democracy - Media Law and Policy Reform - Legal Defence of Journalists - Special Programmes <ul style="list-style-type: none"> - West & Central Africa Human Rights Institute - West Africa Media Development Fund - Network of African Free Expressio 	<p>Programmes and their funding run for at least three years. They are as listed for the baseline period.</p> <p>\$336,900</p> <p>10%</p>	<p>All three-year programmes are in their final year and will end variously (March, Dec. 2010)</p> <p>\$579,772</p> <p>10%</p>	<p>\$916,672</p>

	<p>n Organisations</p> <p>\$2,217,546</p> <p>\$1,850,000</p> <p>40%</p>			
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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	Legislature	Right to Information Coalition engaged further with individual Members of Parliament eg. Hon. Samia Nkrumah	More pressure on the executive to conclude work on the Bill at Cabinet level. As a result the Bill received Cabinet approval in November 2009.
	Special stakeholders - Students	Right to Information Bill – As part of a more grass root campaign, MFWA made a presentation at the delegates' conference of the Ghana Union of Professional Students (GUPS) in Kumasi on 24 th July.	Participants were educated on various aspects of the Bill as well as the benefits of a right to information law and its relevance to the youth. The forum also served to encourage young people to individually and collectively become campaigners for the passage of the RTI Bill.
	-Faith-based Organisations (Islamic Council)	On September 1, MFWA joined members of the RTI Coalition to conduct a one-day sensitization for the Islamic Council	The outcome of this was tremendous as it brought a key section of the faith-based communities (Moslems) on board the Coalition's advocacy. It also underscored the importance of the law for advancing the interests of Muslims a majority of who are impoverished, marginalised and disempowered.
	- Office of the Chief Imam	Meeting with the Chief Imam	
	- Media	MFWA joined other Coalition partners on September 15, to engage with members of the Ghana Editors Guild (a grouping of editorial executives and media educators working to promote high professional standards through peer reviewing).	This resulted in the full endorsement of the Bill by the Chief Imam and his constituency.
	-Professional Groups	Separate meetings with GNAT, Medical Profession	The programme provided a platform to dialogue further on strategies for an effective media campaign and also to solicit their support in public education even after the passage of the Bill into law.

			Further broadened the base of the RTI Coalition
Coalition, network	Right to Information Coalition	Regional workshops to deepen advocacy for passage of the Right to Information Bill through workshops in Eastern and Volta regions.	Increased awareness of the Bill and its importance for good governance and transparency at district and community level.
Peers CBOs	NETRIGHT	Participated in a public forum on engaging with oil and gas issues from a gender perspective. The objective was to discuss oil and gas exploration in Ghana and its implications for women and children rights in general and gender justice in particular.	MFWA made a commitment to assist in training journalists to report on activities of the sector and to monitor transparency in revenue use as well as the effects of exploiting this resource on women.
Donor agencies			
DA (please indicate district)			
Private Sector			

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
Research on Right to Information in Ghana Ghana Media Standards Improvement	MFWA in collaboration with a Lagos-based advocacy organisation conducted <u>a comprehensive audit of all laws in Ghana to identify inherent clauses which give citizens access to information held by government bodies as well as those which prohibit, inhibit and constrain access.</u>	Although public institutions have access to information, this is not the case for citizens since there is no proactive legislation obliging public officials to give info to the public.	Since public institutions and public officers are only obliged to give information through periodic reports to parliaments it means that the public must go to parliament to request the information. This is too cumbersome, thus making it even more imperative that a RTI law is passed	Passage of a RTI is most crucial at this point in time. In-situ training and instituting awards for best practices. MFWA has

<p>Study/Publication on Libel Cases in Ghana</p>	<p>Survey of Ghana media habits.</p>	<p>The findings of the survey exposed current challenges in the media landscape in the country.</p>	<p>Training for managers of media houses is a critical need for all sectors of media.</p>	<p>therefore instituted such awards for rural radio stations to encourage excellence in radio programming at the community level, considering the great potential of radio for development and empowerment of the rural population.</p>
<p>A study on Election 2008 and Media Rights Violations: the Ghana Experience</p>	<p>A study on libel cases against Ghanaian media initially done for the period 2001 to 2006 – now updated to cover '07 & '08</p>	<p>The study is basically aimed at finding out the number and nature of libel cases against media since the repeal of the criminal libel law in 2001 and examine what category of personalities were the commonest complainants. It will be published in the first half of 2010.</p>	<p>The repeal of the criminal libel law was most timely and also has not resulted in any significant misuse of media freedom.</p>	
<p>Publication: MFWA – A Decade of Advocacy for Press Freedom & Freedom of Expression in West Africa</p>	<p>It is an initiative to document the various experiences encountered by journalists in covering Ghana's historic elections of December 2008.</p> <p>MFWA's 10 years work has been marked by consistent monitoring of free expression violations and developments in the media in West Africa.</p>	<p>The results of the study</p> <p>There is limited documentation of institutional building experiences in Ghana that can be shared within the civil society community.</p>	<p>There is the need to promote experiential learning within the civil society community through such publications.</p>	<p>MFWA's work has produced quality reports, publications, press releases, communiqués and other documentation that have proved useful to free expression and human rights advocates globally these have to be shared.</p>

4. Success Story

Briefly describe your organisation's landmark achievement this period

1. MFWA's ability to engage with very grassroots organisation to advocate for the passage of the Right to Information law for Ghana needs to be celebrated. Key among such grassroots organisations is the sensitization that was done with the Islamic Council and followed up with a very successful meeting with the Chief Imam and his office, (an institution that is strategically placed to influence government and the legislature through the Islamic Caucus in Parliament) to support a speedy passage of this very crucial piece of legislation.

The outcome of this engagement was tremendous as it brought a key section of the Islamic community on board the Coalition's advocacy train and resulted in the full endorsement of the Bill by the Chief Imam and his constituency with supporting quotes from the Holy Qu'ran. MFWA came to appreciate at first hand the significance of the RTI in advancing the interests of Muslims a majority of who are impoverished, marginalised and disempowered.

2. The organisation achieved significant recognition internationally during the period under review and this resulted in MFWA being selected to coordinate a programme to support investigative reporting in Ghana and four other West African countries. Under this programme, MFWA in collaboration with the Danish Association of Investigative Journalism will implement a pilot peer – to – peer programme to facilitate investigative journalism in West Africa. A number of journalists will be supported to investigate and write good investigative pieces on critical issues in the area of human rights and good governance among others. MFWA will vet the stories and the best stories will then be awarded and disseminated globally by the FUJ. To kick start the programme MFWA successfully held seminars in Accra, Lome, Cotonou, Abidjan and Ouagadougou to introduce the project to selected journalists. This initiative is very relevant to Ghanaian journalists interested in investigating issues relating to the oil and gas sector and has great potential in reducing corruption and irregularities associated with the oil industry and other key sectors generally.

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?

The successes of Media Foundation for West Africa and other RAOs indicate very clearly the growing importance and significance of the role and work of civil society in Ghana and the sub region at large.

In the case of MFWA, in recognition of its influence, the Organisation has been invited by the Carter Center in Atlanta – Georgia, USA to be its local partner in organizing the first Africa Regional Conference on the Right of Access to Information in Accra in February 2010. The conference will jointly be opened by former US President Jimmy Carter and Ghana's Vice-President.

This is ample testimony that MFWA's work is of crucial importance in the consolidation of press freedom, and freedom of expression generally. MFWA will continue to collaborate with other free expression organisations, networks and coalitions to safeguard the gains made and to perpetuate the freedom and independence of the press which society needs for its development.

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

There has been further improvement and a widening of the space for civil society engagement with government and other stakeholders as well as freedom for citizens to debate policy issues. However, there is room for more government/civil society consultation in other critical areas such as formulation of policies and regulations for the oil and gas sector.

7. Grant and report related issues

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

None

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

None.

G-rap Narrative Progress Report

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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).