Education Sector Support Programme in Nigeria (ESSPIN)

In – Depth Capacity Assessment of Civil Society Organizations in Kwara State

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Acronyms and Abbreviations

ACDI	Agents of Change Development Initiative
CAC	Corporate Affairs Commission
CAPTEC	Centre for Appropriate Technology for Rural Women
CBO	Community Based Organizations
CSACEFA	Civil Society Action Coalition on Education for All
CSOs	Civil Society Organizations
CUBE	Capacity for Universal Basic Education
DFID	Department for International Development
ESSPIN	Education Sector Support Programme in Nigeria
FOMWAN	Federation of Muslim Women Association of Nigeria
Hilltop	Hilltop Foundation
KWASACA	Kwara State Agency for Control of AIDS
LGA	Local Government Area
LGEA	Local Government Education Authority
M&E	Monitoring and Evaluation
NGOs	Non Governmental Organizations
OVCs	Orphaned and Vulnerable children
PADEF	Partnership Assessment and Development Framework
PATHS	Partnership for Transforming Health Systems 1 & 2
PRA	Participatory Rural Appraisal
RHHF	Royal Health Heritage Foundation
SAVI	Strengthening Accountability and Voice Initiative
SESP	State Education Sector Project
SMoE	State Ministry of Education
SMoH	State Ministry of Health
SUBEB	State Universal Basic Education Board
TOR	Terms of Reference
TTC	Technical Team Coordinator
WOKFEI	Womankind Family Enhancement Initiative
VSO	Volunteer Service Overseas

Abstract

1. This report presents the results of an in-depth capacity assessment conducted in Kwara State in order to identify potential CSOs for partnership for achievement of output 4, creating and sustaining demand for higher quality education services. Using participatory appraisal tools, seven organizations were shortlisted, with five recommended for partnership and one as backup.

Executive Summary

2. This report details the results of an in-depth capacity assessment of seven civil society organizations for partnership towards achievement of output 4 of ESSPIN, creating and sustaining demand for higher quality education services. The goal of this consultancy was to recommend five organizations for partnership with two as alternate partners, in collaboration with SUBEB in actively promoting education development in Kwara State.

3. Based on an initial mapping conducted earlier in 2009, ESSPIN had already shortlisted 16 CSOs from which the top seven were identified for in-depth assessment based on data gathered during the familiarization process: Agents of Change Initiatives (ACDI), Centre for Appropriate Technology for Rural Women (CAPTEC), Federation of Muslim Women's Association of Nigeria (FOMWAN), Hilltop Foundation (Hilltop), Royal Health Heritage Foundation (RHHF), TRIOS Human Development Foundation and Womankind Family Enhancement Initiative (WOKFEI).

4. These organizations were invited to participate in an In-depth assessment workshop with participatory exercises for reflection, which enabled the organizations to identify and prioritize their strategic issues while also reflecting on their desired future to be. This assessment was enhanced by an external validation exercise to investigate CSO and community relations. Assessed CSOs exhibited limited managerial capacity, supported by poorly articulated visions and missions and the absence of functional strategic plans. At the same time, CSOs also exhibited strong community links as well as unique strengths, either in education activity or organizational capacity, which would be of value to the proposed partnership.

5. The final recommended five are ACDI, CAPTEC, FOMWAN, RHHF, and WOKFEI. Hilltop is recommended as the backup CSO. Each of these organizations will need to work more closely on the strategic issues such as vision and mission, legitimacy with constituency, strategies to broaden donor and funding base, functional organizational structure and board development.

6. The team worked closely with ESSPIN and representatives from the Social Mobilization Department of SUBEB throughout the entire process. Involvement of SUBEB serves to strengthen the relationship between government and civil society and ensure sustainability of output 4's activities.

Purpose of the Consultancy

7. ESSPIN engaged one international consultant and three national consultants to conduct a capacity assessment of CSOs in Kwara state. This project involved developing a methodology and tools suited to the specific state environment and short-listing 7 CSOs for in-depth assessment. The goal was to identify and recommend 5 CSOs for partnership on the Community Demand Component of ESSPIN.

Achievement of the terms of reference

TOR Tasks	Progress Made and Agreements reached (with whom)	Proposed/Agreed Follow up (by whom and when)
Adapt tool for conducting the in - depth partnership capacity assessment, using resources from Save the Children, Action Aid and SAVI.	A composite methodology and toolkit was developed to conduct CSO assessment exercise in Kwara state. Details are provided in the Background section.	N/A
Conduct in – depth partnership capacity assessment in Kwara state, using the agreed tools and criteria.	In-depth assessment was conducted using the agreed upon methodology and tools on shortlisted CSOs.	This exercise should recur based on future discovery of potential CSOs that could potentially meet the criteria defined.
Compile reports of each CSO assessment, along with recommendations (maximum 5) for which CSOs to select for engagement in ESSPIN.	Seven CSOs were shortlisted for in-depth assessment, leading to recommendation of top 5 with suggestions for capacity building.	Selection for partnership to be determined by SUBEB/SMoE in collaboration with ESSPIN, based on information provided in this report.

Background

1. The Education Sector Support Programme in Nigeria (ESSPIN) is a six-year DFID programme of education development assistance established to positively impact the way in which the Government of Nigeria delivers education services. It is also directed at enabling institutions to bring about systemic change in the education system, leveraging Nigerian resources in support of State and Federal education sector plans, and building capacity for sustainability. It is currently operating in five states (Kano, Kaduna, Kwara, Jigawa and Lagos).

2. ESSPIN's output 4 focuses on the demand side, increasing communities' participation in making schools more effective, and to leverage resources through bottom up school transformation processes. A critical aspect of this activity will be partnerships with civil society organizations (CSOs) in each state to engage with communities and mobilize demand for quality education services, along with addressing issues of access and exclusion / equity.

3. Given the significant number of CSOs in the state, ESSPIN Kwara conducted a mapping of CSOs, supported by a volunteer from Volunteer Service Overseas (VSO), and identified 45 organizations, from which a shortlist of 16 came out. Following this mapping exercise, ESSPIN engaged a team of consultants to identify the top seven CSOs and conduct an in-depth capacity assessment and recommend the top five for partnership, with one or two as back-up.

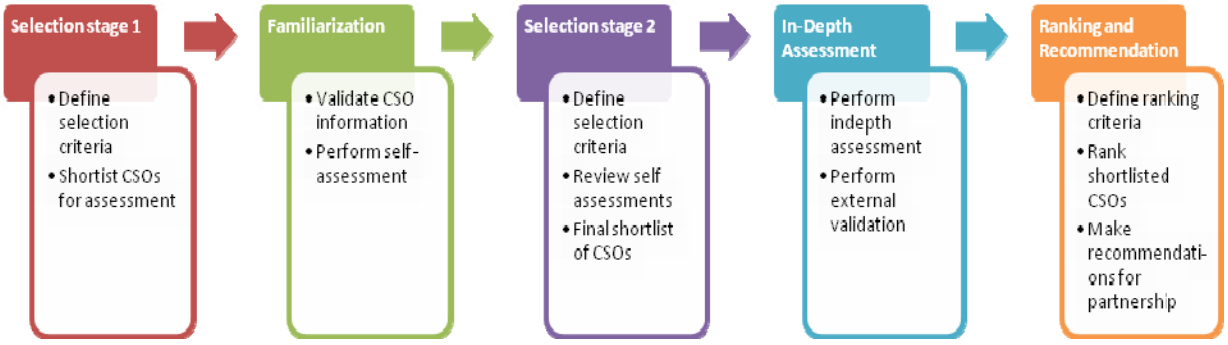
4. The CSOs to be engaged have to meet specific criteria to engage in a productive and mutually beneficial partnership. Based on preliminary discussions, some of the key criteria included adequate organizational capacity, large community network with strong community links, and programme work in the following education issue areas:

    - Islamic, Quranic, and Tsangaya Education
    - Gender issues (including girl child education)
    - Out of school children
    - Inclusive education
    - Education quality

Methodology and Main Activities

5. Building on the SAVI approach used in the other states, the following process was adopted in Kwara:

CSO Assessment Methodology



Selection Stage 1

a. This stage builds the initial mapping exercise conducted by ESSPIN into the methodology, providing an end-to-end view of the entire assessment process. The goal of this stage is to arrive at a preliminary pool of potential CSOs based on established criteria.

b. ESSPIN conducted the mapping exercise in Kwara capturing the data of 28 active CSOs on a mapping template, which formed the initial pool of CSOs. The CSO mapping exercise yielded organizations primarily based in Ilorin. Subsequently, a preliminary assessment of these organizations was conducted resulting in the short-listing of 16 CSOs for familiarisation.

Familiarization

c. The consulting team came in at this stage and conducted familiarization visits, which enabled them to observe and interact with each of the CSOs at their main offices. The objectives of the visits were to:

   i. Introduce the notion of partnership and create an environment where the CSOs felt they could benefit from free open and honest participation

   ii. Validate the information obtained from the mapping exercise and obtain additional information to facilitate short-listing. This activity was supported by the use of familiarization forms designed by the consultants to capture relevant data.

d. At the end of the visit, the consultants left behind a self- assessment form to be completed within 24 hours. The goal was to introduce the process of self-reflection which

would be revisited in the in-depth assessment exercise. This also allowed the consultants gauge the level of self awareness of each organization.

Selection Stage 2

e. Following the familiarization stage, seven (7) out of sixteen (16) CSOs were selected based on a broad set of criteria developed by the team with valued input from ESSPIN and SUBEB. This process is well documented with detailed notes on each CSO submitted to both ESSPIN and SUBEB as supporting documents to this report.

In-Depth Assessment Stage

f. During this stage, four representatives of each of the seven CSOs were invited to a three-day workshop. The workshop setting adopted by the consultants enabled the CSOs assess themselves to determine their viability, relevance and impact in relation to the target audience, vision, mission and effective delivery of services. A combination of participatory tools and exercises adapted from SAVI Capacity Assessment tool and ActionAid Partnership and Development Framework (PADEF)were used for the process:

- Organizational Timeline – to have an overview of the organizations' history.
- Onion Exercise – to facilitate analysis of the relative contribution of each major programme activities to achieving the purpose of the organization. Here, organizations could see if their resources are devoted to activities most related to the organization's mission.
- Stakeholder Analysis – to promote systematic analysis of information, which enables the identification of institutions and relations, which, if ignored, can have negative influence on programs and policies or, if considered, can be built upon to strengthen programs and extent of reach of target beneficiaries at LGA and community level.
- Strengths-Weakness-Opportunities-Threats (SWOT) Analysis – to identify strengths and weaknesses of an organization, and the external opportunities and threats facing the organization.
- Baseline and Visioning – to establish bases for measuring change in the organization. Here the organizations reviewed the self assessments in light of the previous activities and identified strategies for improvement.

g. Results from each exercise were analysed and formed the basis for assessing the performance of each organization. The analysis is presented in the Baseline Matrix in the Annex.

h. In addition to the workshop an external validation exercise was undertaken. This involved interviewing some of the CSO constituents in other Local Government Areas (LGAs) to ensure that the shortlisted CSOs are active and positively regarded in the communities they serve. Based on the CSO LGA matrix in the Annex 2, two LGAs found most in common amongst the CSOs were identified and visited: Ifelodun and Patigi.

Ranking and Recommendation

i. In this final stage, all assessment materials were reviewed to identify and recommend the top five potential CSOs for partnership.

Collaboration

6. During the course of the assessment, the consultants worked with representatives from the Social Mobilization Department of SUBEB. They worked with the consultants to develop the shortlist criteria for selection stage 2 (Annex 1), provided in the Annex, and they also observed the in-depth assessment exercises to interact with the CSOs and learn more about them. Staff from SUBEB also participated in the external validation exercise. Their involvement proved to be strategic in terms of strengthening linkages for partnership between CSOs and Government. The team was also strongly supported by the Janet Crossley, VSO for CSACEFA, who provided insights into CSO activity based on her experience in CSACEFA.

Documentation

7. This report contains tables and summaries pertaining to the in-depth assessment. Documentation on the familiarization and selection stage 2, in addition to the detailed in-depth assessment activities for each organization will be collated separately and submitted to ESSPIN to inform next steps.

Findings and Issues Arising

8. Kwara State is large and diverse reflected in the variety of organizations encountered. Of the seven CSOs that participated in the in-depth assessment, Federation of Muslim Women's Association of Nigeria (FOMWAN) and Trios Human Development Foundation (Trios) are membership-based organizations. The others can be classified as service providers. The typology of the CSOs has implications for how they relate with their beneficiaries in terms of collaborating with their primary stakeholders. Primary beneficiaries of the seven CSOs include community leaders, women, youth and children.

9. The familiarization exercise provided indicators as to some of the major issues facing CSOs in Kwara. For example, virtually all organizations visited exhibited a number of capacity issues, mostly around strategic focus of the organizations and adequacy of staffing. The findings from the in-depth assessment reinforced these issues.

10. This section provides an overview of the findings and highlights cross cutting issues for all the organizations, mentioning specific organizations where they stood out. More detailed profiles of each of the seven organizations, including information on areas of strength and limitations are presented in the annex.

In-Depth Assessment

11. The in-depth assessment examined the capacity areas grouped under three broad headings: organization, programme, and external relations. Results from the in-depth assessment were collated in the Baseline Matrix in the annex 3, bringing together the organizations' self assessment and the consultant's evaluation. This provided the basis for identifying the cross-cutting issues facing all the organizations.

12. It is important to emphasize that, except where specified, all the seven organizations exhibited the limitations outlined below, which should be taken into consideration as ESSPIN considers development of partnerships.

Critical Issues

Organizational Capacity

a. Existing vision, mission and values are misaligned with organization activities, not well articulated, and for some, yet to be understood by staff and other stakeholders.

b. Although organizational structures appear to be in place, its functionality and relevance to present realities was identified as a critical development issue for all the organizations save Royal Health Heritage Foundation (RHHF). For example, the consultants observed that all the CSOs except RHHF have limited/inadequate staff strength to match what their organogram reflects.

c. The CSOs identified weak capacity to develop and implement robust staff policies and plans. In addition, it was evident from team observations that staff empowerment and staff participation in decision making and leadership was limited for the majority. RHHF demonstrated a working human resources (HR) policy but indicated the need for an update.

d. Board functionality/development was consistently identified as an issue for capacity development by all the CSOs. This is associated with ineffective structuring of the board, constitution of new board members and lack of motivation by board members with respect to attending meetings and contributing to action planning by the organizations.

e. Also, the baseline and visioning matrix indicated evidence of poor/ low information sharing, documentation and communication of activities at organisational, amongst organizations, and with community/target beneficiaries.

f. Low levels of financial management skills were discovered as organizations claimed to have limited program funders, poor fund raising strategy and inadequate documentation of yearly statements. The baseline and visioning matrix also revealed that budget processes and fund raising activities have not been incorporated into annual operational plans. RHHF indicated that their financial policy is not properly documented

and need updating while Womankind Family Enhancement Initiative (WOKFEI) indicated that up until that point, no financial report had been prepared by a registered audit firm.

Programmes

a. For all the CSOs, save Centre for Appropriate Technology for Rural Women (CAPTEC), knowledge of constituency and constituency needs are fairly or not well defined. CAPTEC indicated that they conducted needs assessment but did not link this strongly to programme development. This demonstrates weak capacity to assist beneficiary communities to articulate their demand / needs, and plan to meet their development challenges.

b. There is evidence of low capacity for program design, development and delivery such that programme activities and strategies are not in alignment with organization's vision and mission. For example, the baseline and visioning exercise revealed that program plans do not include effective M&E and feedback mechanism across all the organizations.

c. Across board, even though some CSOs have education as one of their primary focus (FOMWAN and Hilltop Foundation), advocacy and lobbying skills on education issues was identified as a capacity area requiring strengthening.

d. Without exception, all the CSOs have capacity issues related to monitoring and evaluation. This is traceable to the following:

   i. Relevant indicators have not been developed,

   ii. Limited use of M&E tools and analysis to facilitate future program strategy, and

   iii. Infrequent M&E reports

External Relations

a. The CSOs identified the following issues as limiting their ability to engage primary stakeholders in the community effectively:

   - Cultural bias and language barriers
   - Resistance to change in the communities
   - Severe poverty

b. In particular, WOKFEI indicated that it has no well defined stakeholder strategic interest while Hilltop Foundation (Hilltop) expressed difficulty in gaining credibility of its stakeholders.

c. The challenges flagged above could be linked to

   i. Inability of the CSOs to define stakeholders strategic interests

ii. Inadequate knowledge of constituency and constituency needs,

iii. Negative perception of CSOs' credibility and non involvement of communities in program design and M&E processes

d. Government's bureaucracy, issues of transparency, perceived insincerity, and political considerations overriding rational policy considerations were issues identified by the CSOs as limiting the effectiveness of the relationship with government.

e. Some organizations flagged a concern that the CSO environment in Kwara tends to be competitive as there is limited information sharing amongst CSOs.

External Validation

13. The purpose of the external validation was to verify and authenticate the claims made by the CSOs regarding presence and impact of their activities in the local communities. The visits to the two LGAs were structured in a comprehensive manner to ensure that all the constituencies of the top seven organizations were visited. The external validation is a method of triangulation to verify the information and the relationship between the organization and its constituents. It also provided a good indicator of community awareness of the organizations. The assessment was conducted by one ESSPIN consultant and a state official from SUBEB.

14. During the external validation, the team used various techniques to triangulate the following aspects

    a. Awareness of any of CSO said to be operating in that community (FOMWAN, ACDI , CAPTEC, TRIOS, WOKFEI and RHHF)

    b. Awareness of the identified CSOs activities in that community

    c. Community perceptions of the relevant CSO

15. For the most part, the six organizations were recognized to varying degrees with FOMWAN and CAPTEC standing out for strong community relations. At the other end of the spectrum, Trios was found to be relatively inactive with infrequent activities. These findings could be due to the fact that some of the CSOs are perhaps more active in other LGAs than the two selected, or they may have exaggerated their reach into other LGAs. More details for each organization are provided in the CSO Profiles in the Annex. Finally, the validation highlights one of the main limitations of Hilltop as a potential partner for community mobilization as it has limited reach into communities outside Ilorin.

Options and Next Steps

16. The successful realization of output 4 in Kwara State will largely be determined by the extent of partnership with existing CSOs that have strong community relations and program activities targeting similar education issues as that of the state. Partnership strategy can only be complemented not only by identifying the right CSOs, but also by an intensive partner capacity building efforts for the organizations.

17. Following the activities described above, five organizations are being recommended as potential partners, with one as a backup. These five exhibited the best combination of qualities relevant for activities under output 4: organization capacity, activities in education and community links. One organization has been recommended for delisting as the capacity assessments indicated it would not be an ideal partner for ESSPIN. These organizations are presented below, with summaries on the rationale for recommendation. Detailed profiled have been developed and included in the Annex, including charts on capacity strengths and weaknesses.

    - Agents of Change Development Initiative (ACDI)
    - Centre for Appropriate Technology for Rural Women (CAPTEC)
    - Federation of Muslim Women Association of Nigeria (FOMWAN)
    - Royal Health Heritage Foundation (RHHF)
    - Womankind Family Enhancement Initiative (WOKFEI)

18. **Federation of Muslim Women Association of Nigeria (FOMWAN)** are very active and have a strong education focus in their program activities. They are involved in adult education and vocational training, integrating Islamic and western education in Islamic schools, increasing access to basic education and promoting increased girl-child education. They own the physical infrastructure for their nursery, primary and adult education schools across most the LGAs and are active in all. In addition, their relationship with the state government is strong and cordial, for example, in Patigi part of their structures are utilized by the local government in running both nursery and primary schools. In these schools the responsibilities of teachers' salaries and well fair is entirely the responsibility of the community.

19. **Womankind Family Enhancement Initiative (WOKFEI)** states explicitly the focus on community-centred development in their vision and mission statement. Though there is little focus on education, the data indicates that they are recognized by the community through their intervention programmes. WOKFEI has not done much in the area of educational intervention in most of these communities, but has supported a few local training institutes through provision of teachers and exercise books for about 500 pupils and has plans in the pipeline for engaging in Islamic/Tsangaya education.

20. **Centre for Appropriate Technology for Rural Women (CAPTEC)**'s strength as a partner is its community relations. Their community intervention programmes over the years, especially the adult education programmes (functional education for rural enterprises) for the rural women have made a significant impact in the local communities.

21. **Royal Health Heritage Foundation (RHHF)** works primarily with out of school youths on HIV/AIDS sensitization and malaria intervention programmes. They also support schools in the area of provision of benches, exercises and mosquitoes net for school children and families. Of all the CSOs present, they exhibited stronger organizational capacity and have the right systems in place for further engagement in education activities.

22. **Agents of Change Development Initiative (ACDI)** focus directly on mobilizing communities and establishing community based organizations through which the communities can address their needs. They have held capacity building workshop for representatives on leadership, community development and HIV/AIDS. In the area of education, they engage in life-skills training and morality education for girls, which yielded reduction in school dropouts due to pregnancy. They have also provided scholarships for orphans and vulnerable children and want to further engage on this issue of out of school girls and support their re-entry.

23. As a back-up **Hilltop Foundation** is being recommended due to the organizational strong area of focus on out of school youth education. Even though most of the organization's activity is urban based as schools are heavily concentrated in the urban area, there is the tendency that given the capacity and support, the organization can scale out in working with out of school youth in rural communities.

24. **Trios Human Development Foundation** has not been recommended for partnership as they exhibited the greatest challenges in the area of human resources, technical skills, planning and administration. In addition, their activities could not be validated in either of the LGAs visited.

Technical Support Required for CSOs

25. All the top 5 CSOs recommended for partnership will need support in the following areas, at varying degrees:

Organization

a. Technical support on organization strategy and focus, specifically on alignment of vision, mission, goals and programs linked to beneficiary needs and interests.

b. Capacity building to develop the organizational structures, such as organograms and operating procedures.

c. Training on financial management to include modules on the importance of financial auditing, developing budgets and developing a fundraising strategy. This should be supplemented with advisory services on how to broaden and diversify funding sources.

d. Most importantly, capacity building on knowledge management and communication will be required, especially around areas of building institutional memory of organization activities.

Programme

e. Given that a number of these organizations are not focused on education, the first area to focus on would be sensitization on the critical education issues in Kwara state, as well as the Government's plan, "every child counts".

f. Capacity building on advocacy skills to facilitate output 4 activities. The organizations have links with the community but need guidance on mobilizing the community and working on advocacy activities.

g. Support to enhance existing M&E capabilities.

h. Training opportunities to assist NGOs acquire research competencies to support programme design and development.

External Relations

i. Training on relationship management and how to engage various stakeholders, and social networking in order to enhance programme activities.

j. Training on enhancing capacity at community levels. The CSO will act as a bridge to the communities, but must also be able to enhance community capacity to act for themselves.

Next Steps

26. ESSPIN and representatives from SUBEB / Ministry of Education should carefully review all documents provided in order to familiarize themselves with the organization and start preparations for capacity building workshops. Including SUBEB in this process will serve to continue strengthening the bond between civil society and government. It also serves as capacity building for social mobilization in SUBEB.

27. Capacity building sessions should serve to orient the organizations around ESSPIN's activities and can also serve as a venue to orient organizations on critical education issues in Kwara. During this period, all parties should come together to form a common idea of

partnership and strategize on what this partnership will look like and how it can best work in Kwara state.

28. Following these sessions, a roadmap of activities should be developed to guide CSO activities under output 4.

29. Feedback should also be given to all the CSOs that participated in the process, from the initial familiarization. It is important for those who are not selected for partnership receive feedback on their organizational limitations in order for them to learn from the process and grow.

30. It is important to note that this capacity assessment should be a dynamic process to be repeated periodically as it is possible that new and more active organizations may come up and meet ESSPIN's criteria for partnership. Also, given that the initial mapping was limited to mostly Ilorin-based organizations, ESSPIN should visit other LGAs to review list of registered CSOs or CBOs outside of Ilorin.

Annex 1: Shortlist Selection Criteria

The table below captures the information used to evaluate each organization. The "Criterion" column provides details on the areas for consideration under each criterion. The observers make comments on these areas in the "Comments" column, synthesizing information from the familiarization form, the self assessment data and the initial mapping form, as well as their own thoughts and informed opinions for each organization.

Criterion	Comments
1. Legal Status *Registration with CAC? State?*	•
2. Organizational Focus *Strength of mission and vision. Are programs in alignment with mission and vision? Do they have well articulated goals and objectives?*	•
3. Organizational Capacity *Do they have the right structure required for their programs? Capacity of staff? Sufficient equipment?*	•
4. Organization Activity *How much experience do they have in their programs? How active have they been?*	•
5. Leadership / Management *What is the role of the Board? Role of the Director? Are the staff empowered? Viability and succession*	•
6. Education Focus *What education activities are they engaged in? What do they hope to begin?*	•
7. Government Relations *Are relations with government positive or negative?*	•
8. Active Communities *Which communities / Local Government Areas are they active?*	•

9. Community Relations *Are they well recognized in that community?*	•
10. Accountability *Who are they accountable to? Do they have reports?*	•
11. Partnerships *Do they partner with local / international organizations? Are these partnerships positive?*	•
12. Other Comments	•

Summary Indicators

In this section, the team will try to bring out the highlights for each organization to guide any third party observer on specific attributes of the organization that made it attractive or unsuitable for selection.

Potential	<here, the team will highlight what they feel were the most positive aspects of the CSO visited that would recommend them for potential partnership >
Limitations	<here, the team will bring out the attributes of the CSO that makes them unsuitable for partnership>
Risks	<here, the team will highlight potential issues that should be taken into consideration whether or not the organization is selected for partnership>

Annex 2: CSO LGA Matrix

Distance	CSOs / LGAs	ACDI	CAPTEC	FOMWAN	Hilltop	RHHF	Trios	Womankind
1 hr	Asa							
6 hrs	Baruten							
3 hrs	Edu	Songa						
1 hr	Ifelodun							
45 mins	Ilorin-East							
20 mins	Ilorin-West							
30 mins	Ilorin-South							
1.5 hrs	Irepodun	Omo-Arun Leprosy	Omo-Arun	Omo-Arun				
2 hrs	Isin							
4 hrs	Kaiama							
1.5 hrs	Moro							
1.5 hrs	Offa							
2 hrs	Oke-Ero							
2 hrs	Oyun							
3 hrs	Patigi	Lafiagi	Lafiagi	Lafiagi				
2 hrs	Ekiti							

	Mentioned but without activity
	Mentioned with activity

Annex 3: In-Depth Assessment Details

Self Assessment / Baseline and Visioning Tool

Organizations were assessed under three main headings: Organization, Programmes and External Relations. The specific capacity measures and definitions are provided in the table below:

S/N	Capacity
Organization	
1	Vision • Is the vision stating the reality that can be? • Is the vision shared by members, staff and constituents? • Clearly articulated and understood by all?
2	Mission and values • Are the mission and values clearly articulated and understood by all? • Strategies aligned with vision/mission? • Do values reflect our vision & mission?
3	Leadership • Organisational structure & culture in place and clearly described authority and responsibility • Board executes its roles – advocacy & lobbying • Empowerment of staff at all levels rather than concentrated power at the top • Encouragement of staff participation in decision-making • Staff leadership encouraged
4	Management and Administration • Board provide overall policy direction and oversight • Ability to tender proposals for contracts, respond to EOI/RFP • Proper procedure and operating manual exists, adhered to and updated • Develops systems for continuity of its programs and benefit in the medium and long run
5	Budget and Fundraising • Budget process is integrated into annual operational plans • Well articulated fundraising plan • CSO has multiple funders
6	Human Resources • Documented HR polices, Job description exists & job allocated by the description • Sensitivity to issues such as gender, HIV/AIDS, disability, education, age, rights are reflected in HR policies • All technical skills required to achieve the objectives of the organization are held by staff and volunteers • Strong sense of teamwork

	• Staff secured and insurance policy in place • Staff are fully aware of organization activities
7	Physical resources / Infrastructure • Secure and sufficient office, space and adequate office equipment • Physical resources democratically managed and accessible to all, including disability facilities
8	Financial management • Financial policies, procedures and controls designed to facilitate good management and cost effective use of funds • Account categories exists for separate project funds • Annual financial report prepared by registered audit firm, published and disseminated
9	Planning • Strategic plan in place • Resources planned and properly allocated based on inputs from appropriate stakeholders • Implementation plans reflect strategic plan and updated
10	Communication • Formal communications are fully operational, frequent, using diverse means such as email, newsletters etc. • Open lines of communication with staff and stakeholders • People feel well informed where relevant
Programmes	
1	Design and Development • Programme design and development responds to/influenced by beneficiary needs • Program plans include M&E, feedback mechanisms and used to inform ongoing and future planning • Planned activities linked to strategic objectives of organization • Detailed planning procedures that include activities, timelines, responsibilities, resource needs and sources
2	Staffing • Current staff have required technical knowledge for running of programs • Adequate training is provided to renew staff technical skills
3	Operations • Programs/services are efficiently, adequately, cost – effectively and timely delivered
4	Research • Organization kept abreast with latest news relating to program areas, and incorporates this information into program operations
5	Education • Actively engage in lobbying and advocacy activities on education issues • Education activities are designed and carried out with positive results on

	constituencies • Education is one of primary program areas
6	Monitoring and Evaluation • M& E indicators are relevant to programme goals, organization goals and mission • Indicators are measured through use of defined tools • M&E analysis used to re-strategize future activities • M&E Reports produced frequently
External Relations	
1	Stakeholder Awareness • Able to identify key stakeholders • Define stakeholders strategic interests • Knowledge of constituency and constituency needs • Stakeholders recognized as key partners in development
2	Community Participation • Community participation in program design • Network and share resources, promote coalition and networks • Community ownership and support secured • Develop linkages with international organizations, institutions, government entities/research parastatals & private sector • Constituencies are involved in M&E process
3	Stakeholder Perception • CSO is seen as credible and valuable resource by all stakeholders • CSO/Stakeholders relationship seen as partnership for common purpose
4	Stakeholder communication • Opportunities to engage in open and frank dialogue with stakeholders
5	Relationship with Government • Positive relationships with government institutions and are able to develop effective partnerships in promoting and addressing issues • Participate in development of government policy and often asked to advise government • Government is not a disruptive force for organization
6	Relationship with Donors • Mutually beneficial relationship that involves sharing and learning between two parties
7	Relationship with other CSOs • Good history of collaboration with other competent CSOs to improve service delivery and address issues

Baseline Matrix – Organization Self Assessment and Consultant Team Assessment

Based on the capacity areas above, each organization was asked to rate on a scale of 1 – 5 (1 – Poor, 2 – Average, 3 – Just Above Average, 4 – Very Good, 5 – Excellent) the extent to which they meet the criteria outlined below each capacity area. The consulting team also performed an assessment of each organization, drawing on the activities conducted during the workshop.

		Agents of Change Development Initiative (ACDI)		Centre for Appropriate Technology for Rural Women (CAPTEC)		Federation of Muslim Women's Association of Nigeria (FOMWAN)		Hilltop Foundation		Royal Health Heritage Foundation (RHHF)		TRIOS Human Development Foundation		Womankind Family Enhancement Initiative (WOKFEI)	
		Capacity Ranking													
Capacity areas	*main evidence used*	Self Ass	Team Ass	Self Ass	Team Ass	Self Ass	Team Ass	Self Ass	Team Ass	Self Ass	Team Ass	Self Ass	Team Ass	Self Ass	Team Ass
ORGANISATION	**score out of 50**	**26**	**22**	**25**	**23**	**26**	**26**	**23**	**16**	**31**	**35**	**37**	**22**	**20**	**22**
Vision	B&V, OE, FV, IP	3	2	3	2	3	3	2	1	2	3	3	1	2	2
Mission, Values	B&V, OE, FV, IP	3	2	2	2	3	3	2	1	2	3	3	2	2	2
Leadership & Board	B&V, FV, SWOT	3	3	3	3	2	2	2	1	4	4	3	1	3	2
Management and Administration	B&V, SWOT	2	2	2	2	2	2	2	2	3	4	4	1	2	2
Budget and Fundraising	B&V, SWOT	2	2	3	2	2	2	2	2	3	3	4	3	1	1
Human Resources	B&V, SWOT	3	2	2	2	3	3	2	1	3	3	4	2	2	2
Physical resources, Infrastructure	B&V, FV, SWOT	3	3	2	2	2	2	3	3	4	4	4	3	2	3
Financial management	B&V, SWOT	2	2	2	2	3	3	2	2	4	4	4	3	1	2
Planning	B&V, SWOT	2	2	3	3	3	3	3	1	2	3	4	3	3	3
Communication	B&V, SWOT	3	2	3	3	3	3	3	2	4	4	4	3	2	3
PROGRAMMES	**score out of 30**	**17**	**10**	**16**	**14**	**18**	**17**	**22**	**17**	**16**	**16**	**23**	**10**	**15**	**9**
Design and Development	B&V, OE	3	2	3	3	3	3	4	3	2	3	4	2	2	2
Staffing	B&V,	3	2	3	2	3	3	4	3	3	3.5	3	1	2	1
Operations	B&V,	3	2	3	3	4	3	4	3	4	3.5	4	3	4	3
Research	B&V,	3	1	2	3	2	2	4	2	3	3	4	1	3	1
Education	B&V, OE, TL	3	2	3	2	4	4	4	4	3	2	4	2	2	1
Monitoring & Evaluation	B&V	2	1	2	1	2	2	2	2	1	1	4	1	2	1
EXTERNAL RELATIONS	**score out of 35**	**24**	**22**	**20**	**19**	**21**	**24**	**18**	**16**	**27**	**24**	**27**	**18**	**18**	**18**
Stakeholder Awareness	B&V, SH	4	3	3	4	3	3	3	3	4	3	4	2	3	3
Community Participation	B&V, LGA	3	4	3	4	2	3	2	2	4	3	4	3	3	3
Stakeholder Perception	B&V, LGA	4	3	3	3	3	4	3	3	4	3	4	2	4	3
Stakeholder communication	B&V, LGA	3	2	2	2	3	3	3	2	4	3	4	2	2	2
Relationship with Government	B&V, SH	3	3	3	2	3	4	2	2	3	4	3	3	1	1
Relationship with Donors	B&V, SH	3	3	3	2	3	3	2	2	4	4	4	3	1	2
Relationship with other CSOs	B&V, SH, FV	4	4	3	2	4	4	3	2	4	4	4	3	4	4

Key

B&V – Baseline and Visioning

OE – Onion Exercise

FV – Familiarization Visits

IP – Mapping Information Template

SWOT – Strengths-Weaknesses-Opportunities-Threats

TL – Organization Timeline

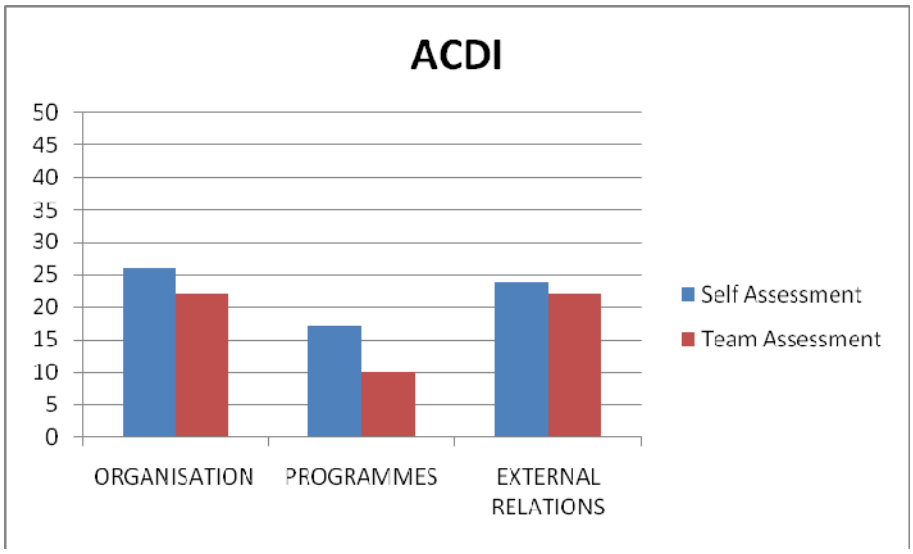
SH – Stakeholder Analysis

Annex 4 Civil Society Organization Profiles

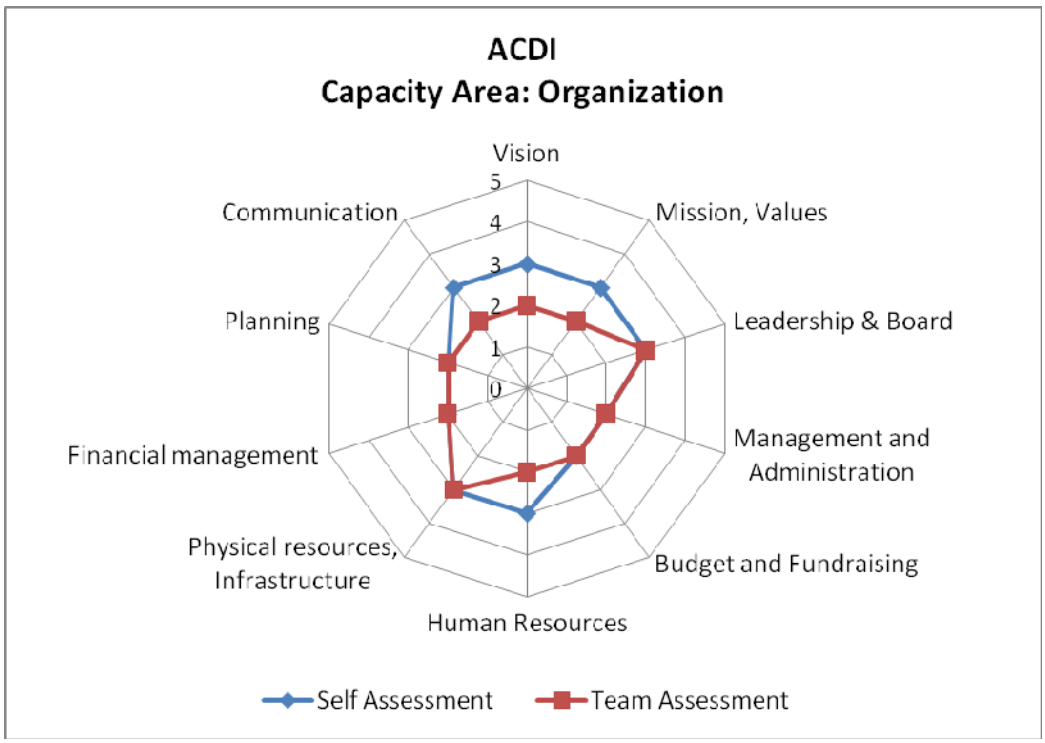
In this Sub-Section, each individual organization is profiled with brief details about the organization and charts depicting their capacity levels, based on the baseline and visioning scores

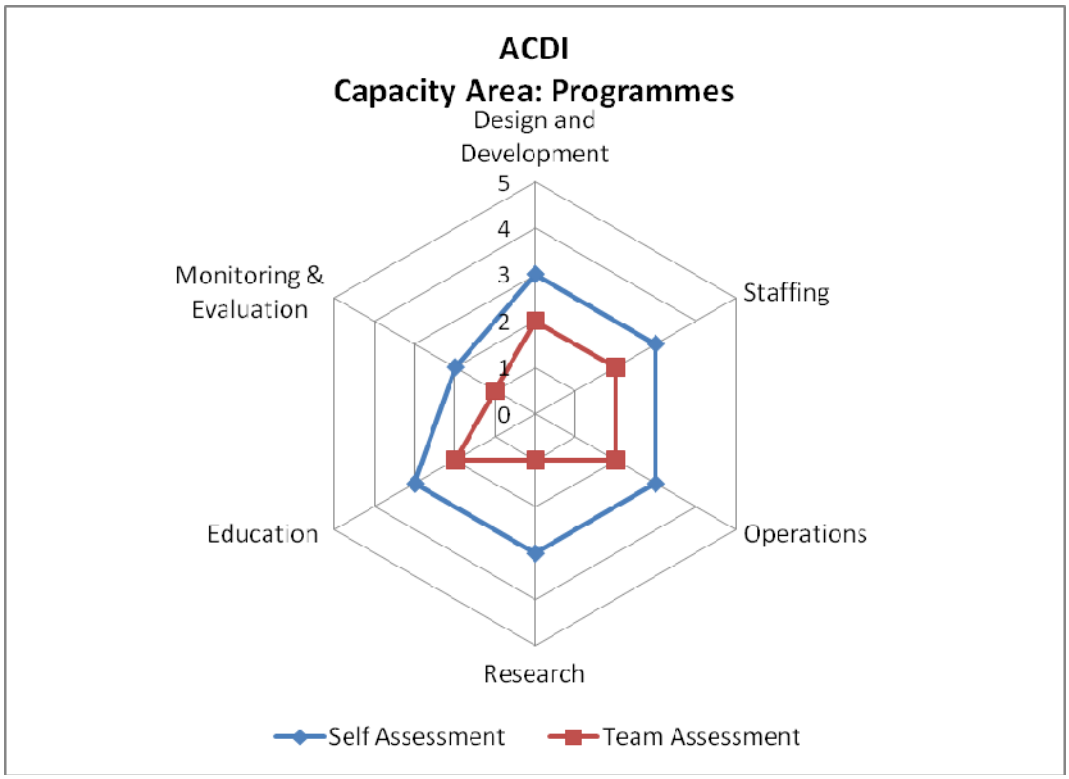
Agents of Change Development Initiative	
Contact	• Toni Adeleke, agentinitiative@yahoo.com, 08052613145
Legal Status	• Registered with State in 2006 but registration with CAC is in progress
Organization Activities	• Main focus is establishment of community based organizations • Current work in schools is life-skills training, assertiveness and morality education, for girls, yielded reduction in dropout (due to pregnancy) in a particular community • Skills acquisition program for girl students to fund their education • Provided scholarships for orphans and vulnerable children (10 so far) • Wants to work with out of school girls and support their re-entry
Community Relations (External Validation)	• Operate in 7 LGAs • Inactive in Ganmo where their head office is located • Presence and activities remembered in Emi Worugi community, where they conducted capacity building for community leaders as well as sensitization on HIV/AIDS
Limitations	• Limited work in education and weak organization capacity

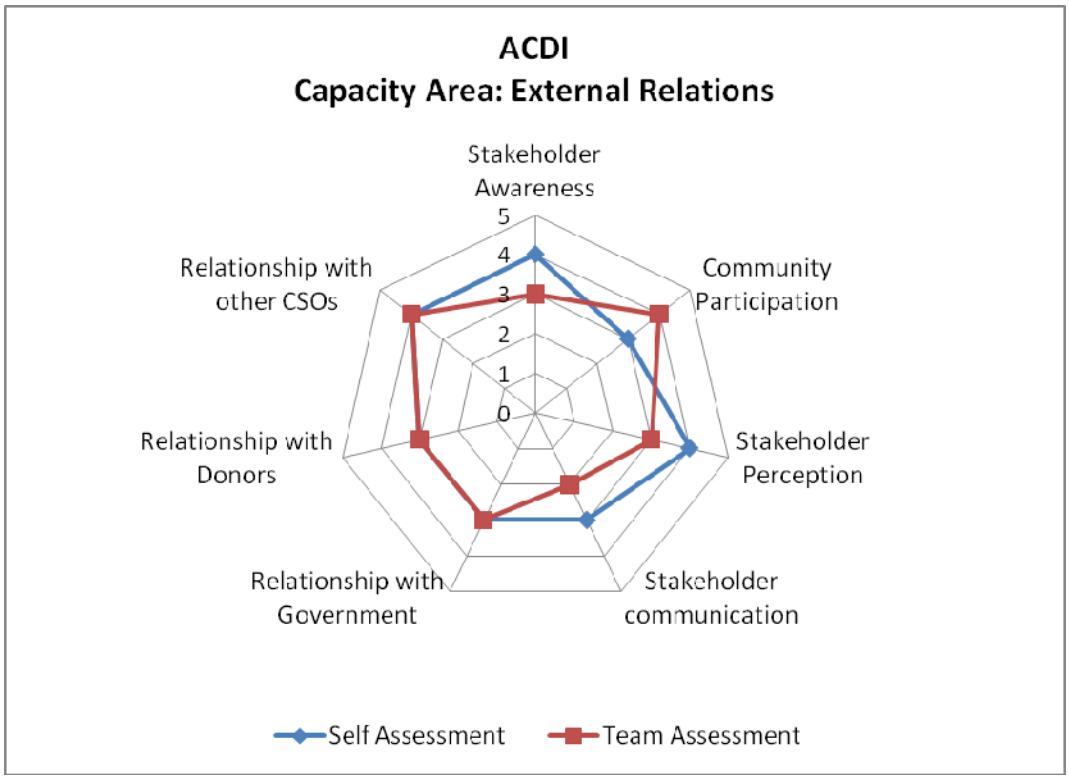
Summary Baseline Capacity Assessment



Capacity Area Assessment Charts

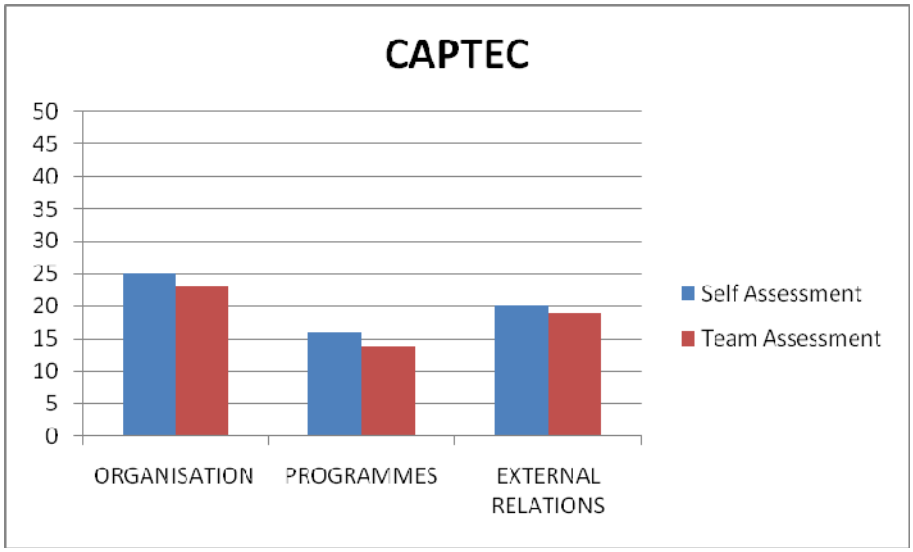



ACDI
Capacity Area: Programmes
Design and Development
Staffing
Operations
Research
Education
Monitoring & Evaluation
5
4
3
2
1
0
Self Assessment
Team Assessment

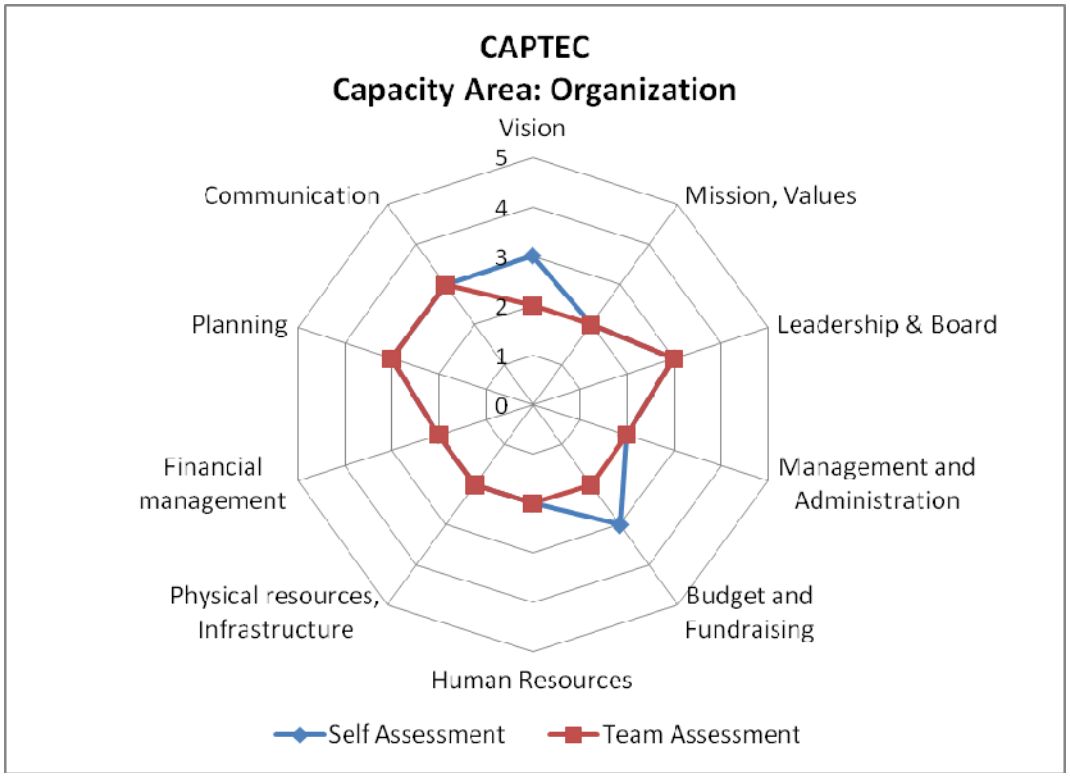

ACDI
Capacity Area: External Relations
Stakeholder Awareness
Community Participation
Stakeholder Perception
Stakeholder communication
Relationship with Government
Relationship with Donors
Relationship with other CSOs
5
4
3
2
1
0
Self Assessment
Team Assessment

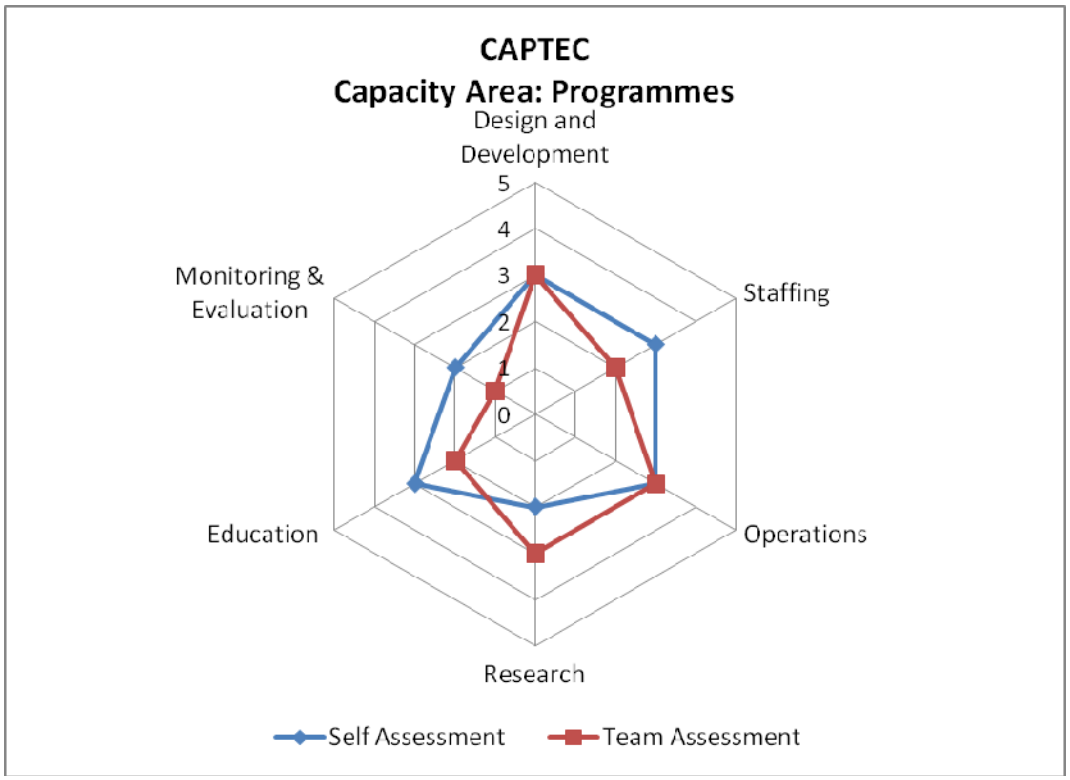
Centre for Appropriate Technology for Women	
Contact	• Victoria B. Dumade, 08056667929, 080512254214, captec2002@yahoo.cm
Legal Status	• Registered in 1999 with State and in 2007 with CAC
Organization Activities	• Focus and institutional capacity is mostly related to agricultural activities and technology innovation for rural economic activities • Organisation has been involved in supporting several education-related activities like incorporating adult literacy as stated above
Community Relations (External Validation)	• Active in 5 LGAs • Demonstrated strong community links and well known amongst their constituencies (women and people living with HIV/AIDS)
Limitations	• Also very weak in organizational capacity

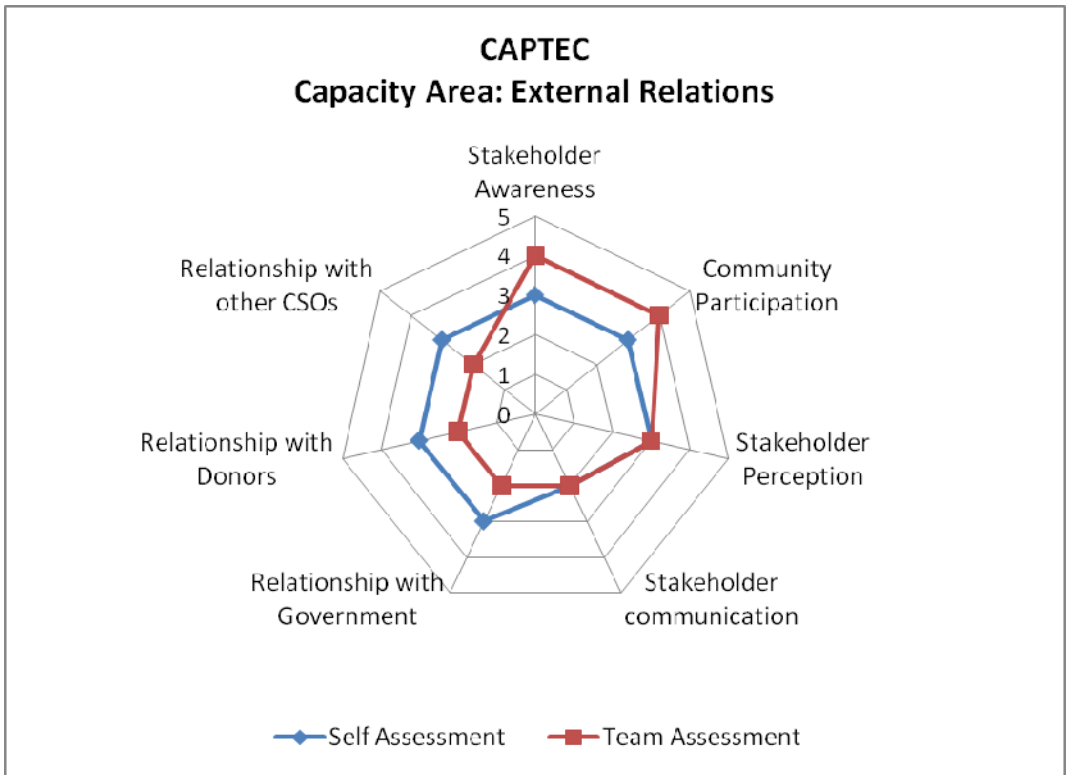
Summary Baseline Capacity Assessment



Capacity Area Assessment Charts

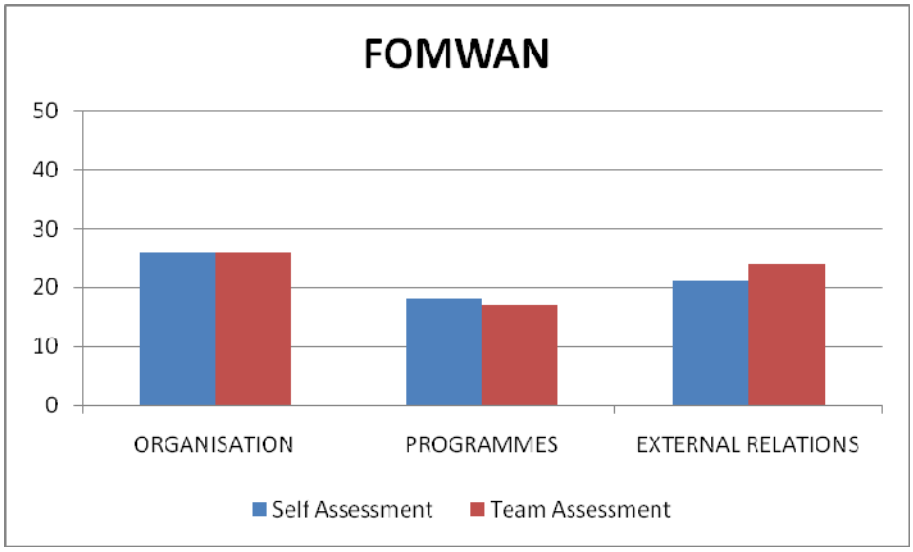




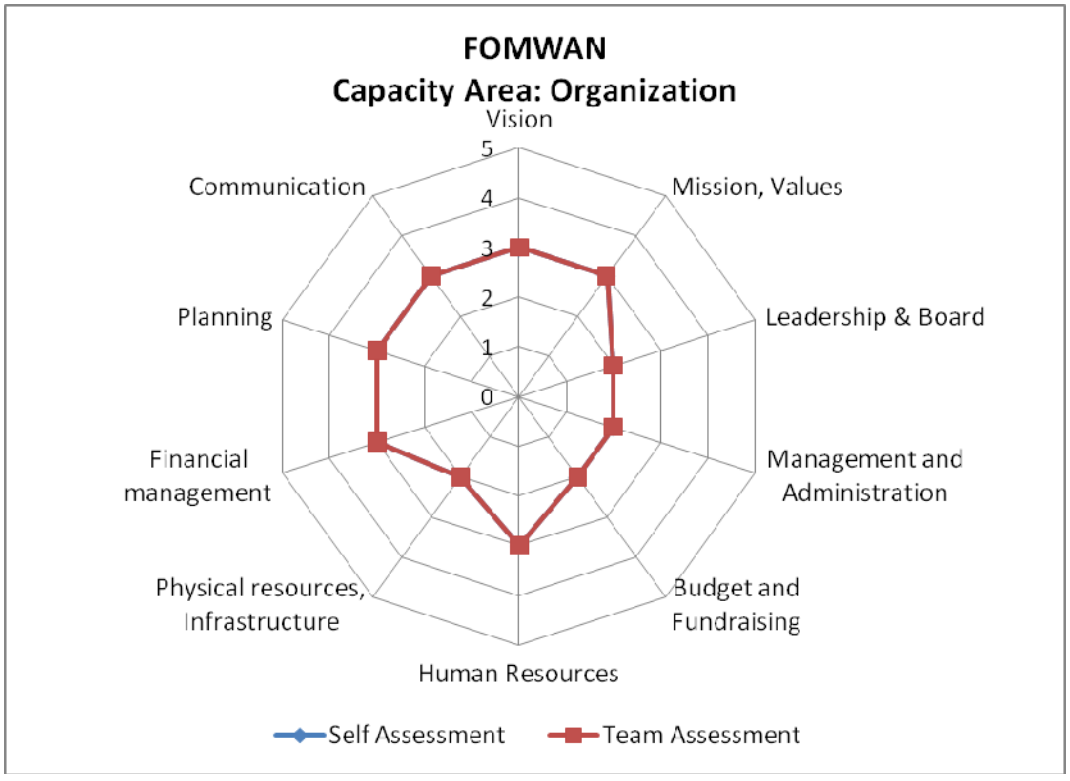


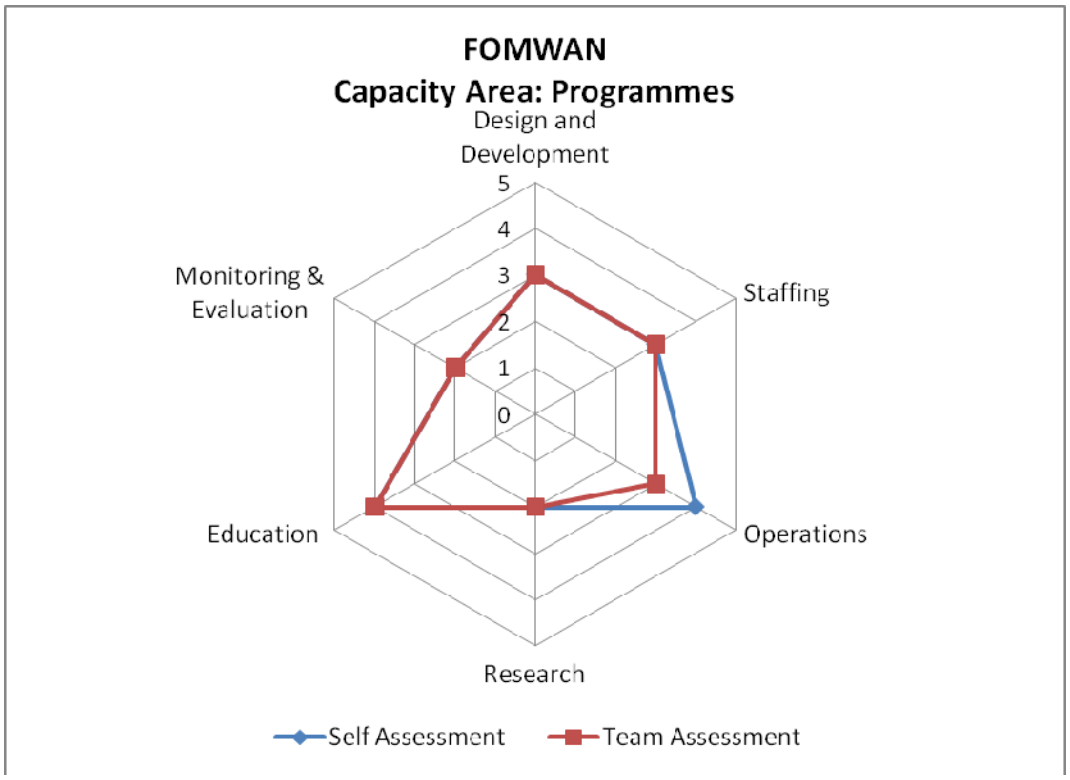
Federation of Muslim Women Association in Nigeria	
Contact	• Hajiya A.A. Shonibare (No 80 Muritala Mohammed way Ilorin)
Legal Status	• Registered with State Ministry of Social Welfare in 1989 and with Corporate Affairs Commission (CAC) in 1985.
Organization Activities	• Membership and faith based association • Strong program focus in education, vocational training and integration of Islamic education with the Western education.
Community Relations (External Validation)	• Operating in all the local government areas • Strong positive community relations through its educational interventions/activities: o Islamiyya integrated with western education schools o Madarasat siratul mustaki adult education school for women o A block of 2 class rooms for the community constructed by former Minister of Women Affairs in collaboration with FOMWAN for their Adult education programmes o A centre at Kpada managed by FOMWAN for sensitization, seminars, workshops, a school for evening lessons o A class room for adult education at Lade community managed by FOMWAN
Limitations	• Limited organizational capacity

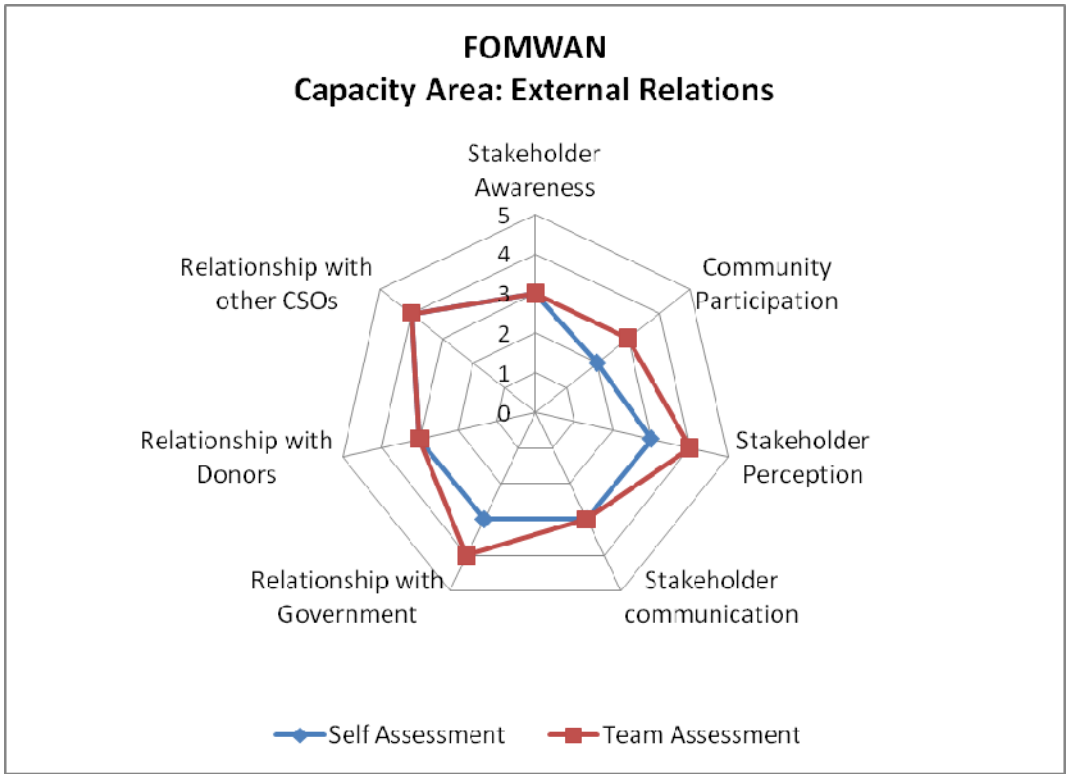
Summary Baseline Capacity Assessment



Capacity Area Assessment Charts

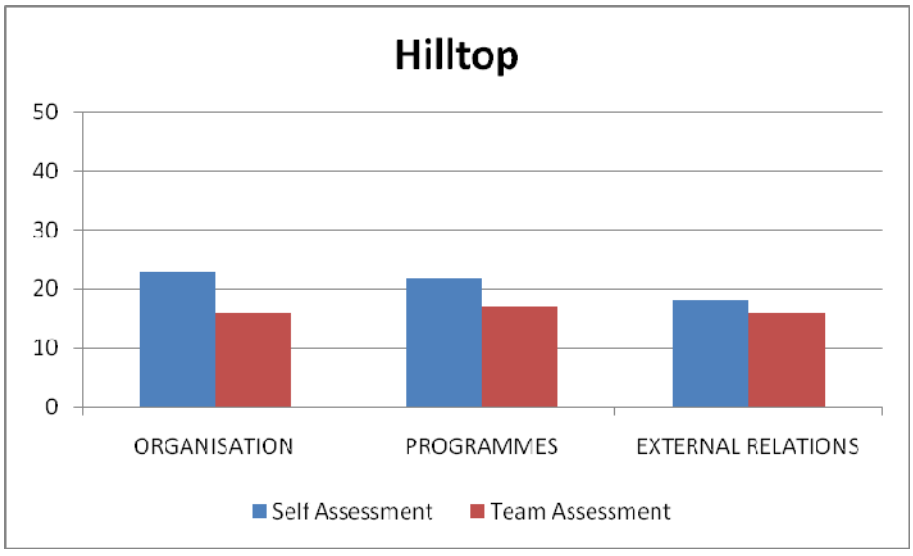



FOMWAN
Capacity Area: Programmes
Design and Development
Staffing
Operations
Research
Education
Monitoring & Evaluation
5
4
3
2
1
0
Self Assessment
Team Assessment

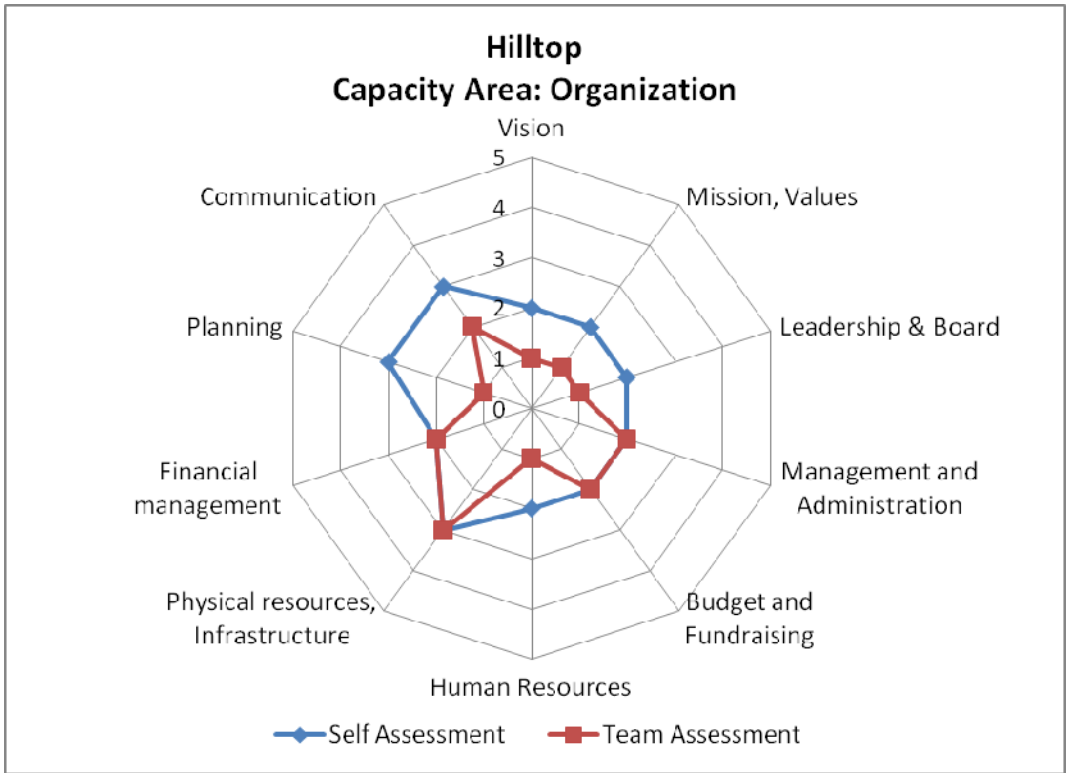

FOMWAN
Capacity Area: External Relations
Stakeholder Awareness
Community Participation
Stakeholder Perception
Stakeholder communication
Relationship with Government
Relationship with Donors
Relationship with other CSOs
5
4
3
2
1
0
Self Assessment
Team Assessment

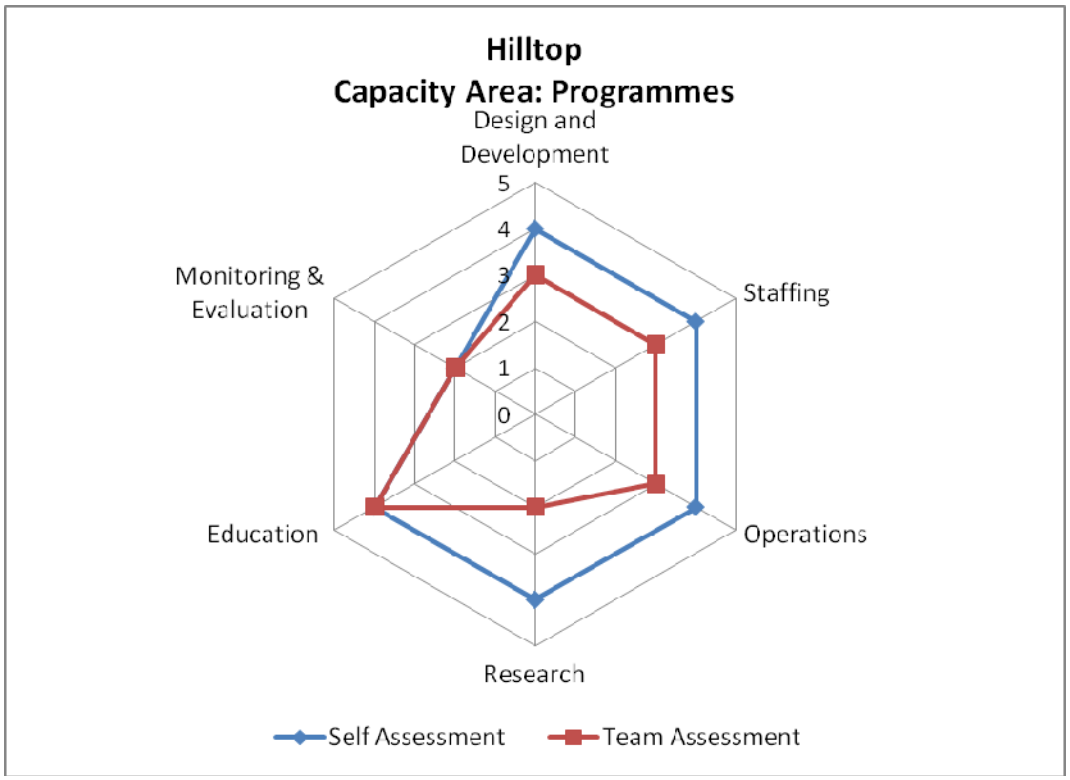
Hilltop Foundation	
Contact	• Mr. Adeyemo Isaiah Adeyemi, yemitv@yahoo.com, hilltopfoundation@yahoo.com, 08035671847
Legal Status	• Registered with state in 2005
Organization Activities	• Service provider with strong education focus on out-of-school (primary, secondary and pre-tertiary) • Offers free tutoring for students who cannot afford to pay as well gives career talks and holiday tutoring.
Community Relations (External Validation)	• Operate in two local government areas • Mostly an Ilorin based organization
Limitations	• Unclear the extent to which the other staff are involved directly with the organization itself. • Weak mechanisms to screen against financial fraud from students who take advantage of the executive director's kindness • Weak organizational and management structure, and does not have direct linkages with rural communities.

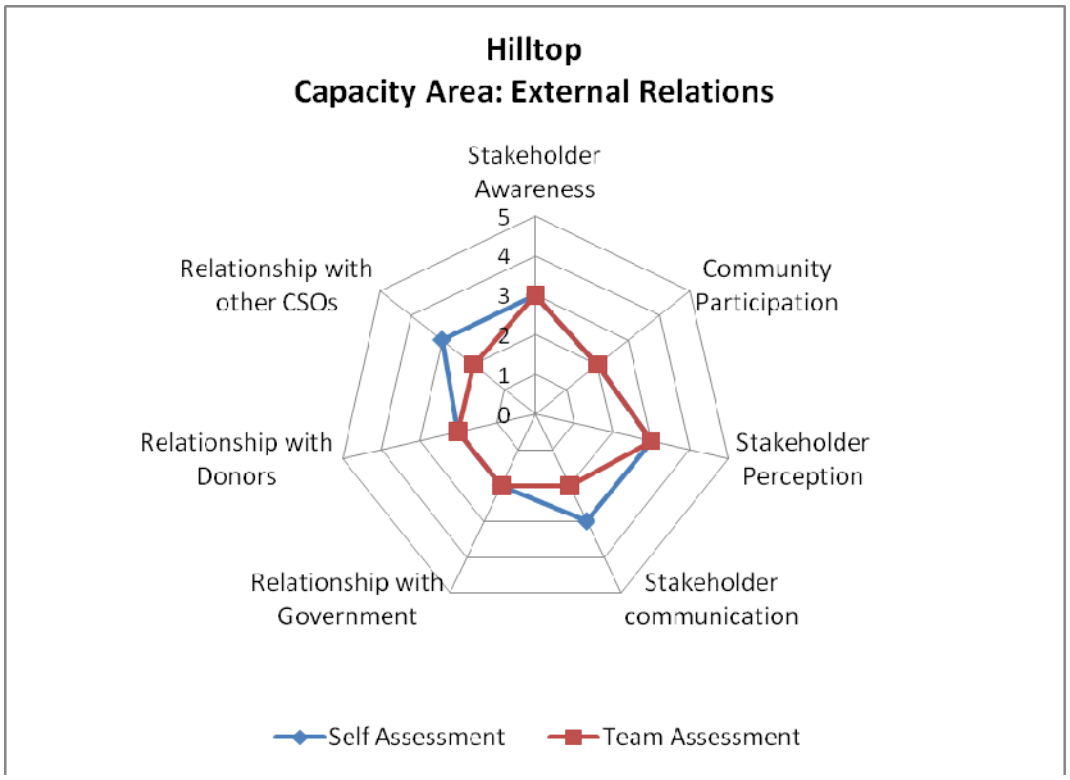
Summary Baseline Capacity Assessment



Capacity Area Assessment Charts

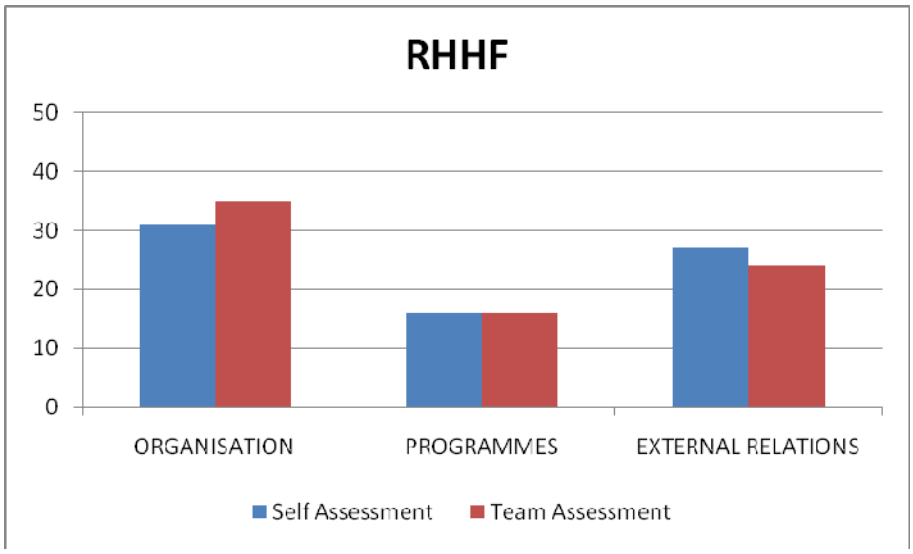




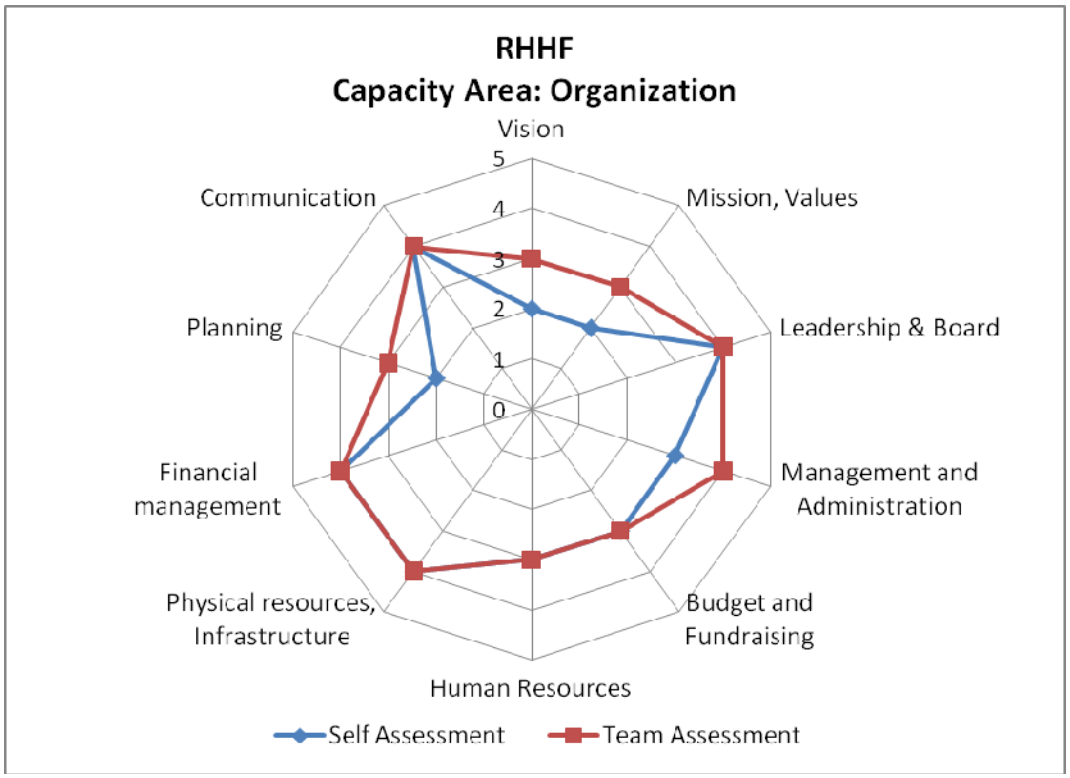


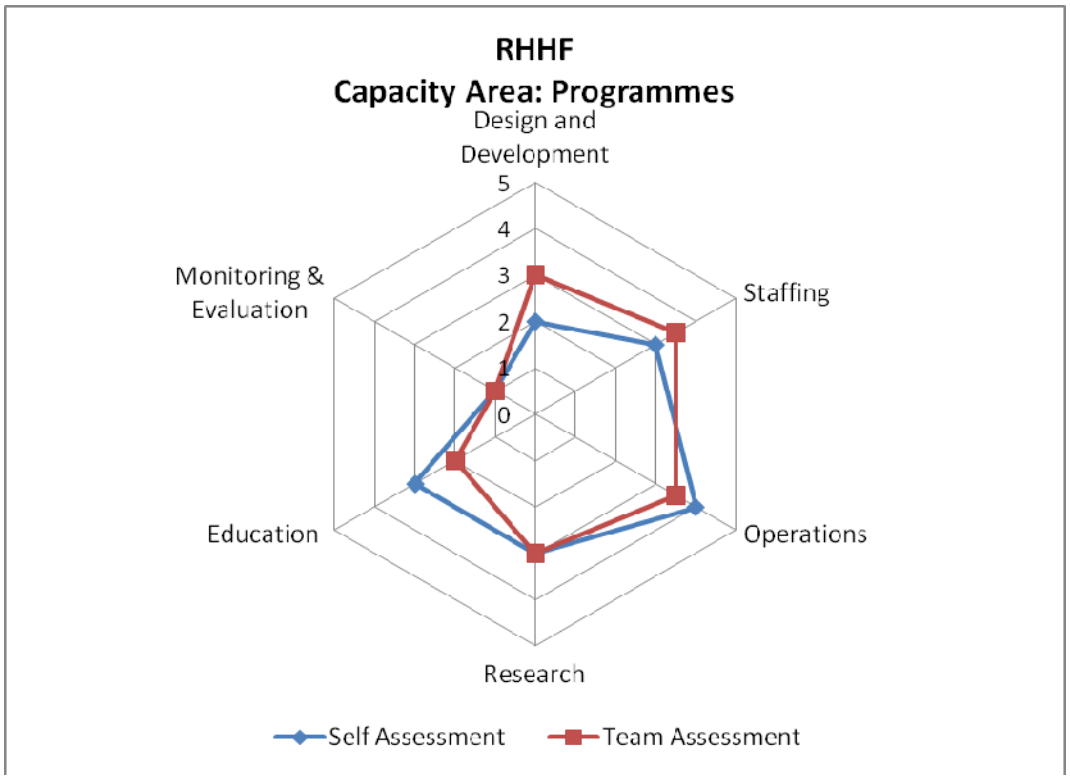
Royal Health Heritage Foundation	
Contact	• Mr Soji Sogunro, 08033732013, rchfoundation@yahoo.com
Legal Status	• Registered in 2006 with State and in 2009 with CAC
Organization Activities	• Ongoing activities working with schools • They have genuine interest in providing support in education services through support with SBMCs
Community Relations (External Validation)	• Active in 8 LGAs • Demonstrated cordial relationship with communities, but programs within the communities are periodic rather than continuous • Well known for out of school (Youths) HIV/AIDS sensitization and malaria workshops • Representatives for these trainings are drawn from various groups like the motorcycle riders (Okada), tailors, market women, CAN, JNI, Nigeria Red Cross Society, Boys Brigade etc.
Limitations	• Education activities are very much in the nascent stage

Summary Baseline Capacity Assessment



Capacity Area Assessment Charts




RHHF
Capacity Area: Programmes
Design and Development
Staffing
Operations
Research
Education
Monitoring & Evaluation
5
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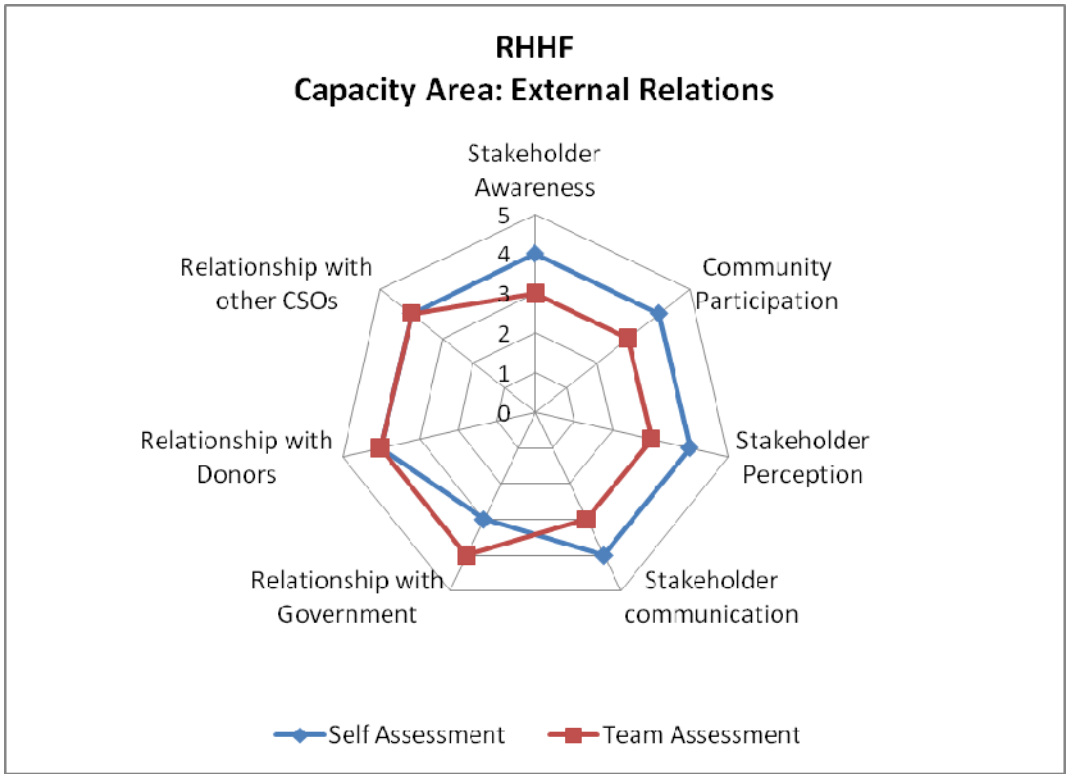
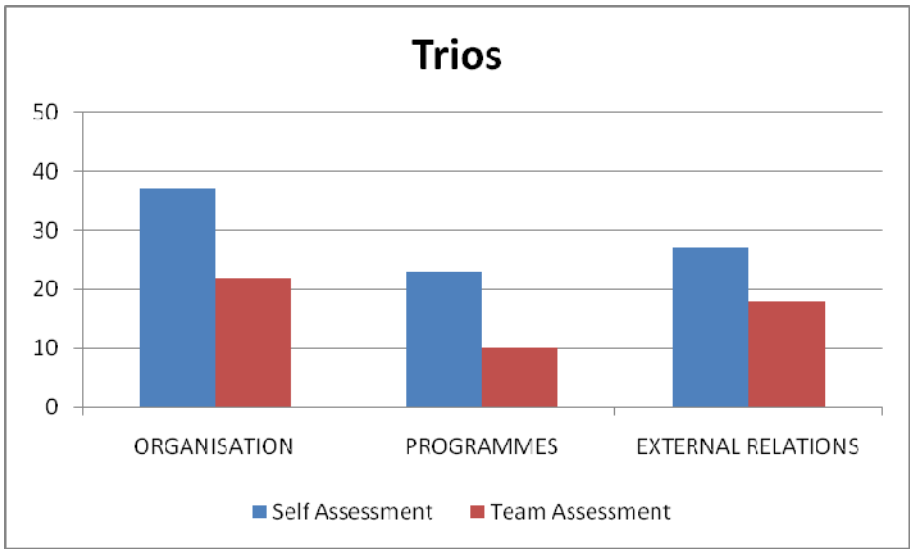
Self Assessment
Team Assessment

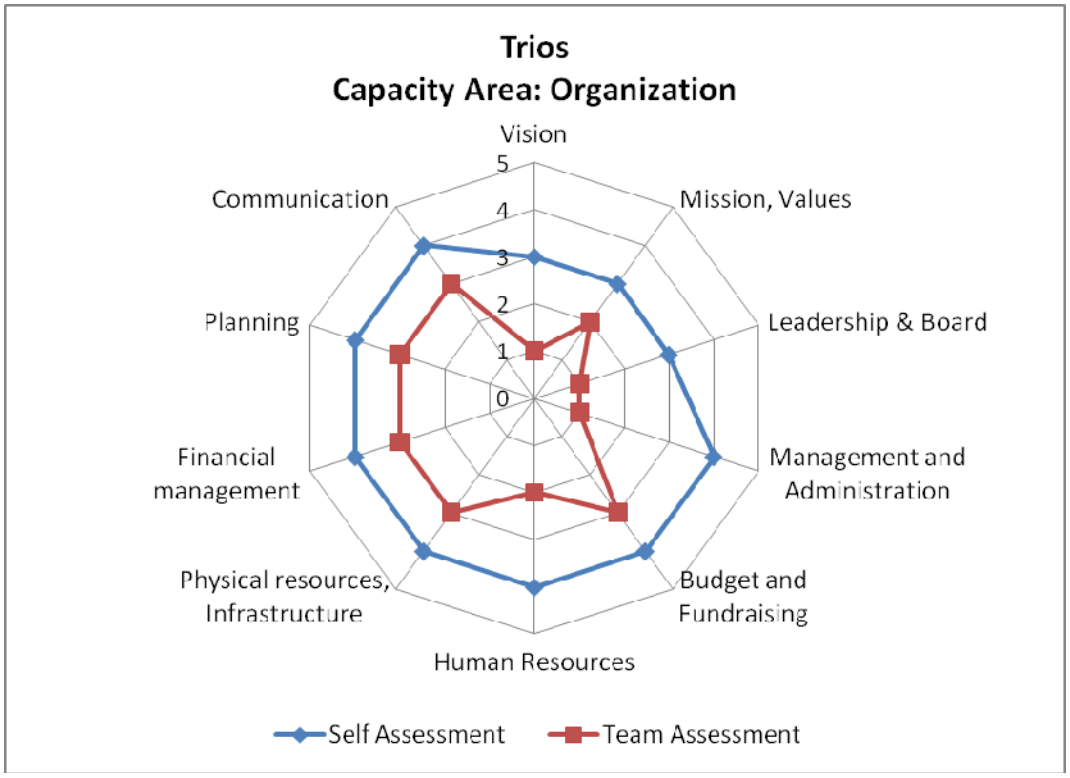

RHHF
Capacity Area: External Relations
Stakeholder Awareness
Community Participation
Stakeholder Perception
Stakeholder communication
Relationship with Government
Relationship with Donors
Relationship with other CSOs
5
4
3
2
1
0
Self Assessment
Team Assessment

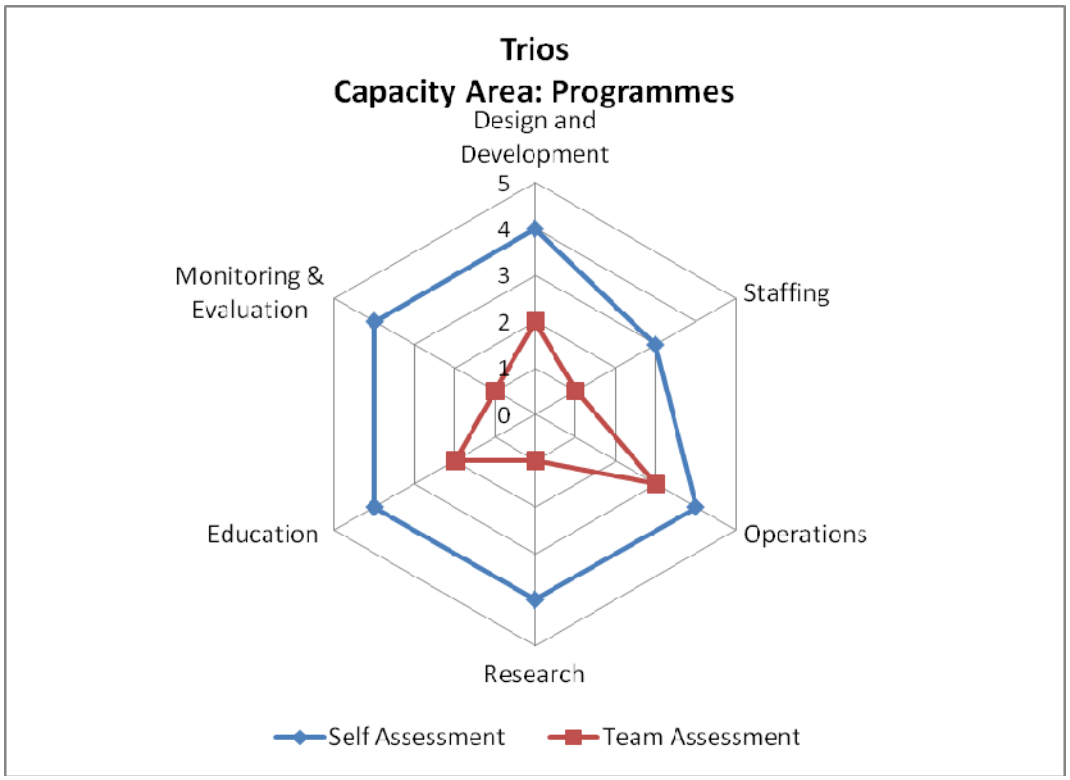
Trios Human Development Foundation	
Contact	• Ade Bodunde (No 8 Iloffa road, GRA Ilorin-Radio Kwara library)
Legal status	• Registered both with state and CAC
Organization Activities	• Engaged in water, sanitation and health enlightenment programmes in which about 2400 pupils have been reached
Community Relations (External Validation)	• Active in 10 LGAs • Recognized by the community, but appears to have not carried out any visible intervention or activities
Limitations	• In-depth assessment revealed the organization strength to rest in the executive director i.e. a one-man show • Not as well known as indicated in communities of operations • Demonstrated limited organization capacity

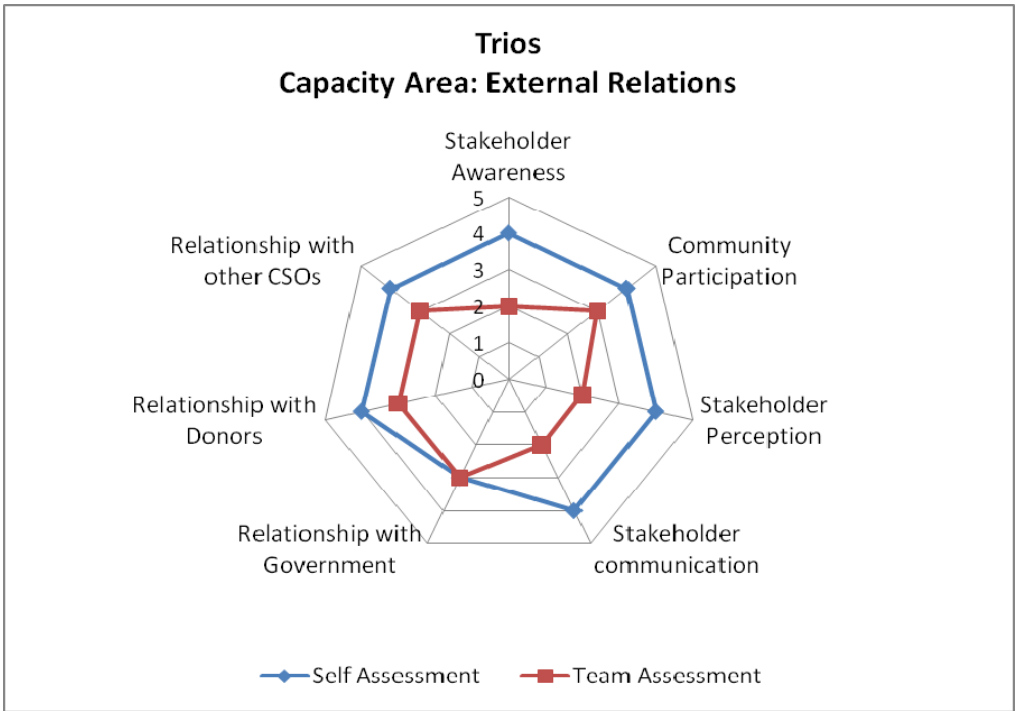
Summary Baseline Capacity Assessment



Capacity Area Assessment Charts

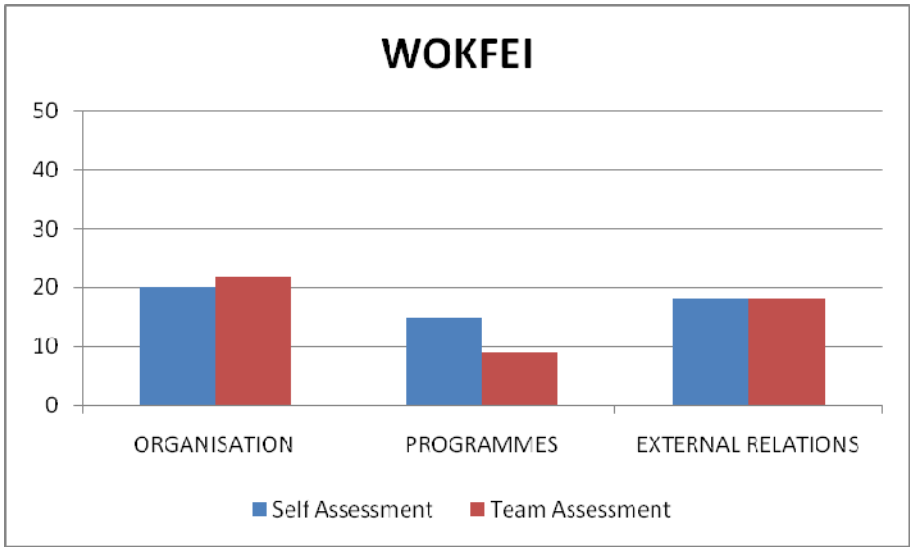




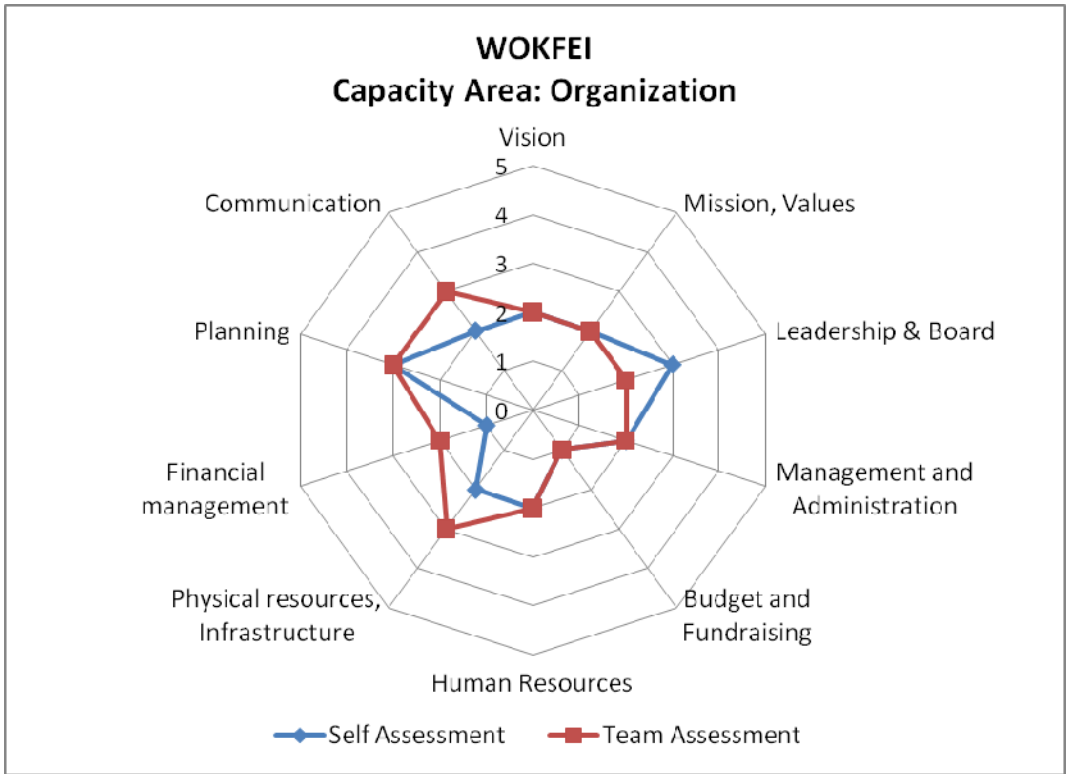


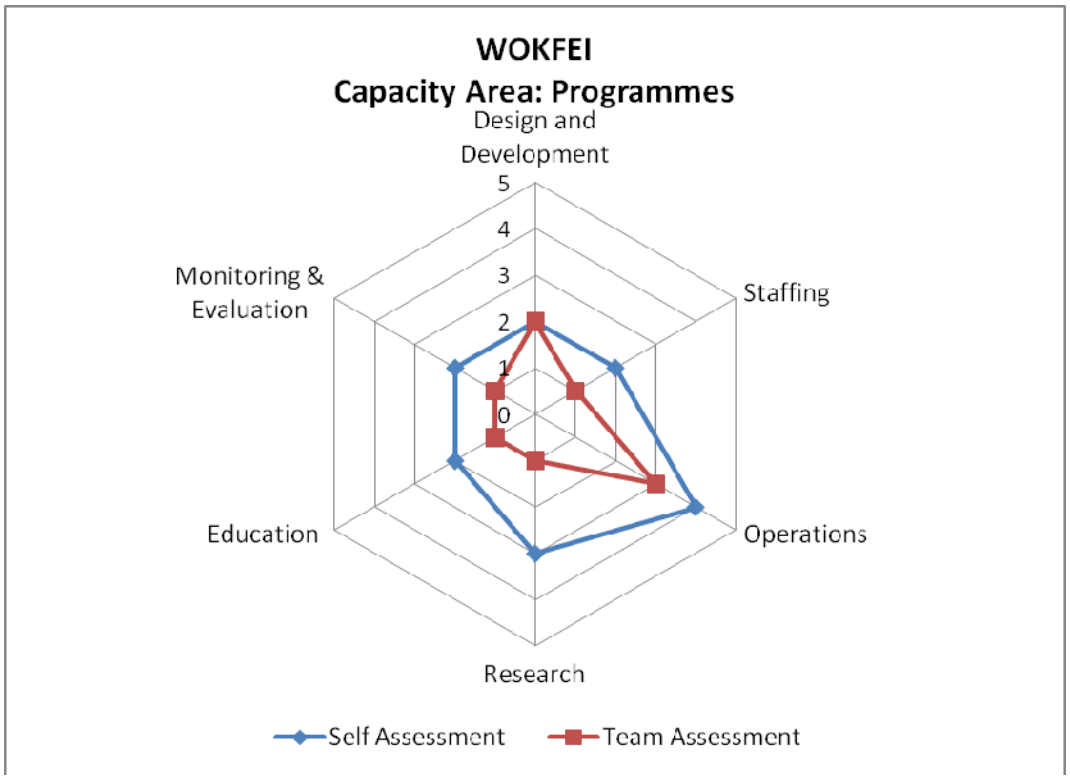
Womankind Family Enhancement Initiative	
Contact	• Mrs. Folashade Weni Adewunmi, 08030787503, womankindfei@yahoo.com
Legal Status	• Registered with the state in 2002 and with CAC in 2004
Organization Activities	• Activities indicate that they are a service provider and charity • They have been Involved in organising school debates and distribution of exercise books • Support Borstal Training Institute with provision of teachers • Provide scholarships for identified OVCs (in and out of school) • Also involved in distribution of bed nets in collaboration with the Red Cross
Community Relations (External Validation)	• Active in 9 LGAs • Recognized by the communities in Patigi and Ifelodun LGAs through different intervention programmes • Evidence abound on site among the fisher men of Gbaradogi from the sensitization on fish processing, provision of fishing processing implements, creation of shade for both women and men, sensitization of women and children on malaria and provision of mosquitoes net • Communities strongly expressed their feelings towards the organization's intervention programme the community
Limitations	• Limited engagement of stakeholders in program design and implementation

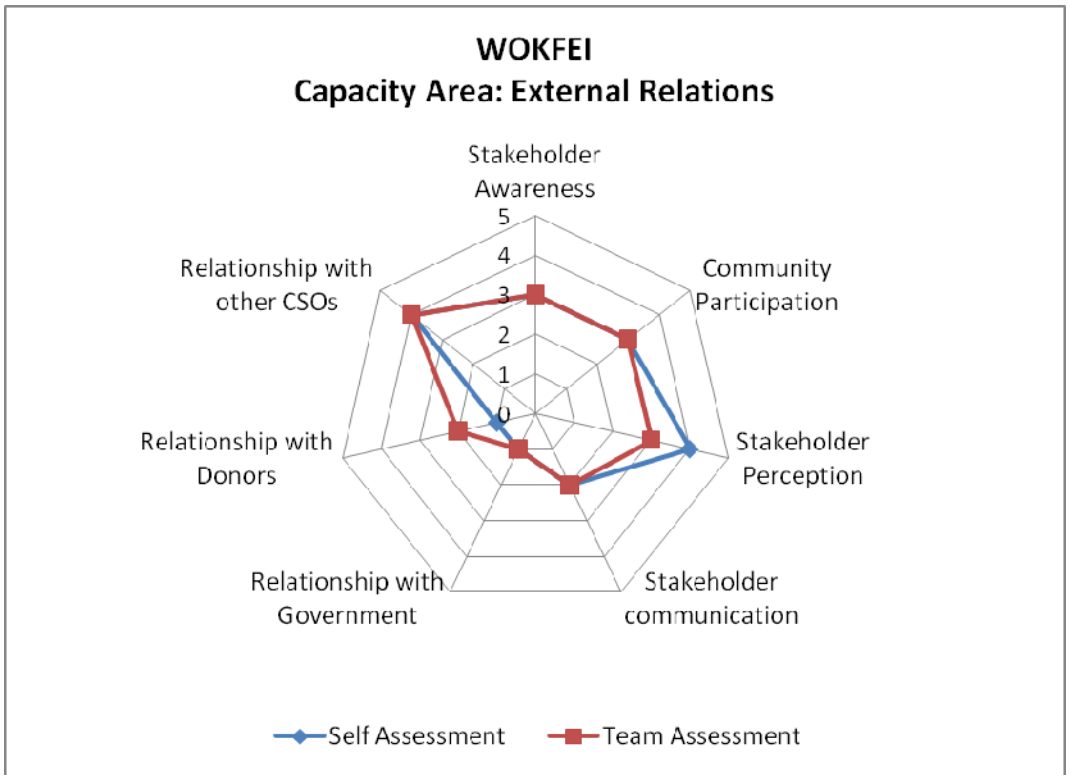
Summary Baseline Capacity Assessment



Capacity Area Assessment Charts




WOKFEI
Capacity Area: Programmes
Design and Development
Staffing
Operations
Research
Education
Monitoring & Evaluation
5
4
3
2
1
0
Self Assessment
Team Assessment


WOKFEI
Capacity Area: External Relations
Stakeholder Awareness
Community Participation
Stakeholder Perception
Stakeholder communication
Relationship with Government
Relationship with Donors
Relationship with other CSOs
5
4
3
2
1
0
Self Assessment
Team Assessment