

PIND CAPACITY BUILDING STRATEGY

1. Introduction

The Mission of the Foundation for Partnership Initiatives in the Niger Delta (PIND) is to establish innovative and dynamic multi-stakeholder partnerships that support and enable socio-economic development programs which improve standards of living for many communities in the Niger Delta. Under this mission, the Foundation established four program areas:

- Economic Development
- Capacity Building
- Peace Building
- Advocacy for Niger Delta Development

The main objective of the CB program according to the strategic framework is to build service delivery and engagement capacity of government, civil society and communities. The framework is clear in not encouraging isolated approaches but specifies a coherent portfolio for PIND in which all four sectors, “research, economic growth, peace-building, and capacity building efforts are interlocking aspects that are necessary to ensure a systematic approach to creating an enabling environment for broad-based economic growth in the Niger Delta”. This Capacity Building (CB) strategy addresses the integration intention of the Foundation’s strategic framework.

2. CAPACITY BUILDING MISSION

Build the capacity of government, civil society, and communities for effective socio-economic engagement, inclusive governance for growth and peaceful co-existence in Niger Delta.

3. VISION

A Niger Delta with increased local institutional capacity for improved service delivery, facilitating an enabling environment for inclusive socio-economic growth and peace. This will be achieved through institutional strengthening interventions that will include:

- Increasing awareness of capacity building needs and initiatives
- Increasing and growing the networks of diverse capacity building partnerships
- Developing capacity strengthening tools and models that can be replicated within and outside the Niger Delta Region.

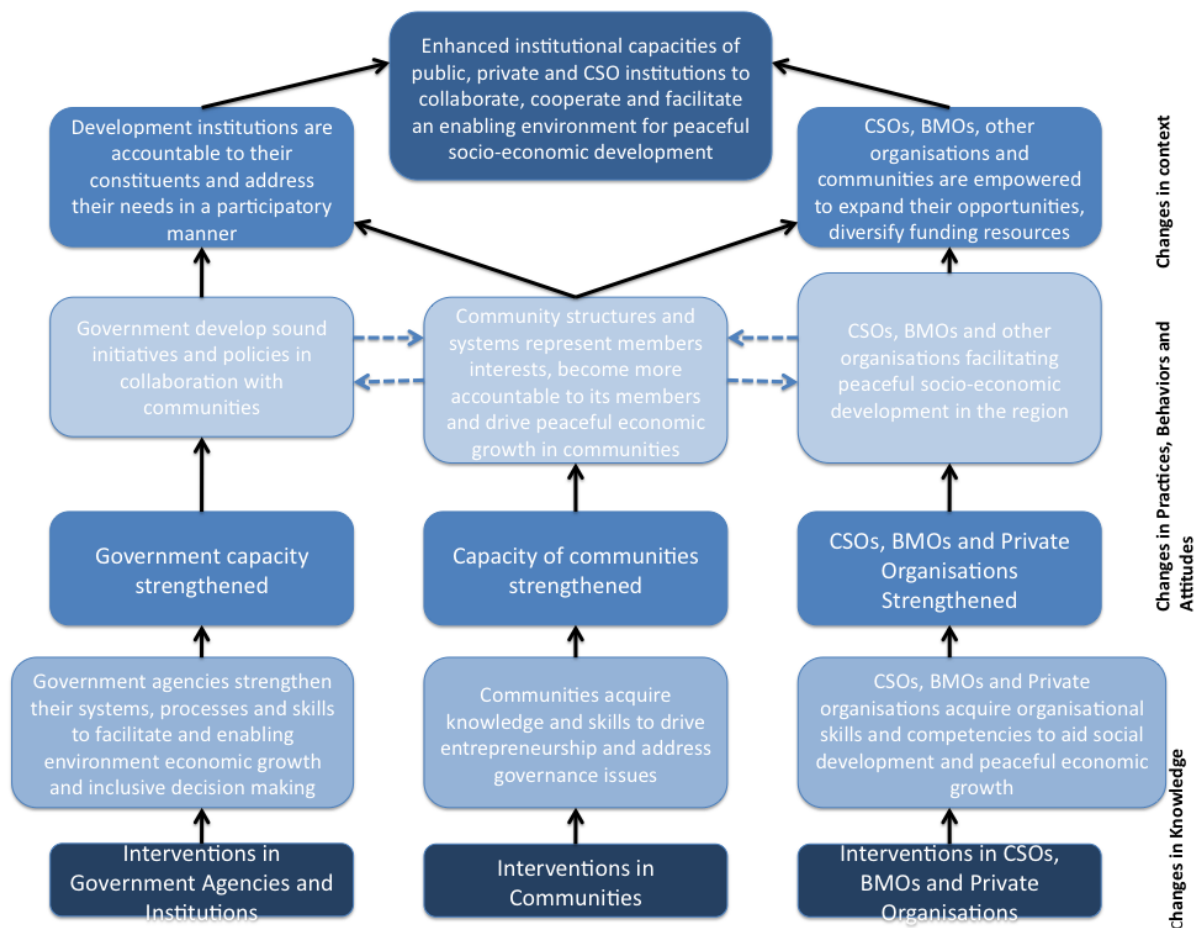
- Increasing coordination/collaboration/synergies in capacity building projects and other program areas.
- Monitoring effectiveness of capacity building interventions and readjusting support where necessary
- Increasing the body of capacity building research and analysis and knowledge sharing.
- Building internal capacity that allows PIND to deliver on Capacity Building objectives.

4. THEORY OF CHANGE

The theory of change that this approach rests upon is that:

- The Capacity Building Program provides organisational development and institutional strengthening assistance to a wide variety of stakeholders (Government, BMOs, CSOs, Communities, etc.)
- Skills acquired enhance their ability to engage and deliver on their mandate i.e. in providing services (government agencies); representing the interests of their members or target beneficiaries (BMOs, CSOs); their ability to engage in advocacy (CSOs and communities); or to achieve program objectives (PIND and PIND partners).
- The aforementioned changes in practices, behaviours and attitudes will increase opportunities for diversifying resources and addressing prioritized needs of Niger Delta communities in an accountable, participatory and sustainable way.
- This in turn will facilitate the enabling environment for active community participation, social development and peaceful economic growth.
- Ultimately bring about cumulative improvements in livelihood opportunities and living standards for people in the Niger Delta.

4.1 Results Framework for the Capacity Building Program



OBJECTIVES

5.1 Strengthened Government Capacity

- Strengthened systems and process of target government agencies for effective performance
- Improved engagement capacity of government to partner with Communities and CSOs for inclusive decision making.

5.2 Strengthened Organizational Capacity (CSOs, BMOs, Private Organisations)

- Improved systems and processes of organisations in the Niger Delta

- Improved technical (project management) capacity of organisations to access resources for community development
- Strengthened capacity of partner CSOs and BMOs to advocate for inclusive economic reforms and equitable growth in the Niger Delta

5.3 Strengthened Capacity of Communities

- Increased quality of representation, accountability of leaders to community members
- Strengthened capacity of community members and associations to engage in decision-making, local governance, entrepreneurship and community development

6. PRINCIPLES

All capacity building work to be based on:

- **Participatory approaches:** The CBP will involve beneficiaries and other stakeholders in designing, implementing, monitoring and evaluating its activities and projects.
- **Harmonisation with government programs:** CBP will align its interventions with government plans and programs.
- **Youth & gender mainstreaming:** The CBP will mainstream both youth and gender into its interventions.
- **Transparency & accountability:** The CBP will adopt a transparent process in its partnerships and also share results from the program and its various projects with relevant stakeholders.
- Prioritize partnerships with reform minded government and CSOs that have clearly defined constituencies and/or target beneficiaries
- Partnership with other PIND programs for proper integration of PIND objectives
- Sustainability: Ensure local ownership of capacity building support

In summary, this plan is a system owned by the Capacity Building program that takes the lead on building and strengthening the institutional capacity needs of PIND partner organisation, public agencies and other Niger Delta focused organisations. This will be achieved by building partnerships with other PIND project teams, collaborating and implementing partners and other Niger Delta stakeholders. So that PIND programs, partners and other local, states, regional and even national institutions can leverage on the outcomes of increased capability of beneficiaries from the Capacity Building program. Political

instability, community conflicts, limited time and resources acting as constraints to the achievement of plans.

7. STRATEGIES

The strategies for implementing the CBP will fall within the framework of building capacity within target organisations/institutions and strengthening external engagement capacity development and institutional strengthening. This will entail addressing strategic and operational plan, business development plan, organisational governance issues, service delivery, communications, advocacy, operational policy development and implementation etc.

7.1 Strengthened Government Capacity

The CBP in collaboration with PIND teams and other partners will work with government agencies that have demonstrated commitment to partner with PIND on capacity development within the region and will seek to:

- **Strengthen systems and processes of target government agencies for effective performance**

Activities:

- I. Support for the development of a strategic plan
- II. Support for the development of an accounting system and

- **Improve engagement capacity of government to partner with Communities and CSOs for inclusive decision making**

Activities:

- I. Develop mechanism for engaging with communities and prioritizing their needs
- II. Support public/private dialogue between communities, private sector, NGOs and government

7.2 Strengthened Organisational Capacity (CSOs, BMOs and Private Organisations)

The CBP in collaboration with PIND teams and partners will identify key CSOs, BMOs and Private Organisations and will seek to:

- **Improve systems and processes of organisations in the Niger Delta**

Activities:

- I. Capacity assessment to identify strengths and weaknesses of systems and processes in target organisations
 - II. Interventions to build operational capacity of target organisations
 - III. Coaching and mentoring support to strengthen internal systems and processes
 - IV. Provide seed funds to encourage learning-by-doing
- **Improve technical (project management) capacity of organisations to access resources for community development**

Activities:

- I. Facilitate networks, partnerships and collaborations amongst organizations
 - II. Training & capacity development for Niger Delta organisations, facilitators and partners on project management, business management, financial management, managing for results and resource mobilization etc.
 - III. Provide seed funds to encourage learning-by-doing
- **Strengthen capacity of partner CSOs and BMOs to advocate for inclusive economic reforms and equitable growth in the Niger Delta**

Activities:

- I. Support CSOs to build skills on evidence-based advocacy and mobilize clusters for engagement with government
- II. Provide seed funds to encourage learning-by-doing

7.3 Strengthened Capacity of Communities

The CBP in collaboration with PIND team and other partners will seek to:

- **Increase the quality of representation and accountability of leaders to community members**

Activities:

- I. Awareness and knowledge improvement sessions, workshops and forums
- II. Innovative and creative platforms to promote community level engagement.
- III. Support community accountability groups/forums

- **Strengthen capacity of community members and associations to engage in decision-making, local governance, entrepreneurship and community development**

Activities:

- I. Capacity building for community associations
- II. Build leadership capacity of target groups in communities
- III. Skill acquisition and business development training
- IV. Coaching and mentoring of target groups in communities

8. CURRENT CAPACITY BUILDING PROJECTS

8.1 CAPABLE

- Intermediate training in Proposal Development; Computer and Communications in a Development Environment and Financial Management and Reporting
- Advanced training in Monitoring and Evaluation in a Project Cycle, ICT/Social Media and Resource Mobilization and Fund Raising.
- Other specialized training such as M4P Approach to Development Programming, WASH Training, Gender Training.
- Challenge Fund and post-training mentoring
- Community of Practice platform
- Youth Leadership Capacity Building Training

8.2 LEAD

- Capacity building of LGCs and State Agencies on strengthening local governance

8.3 SACE

- Capacity building of Civil society organizations in the Niger Delta

8.4 Mainstreaming capacity building

- Conduct organizational capacity assessment of Market Development projects BMOs
- Carry out interventions to building capacity of the BMOs

8.5 Government Engagement

- Technical support for CSO/NGO Unit of Cross Rivers State Govt.
- Technical support for Gender and Development Unit of Cross Rivers State Govt.

9. CAPACITY BUILDING PROGRAM AND PARTNERS (ROLES AND RESPONSIBILITIES)

9.1 Roles and Responsibility for CBP

- CBP takes the lead in identifying partners.
- CBP ensures that partners comply with CBP principles and partnership agreements.
- CBP works with partners to identify capacity needs and areas of interventions.
- CBP contributes funding and in-kind resources to projects and also monitors implementation of projects by project partners.
- CBP takes responsibility for reporting results of projects to the Foundation and its stakeholders.
- CBP explores resource leveraging opportunities.

9.2 Roles and Responsibilities for Partners

(USAID, Chemonics, RTI, MARKETS II, MADE, WAD)

- Implements activities based on principles of CBP and in line with guidelines of the Foundation.
- Responsible for implementing and monitoring activities based on project Results Framework.
- Donor partners shall make cash contributions for the implementation of programs.
- Implementing partners report on project implementation and make recommendations for adjustment when necessary.

10. COMMENT

10.1 What we should be doing but are not

- Taking the lead for the organisational development and institutional strengthening of both internal and external stakeholders
- Take the lead on initiating discussions and meetings with other programs and project team leads.
- Clarify the interventions of organisational developments and institutional strengthening within other program areas
- Set specific timelines for evaluation and data collection by aligning needs with partners and beneficiaries
- Initiate downward and horizontal accountability to so as to help facilitate the data collection process.
- Download and set up a OneNote app account for storing CB program data
- Identify a system and process for reviewing and revising this strategic plan
- Mainstream gender into this strategic plan
- Develop a CB program database of M& E indicators

11. PROGRAM AREA MANAGEMENT

Implementation of this strategic plan will require team members to put in place a system of continuous management, which will monitor progress towards the achievements of indented plans. Based on feedback, it will also need to adapt the framework to maintain responsiveness to the capacity building needs of stakeholders. Team members in collaboration with other members of the PIND Foundation will undertake this management and oversight function. This will be achieved using the steps identified in the conceptual activity model below.

11.1 Conceptual Activity Model for Implementing this Framework

1. Initiate meetings with other program teams to identify the organisations they work with and understand their operational strengths and weaknesses
2. Identify organisational development and institutional gaps of organisations within the region
3. Undertake assessment of identified organisations to determine the level of support required to bridge capacity gaps
4. Communicate issues with relevant teams including M&E and Management by seeking solutions and agreement
5. Design interventions with clear objectives, results and indicators in line with findings
6. Communicate plans with relevant PIND team including M&E and Management
7. Implement activity based on feedback
8. Monitor and adjust 1-7
9. Monitor and Evaluate (defining criteria for Efficacy, Effectiveness and Efficiency)
 - i. Efficacy: Does the system work? Is the transformation achieved?
 - ii. Effectiveness: comparison of the value of the system and the resources needed to achieve the output. In order words is system worth while?
 - iii. Efficiency: Does the system achieve its longer term goal?

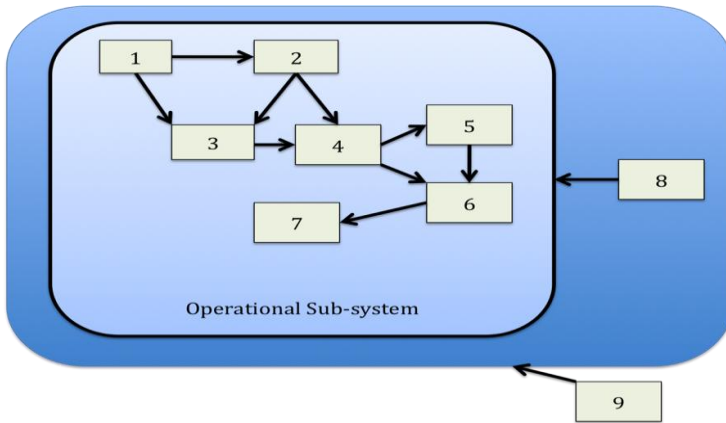


Diagram of the conceptual activity model in an ideal situation