

ANNEX 2

Core Grant Narrative Progress Report

Contract Ref. No. 03/Core/32/MFWA

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Report Prepared by Jeannette Quarcoopome



Signature & date: _____, JUNE 25, 2010

Report period January - June, 2010

Organisation Media Found. for West Africa

Report Date June 30, 2010

Report Approved by Kwame Karikari



Signature & date: _____ JUNE 25, 2010

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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

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Indicators	Baseline	Prior Period	Current Period	Cumulative
<p>1. HR Management</p> <p>i) <i>Leadership</i> ii) <i>Core staff</i> iii) <i>Support staff</i></p>	<p>i) MFWA has a functional leadership structure but has 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. Number and quality adequate. However additional skills training provided in some key areas.</p>	<p>i) MFWA has an adequate leadership structure that supports its enhanced roles and functions. <u>Two key persons exercise leadership in decision making administratively. These are the Executive Director and the Programmes Director. They are often assisted by the Accounts Officer and individual Programme Officers as and when necessary.</u></p> <p>ii) Programme officers capable of initiating, implementing and evaluating programmes with no supervision. Two programme officers lost – one died through a fatal motor accident and the other resigned.</p> <p>iii) One support staff resigned from the organisation. The position (secretarial) was filled with a national service person</p>	<p>i) Same as in the prior period, <u>with the two key officers complementing each other effectively.</u></p> <p>ii) One staff recruited as Programme Officer. One Programme Assistant upgraded to the level of Programme Officer</p> <p>iii) Two support staff completed further studies in May: Dip. Business Studies BSc Accounting. Additionally one Programme Officer began a 3-module course in Organisational Development under an IBIS initiative. The course will run intermittently till Jan. 2011</p>	<p><u>i) Effectively therefore gaps in leadership and administrative decision making are greatly minimised.</u></p> <p><u>This brought the staffing position to 13 made of:</u></p> <p><u>Core staff: 7</u> <u>Support staff: 6</u></p> <p><u>The effect of these developments is that the Accounts Officer has improved upon her capacity to efficiently operate the Organisation's multi-donor budget and provide accurate and timely financial reports. This is because the position holder now has a competent back-up.</u></p>
<p>2. Governance</p> <p>i) <i>Board</i></p>	<p>i) An eight-member Board reflecting regional and gender balance in place</p>	<p>i) The Board continued to function in its advisory capacity. All members were retained. However at the December '09</p>	<p>i) Same as in the prior period</p>	

<p>ii) <i>Committees</i></p>	<p>ii) The Board works as a full house and does not envisage the creation of committees except in cases where specific programmes require the creation of sub committees</p>	<p>meeting consideration was given to the possibility of defining specific tenure and also to expanding the membership.</p> <p>ii)The Board constituted a 3-member sub- committee to plan a conference on freedom of expression, media pluralism and democratization in Lusophone Africa</p>	<p>ii)The 3-member sub-committee held several online consultations to refine a proposal for the proposed conference on freedom of expression, media pluralism and democratization in Lusophone Africa</p>	
<p>iii) <i>Documented board meetings Management meetings</i></p>	<p>iii) Board meeting on February 17, 2009 in Accra reviewed 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.</p>	<p>iii) Board meeting – December 17&18 in Accra to further deliberate 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 Strategic Plan ahead of a possible donors' conference on MFWA</p>	<p>iii) The Board could not meet during the first half of the year due to unavailability of 3 members as a result of ill health. The meeting has been postponed. Also the repackaging of the strategic plan was not completed on schedule thus the proposed donors' conference is on hold.</p>	
<p>iv) <i>Staff meetings</i></p>	<p>iv) Weekly programme review meetings and monthly full staff meetings instituted in principle and adhered to in practice.</p> <p>Three-day staff retreat</p>	<p>iv) The practice of holding weekly programme staff meetings was sustained alongside the monthly full staff meetings.</p> <p>End of year staff retreat held</p>	<p>iv)The practice of holding weekly programme staff meetings remained a useful mechanism for information sharing and programme development. <u>(See</u></p>	

	<p>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 and Preparing Frameworks of Work plans and their implementation • Managing and Deepening Strategic Partnerships, Collaborations and Affiliations • Writing Skills Development <p>This enabled programme officers to draw up one-year work plans with specific implementation strategies and targets, timelines and monitoring tools</p>	<p>December 21 & 22, 2009. Areas covered included:</p> <ul style="list-style-type: none"> • Budgetary Planning, Procedures, funds disbursements, financial management & financial reporting • Benchmarking and output evaluation – Monitoring performance targets • Office procedures policies & ethics • Research Analysis • 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>Appendix 1)</p> <p>Staff orientation held Jan. 12 – 14, 2010. Provided an opportunity to review programme implementation in the previous year and intensify strategies for the way forward this year. (See Appendix 2)</p>	
<p>3. Systems and procedures <i>Financial management systems</i> i) <i>Budgeting</i></p>	<p>i) 5-yr. Multi-donor Budget approved and endorsed by the Board at its February '09 Board</p>	<p>i) At the December '09 Board meeting members saw the need to introduce slight revisions to the 5-yr budget although it had</p>	<p>i) Three staff members took specialised courses organised by the West Africa civil</p>	

	meeting	been endorsed at an earlier meeting.	society Institute (WACSI) in fundraising, monitoring and evaluation for CSOs The course equipped them with skills and techniques to plan and design tools for monitoring and evaluating projects.	
ii) <i>Accounting</i>	ii) MFWA systematically utilised its accrual accounting system.	ii) The organisation is satisfied with its accrual accounting system.	ii) The organisation is satisfied with its accrual accounting system.	
iii) <i>Internal control</i>	iii) MFWA has strict internal controls over inflows and disbursements. All payments are done by cheques approved and signed by the ED and countersigned by one other Board member. Periodic checks are undertaken by the Accountant to ensure that all transactions follow laid down procedures.	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.	iii) All internal control mechanisms for regulating disbursements were strictly adhered to.	
iv) <i>Financial reporting</i>	iv) Financial reporting done in accordance with reporting requirements stipulated in MFWA's various grant agreements/contracts	iv) Same as in the baseline period.	iv) Same as in the prior period.	
v) <i>External audit</i>	v) In March '09 MFWA Board approved a contract with a new firm – Sraha Consultancy Ltd with stipulated terms and conditions for bi-annual,	v) Accounts auditing for 2008 done and delivered on time by the external audit firm contracted in the baseline period.	v) 2009 Accounts Audit completed in May. The report is available	

<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>ix) <i>Programme development policy</i></p>	<p>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>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 successfully used a practice of developing programmes through a collaborative and participatory process involving programme officers, other key staff and Board members remained successful.</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 policy for organisational and programmatic engendering.</p> <p>viii) same as in the baseline period</p> <p>ix) End of year staff retreat was used to develop new dimensions to existing programmes and to draw up comprehensive annual work plans for all programme activities. All work plans included M&E tools and strategies.</p>	<p>vi) HR Manual applied as and when needed.</p> <p>vii) ED and Programmes Director joined IBIS in an exercise to review all in-house practices that support organisational and programmatic engendering with a view to developing a written comprehensive gender policy to be incorporated into the HR manual. (See Appendix 3)</p> <p>viii) same as in the prior period</p> <p>ix) Programme development continues to be done through staff retreats. One Week planning session with IBIS to develop a 5-year (2010 – 2014) programme document</p>	
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<p>x) <i>Procurement policy</i></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 maintained. Allocated funds on approved budget lines is a critical factor in this process.</p>	<p>x) Same as what pertains in the baseline period</p>	<p>for a West Africa Human Rights & Democratisation Programme. (See Appendix 4)</p> <p>x) Same as what pertains in the prior period.</p>	
<p>4. Funding base development <i>List long-term programmes(3yrs +)</i></p>	<p>Programmes and their funding run for at least three years. They are as listed:</p> <ul style="list-style-type: none"> - Media Rights Monitoring - Research & Publications - Media Capacity Building to Sustain Democracy - Media Law & Policy Reform - Journalists Legal Defence <p>Special Programmes</p> <ul style="list-style-type: none"> - West & Central Africa Human Rights Institute - West Africa Media Development Fund 	<p>MFWA's 3-yr. programmes are in their final year.</p>	<p>One funding regime ended in March 2010, two are due to end in December 2010</p>	

<i>List short-term programme (1 year)</i> West Africa Human Rights & Democratisation Programme Phase I (July – December 2010,	- Network of African Free Expression Organisations		\$50,000	
<i>Programme to overhead ratio</i>	<u>65 : 35</u>	<u>65 : 35</u>	<u>68 : 32</u>	
<i>Total dollar volume of programmes</i>	\$579,772	\$916,672	\$574,000	
<i>Approved dollar volumes</i>				
<i>Percentage overhead recovery</i>	10%	10%	10%	

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	Executive	Right to Information Coalition public march dubbed “WHERE IS THE BILL?” on January 27 ended with the presentation of a petition to the Ministries of Information, Justice and Attorney General’s Department	Very useful in engendering more responsibility in government regarding the treatment of the Bill. It caused the Office of the Attorney General to gazette the Bill and subsequently process it for Parliament. Sent a strong signal to the executive that the public is vigilant on RTI issues.
	Legislature	Right to Information Coalition public march on January 27 ended with the presentation of a petition to the leadership of Parliament	The march sent a strong signal to the legislature that the public is vigilant on RTI issues. It gave an indication that a thorough review of the bill should be anticipated during the parliamentary debate The Coalition was able to point out to members areas of the Bill that need critical review in order to bring Ghana’s Bill in line with international best practices. Areas such as: the exemption clauses, the need for an independent oversight body, the need to widen the scope of the Bill to include the private sector and the chieftaincy institution among others.
	Special stakeholders -public servants	June 8 - RTI workshop for civil and public servants .	Yet to be indicated

	- Students	Several identifiable youth and students groups participated in the march	It demonstrated the interest of the youth in the passage of the bill into law.
	-Faith-based organisations	Several members of religious groups and bodies participated in the march	A clear demonstration of public interest in the bill. It also provided the first real platform that afforded ordinary citizens an opportunity to express their right to demand from Government a bill that will allow them to exercise their constitutional right to information.
	- Media	<p>Press conference on RTI Introduction</p> <p>On the 5th of February, 2010, the Right to Information Bill was laid before Parliament by the Deputy Attorney General Hon. Ebo Barton-Oduro on behalf of the Attorney General and Minister of Justice. After the first reading, the Bill was referred to the Joint Committee on Constitutional, Legal and Parliamentary Affairs, and Communication. The RTI Bill was not published in the Gazette for a period of fourteen days before it was introduced in Parliament as provided by Article 106 (2) (b) of the 1992 constitution.</p> <p>This development necessitated the calling of a meeting by the Coalition on Friday 12th February. The purpose of the meeting was to brainstorm on an effective response to the presentation of the Bill in Parliament. It was agreed to hold a press conference.</p>	

		<p>RTI Press Conference on February 16 to protest the manner in which the Attorney General's Department suddenly introduced the Bill in parliament without complying with the constitutionally mandated due process of having the Bill gazetted</p> <p>RTI press statement issued on 26th February to protest the unavailability of the Bill to the public for scrutiny.</p> <p>The press statement also requested for an extension of a March 3rd deadline for the submission of memoranda from the public on the bill.</p> <p>Collaboration with the Ashanti Regional Branch of the Ghana Journalists Association to seek justice for their Chairman who was murdered on February 9th 2007, The perpetrators of this crime have not been found</p>	<p>The A-G responded in writing quoting relevant laws to explain that the process of gazetting had been respected. The coalition disagreed with this position but decided to let go.</p> <p>The Parliamentary Joint Committee on Constitutional, Legal and Parliamentary Affairs and Communication (PJC) responded by immediately posting the Bill on Parliament's website thus making it available for public scrutiny</p> <p>In response the PJC extended its otherwise short deadline for submission of public memoranda on the Bill, by over one month.</p> <p>The discussions resulted in MFWA's legal defence department requesting a letter from the current Chairman of the Kumasi Chapter of the GJA authorising MFWA to take up the litigation of the case. This letter will enable the department to request an update on the case from the Attorney General.</p>
Coalition, network	Other RAO's in the Right to Information Coalition	A number of RAO's mobilized their constituencies to participate in the march	<p>This provided an opportunity for the RTI Coalition to mobilize more RAO's in preparation for further activities regarding both the passage and implementation of the Bill</p> <p>It served as an accelerator for the Coalition's activities and provided the necessary motivation for collaborating with other RAO's for effective lobbying for a thorough revision of the Bill before.</p>
Peers CBOs	RTI Regional Chapters in Brong Ahafo, Ashanti, Volta, Eastern, Central	RTI in-house training on 25 th March to review the Coalition's work plan and bring all regional chapters up-to-date with strategies.	<p>The following key strategies were identified:</p> <p>-Publish the Coalition's critique of the Bill in</p>

	and Western Regions	,	<p>newspapers, such as <i>Public Agenda</i>;</p> <ul style="list-style-type: none"> -Make use of simple language in order to promote public consciousness of the RTI Bill -Produce a reader-friendly Memorandum -The Memorandum should rank the ten concerns of the Coalition in order of priority. -Target National Service personnel who work with Joint Parliamentary Committee on Constitutional, Legal and Parliamentary Affairs and Communication (PJC); -More engagement with the Chieftaincy Institutions through the National House of Chiefs -Produce a TV series on RTI for use after passage of the Bill into law -A “Three Facts” segment for TV use to promote knowledge of RTI -Obtain the timetable for Parliament’s nationwide consultation; -Examine how exemptions are framed in other FOI Laws <p>Create a fact sheet for “popular press”</p> <p>Include judges and magistrates in education</p>
Donor agencies	World Bank	Right to Information Legislation – representatives of the Coalition held a series of discussions with the World Bank Ghana office	The World Bank agreed to fund RTI advocacy activities with Parliament through a USD15,000 grant.
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
<p>Right of access to information in Ghana</p>	<p>Information requesting exercise undertaken using different classes of citizens in Ghana to obtain information from government ministries, departments and agencies at both the national and local levels of government.</p> <p>The objective s are:</p> <p>To access how easy it is for different categories of people to have access to and obtain information from government institutions</p> <p>To ascertain how government will respond to access to information requests from different categories of citizens</p> <p>To ascertain what kinds of information the government is willing to disclose and the ones considered confidential</p>	<p>In the absence of a Right to Information law public officers are obliged by provisions in several existing legislations to proactively provide information and also upon request. But this is quite often not the case.</p>	<p>The obligation on public officers and persons in custody of certain categories of information must be respected and complied with even in the absence of a RTI law.</p>	<p>The exercise ends on June 28 and results from the requestors will be analysed to ascertain the current information disclosure practices in public bodies.</p>

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4. Success Story

Briefly describe your organisation's landmark achievement this period

1. MFWA 's selection by the Danish Association of Investigative Journalism to oversee the implementation of a pilot peer – to – peer programme to facilitate investigative journalism in West Africa resulted in five (5) Ghanaian journalists presenting very interesting story lines which were approved by a panel of judges. The journalists have since started full scale investigation into their various subject areas. The subject areas range from exposing corruption at the harbour to delays in construction of a proposed hospital along the Accra-Tema motorway. The ultimate aim of this project is to promote use of professional investigative journalism in holding duty bearers accountable to rights holders by exposing corruption in the public and private sectors. It is also to contribute to building the Ghanaian media's interest and capacity in investigative reporting and strengthen media professionalism in monitoring governance and service delivery and guarding Ghana's democracy.
2. MFWA coordinated the first ever RTI African Regional Conference on the Right of Access to Information held in Accra from February 7 – 9. The conference assembled 130 participants from over 20 countries throughout Africa representing governments, civil society organizations, international and regional bodies and financial institutions, donor agencies and foundations, the private sector, media outlets and scholars. It concluded with the issuing of an African Regional Plan of Action to advance RTI in Africa. The conference was jointly opened by former US President Jimmy Carter and Ghana's Deputy Information Minister, Okudzeto Ablakwa.
3. MFWA's unique programme to progressively advance media professionalism in Ghana has gained recognition as a unique and innovative media capacity building initiative. Utilising an approach that combines theory and practical sessions, the Ghana Media Standards Improvement Programme (GIMSP) supported by DANIDA, has so far engaged media managers and practitioners across the country in a series known as Media Development Fora (MDF). These fora have succeeded in getting media managers and practitioners to critically examine the challenges of the profession and propose strategies for

addressing them. In most cases veteran journalists and practitioners were present to share ideas on the way forward for the profession. To date the following have been held:

February 8: 1st Media Development Forum on **'Reflections on journalism practice in Africa and the challenges ahead'** held in Accra with an international panel comprising former CNN Johannesburg Bureau Chief, Ms. Charlayne Hunter-Gault and Mr. Amadou M. Ba, Co-founder and President of All Africa Global Media.

March 23: 2nd MDF on **'Phone-ins: Blessing or curse to freedom of expression?'** with live broadcast on GTV and Joy FM.

April 24: Simultaneous MDFs in Tamale and Takoradi on: **"The responsibility of the broadcaster in promoting free speech in a democracy"**.

May 26: A special World Cup MDF for sports presenters, commentators and reporters towards ensuring good coverage of the 2010 World Cup.

In addition to the MDFs other platforms were created under the GMSIP to further engage with media managers. These platforms were received with much enthusiasm. The following meetings were held:

April 5, 9 and 10 GMSIP meetings with managers of campus radio stations, on the theme, **'What is a campus radio station?'** A key outcome of here was the creation of a network of campus radio stations to provide opportunities for sharing best practices and finding solutions to common problems. This was followed with meetings with managers of radio stations in the Volta and Eastern regions, to discuss **'The responsibility of the broadcaster in promoting free speech in a democracy'**.

April 17: Discussions with radio station managers in the Ashanti and Brong-Ahafo regions on the theme **'The media, peace-making and reconciliation in the community'**. This theme was most appropriate as it coincided with the Techiman-Tuobodom-Ashanti chieftaincy crisis that erupted earlier in the year and the challenges it posed for the media.

All the programmes generated significant public interest with comments useful proposal on how the media can better serve the public good, being expressed on radio and television stations nationwide.

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 role and work of RAO's in Ghana is certainly growing in importance and significance. Despite their small and always stretched budgets, RAO's are consistently and progressively demonstrating their ability to influence, challenge and even change national policies. This is in addition to their capability to mobilise critical mass support to defend citizens' fundamental freedoms. Their participation in policy formulation, legislation making processes and other such important debates continues to enrich the work of Ghana's democratic institutions thereby helping to consolidate the country's democracy.

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

There has been further improvement in 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).