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PACFaH@Scale (PAS) Project - Assessment of Capacity Building for Grantees

By:



LBS
Sustainability
Centre

About the Capacity Building Support

The Lagos Business School (LBS) has supported the CSO capacity building component of the Partnership for Advocacy in Child and Family Health at Scale (PAS) project anchored by the development Research and Project Center (dRPC) Nigeria since 2020. Since that time, the Lagos Business School (LBS) has supported the dRPC in the following ways:

- ❖ Customized a Corporate Governance Training Program for the dRPC's Board;
- ❖ Trained CSOs in the dRPC's PAS project;
- ❖ Trained staff of the dRPC managing the PAS project.
- ❖ Through reflective discussions with the dRPC management on the sustainability challenges of CSOs in Nigeria, the LBS has shaped the design of the PAS project as the dRPC management have implemented points

This presentation assesses the impact of the training by LBS and WACSI



Facilitating Participatory Development

About the Study



The aim of this study was to assess the efficacy and impact of the training on the PAS CSOs. The PACFAH@SCALE project, led by the dRPC in collaboration with LBSSC and WACSI, is a capacity-building initiative aimed at assisting CSOs in improving their organizational and technical capacity through training in governance and leadership, project management, financial management, communication impact and monitoring, ethical conduct, and strategy in order to deliver strong evidence-based advocacy messages while also sustaining and growing their organizations.

Key Project Deliverables

- Develop a scientific methodology to draw a representative sample of PAS CSOs
- Develop an interview guide with a short list of 7 to 9 questions around questions of concern for the dRPC and the foundation: new knowledge/aptitudes/skills gained from the training; application of the new knowledge/aptitudes/skills to the participants work in the PAS project; application of the new k/a/s to work of the participant in the child and family health space; application of the new k/a/s to the sustainability of the CSO
- Analyze findings and summarize key findings on the impact and effectiveness of the trainings to strengthen capacity in the CSO space



Methodology & Activities



e-mail



online survey



Phone calls



Data Analysis

Email

The survey questions was sent to the PAS CSOs via e-mail

Phone Call/Text Message

We called the PAS CSOs and sent a text message after a day of no response. The main reason for this is because the majority of PAS CSOs reside in locations with poor internet access.



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The Lagos Business School (LBS) Sustainability Centre trainings attended by dRPC nominated participants.

Number of participants - **11**

Male - **5**

Female - **6**



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Nonprofit Leadership and Management Certificate Programme (NPLM)

AACSB ACCREDITED AMBA ACCREDITED

This programme is supported by **FORD FOUNDATION**

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LBS Sustainability Centre

Nonprofit Management for Senior Executives (NPMfEx)

This programme is supported by **FORD FOUNDATION**



	<i>No. of Participant</i>	<i>Male</i>	<i>Female</i>
<i>Organization Governance and Leadership</i>	8	4	4
<i>Project Management</i>	7	6	1
<i>Financial Management</i>	7	6	1
<i>Community Impact</i>	14	7	7

ASSESSMENT POOL



Global Initiative for Women and Children



West African Academy of Public Health



A total of 18 organisations participated from the programmes.

10 organisations are respondents to this assessment



❖ **InterFaith Public Health Advocacy Lagos (IPHAL)**

Impact Findings

From the study, CSOs showed improved knowledge in the various subject areas as illustrated on slide 10. On a scale showing “Highly Improved, 5, 4, 3, 2, 1 and Not Improved”, 19% indicated that they have highly improved, 27% indicated 5 (Surely Improved), 54% of CSOs stated 4 (improved) which demonstrates that all CSOs polled believed the course improved their knowledge.

Similarly, slide 11 shows that all the CSOs involved in the study affirmed that their organizations improved in the areas covered by the training such as Structure and procedures (28%), ethical behavior (18%), strategy and organization (64%), monitoring and evaluation (36%), communication (72%), financial management (28%), and program/project management (63%). A ripple effect of the progress made in these areas showed a 9% improvement in other areas such as in succession planning, taxation rules and regulations.

Again, the CSOs rated the influence of training on the jobs they hold from slide 12 and how it aids them in achieving their organization's goals. On a scale showing “Highly relatable, 5, 4, 3, 2, 1 and Not relatable”, 9% indicated that the training was highly relatable, 63% indicated 5 (surely relatable) and 28% indicated 4 (relatable).

Furthermore, the data on slide 13 and 14, showed that 91.7% of CSOs showed improvement in their monitoring and evaluation skills and were able to build processes and standards for operations in their organization, whereas 8.3% said they had not developed any processes or standards.

Impact Findings

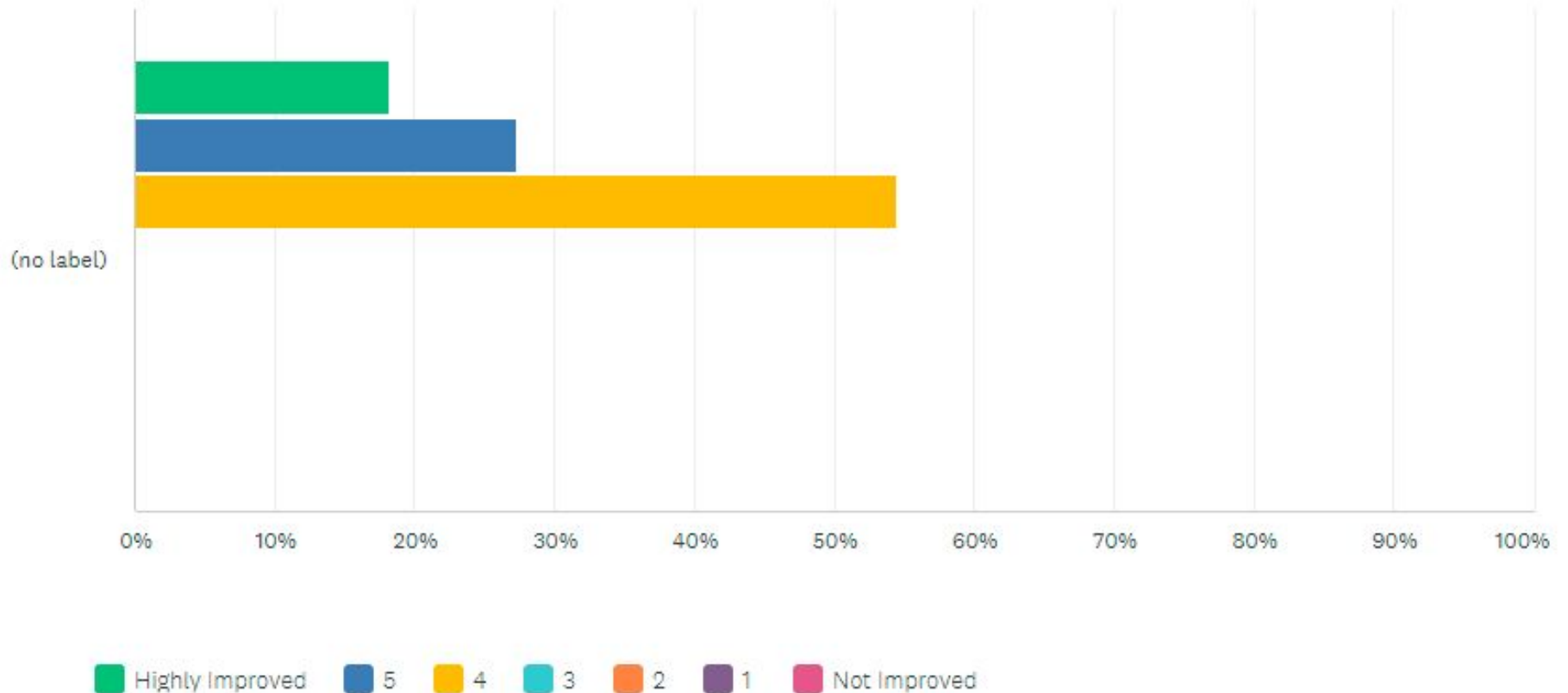
In summary

- All CSOs from the survey indicated Improved Knowledge gained from training in different subject areas.
- The training was relevant to the roles and operations carried out by organisations. CSOs had an increase in roles and responsibilities in their organisation.
- 91.7% of CSOs from the survey had improved skills which enabled them develop processes and structures in their organisation.
- CSOs indicated that new processes were implemented in their organisation after training such as; monitoring, teamwork, communication, expanded advocacy, ethical conduct, branding and financial management.
- 86.6% of CSOs acquired tools and techniques to improve financial management practices

Impact Summary - Improved Knowledge

Evaluate how the programmes you attended improved your knowledge in the subject areas?

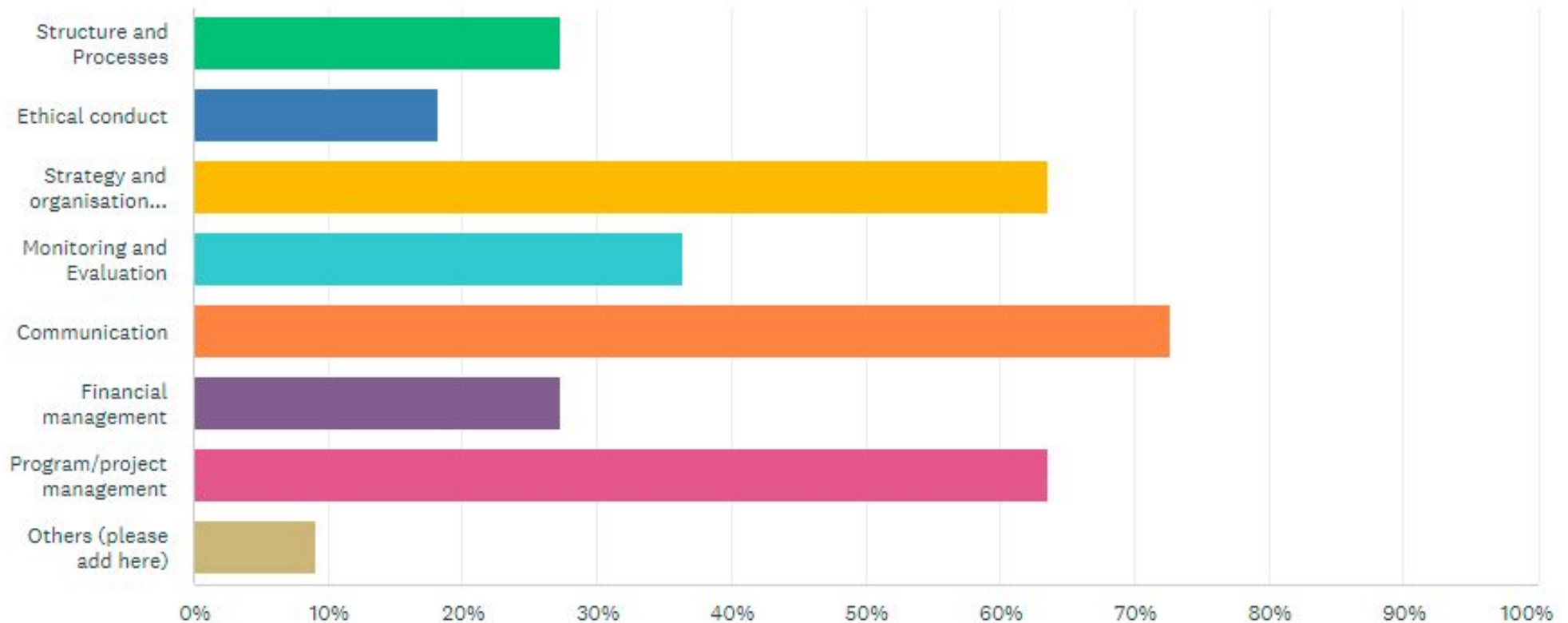
Answered: 11 Skipped: 0



Impact Summary - Improved Knowledge

What area(s) of your nonprofit organization has improved as a result of the knowledge gained from ...

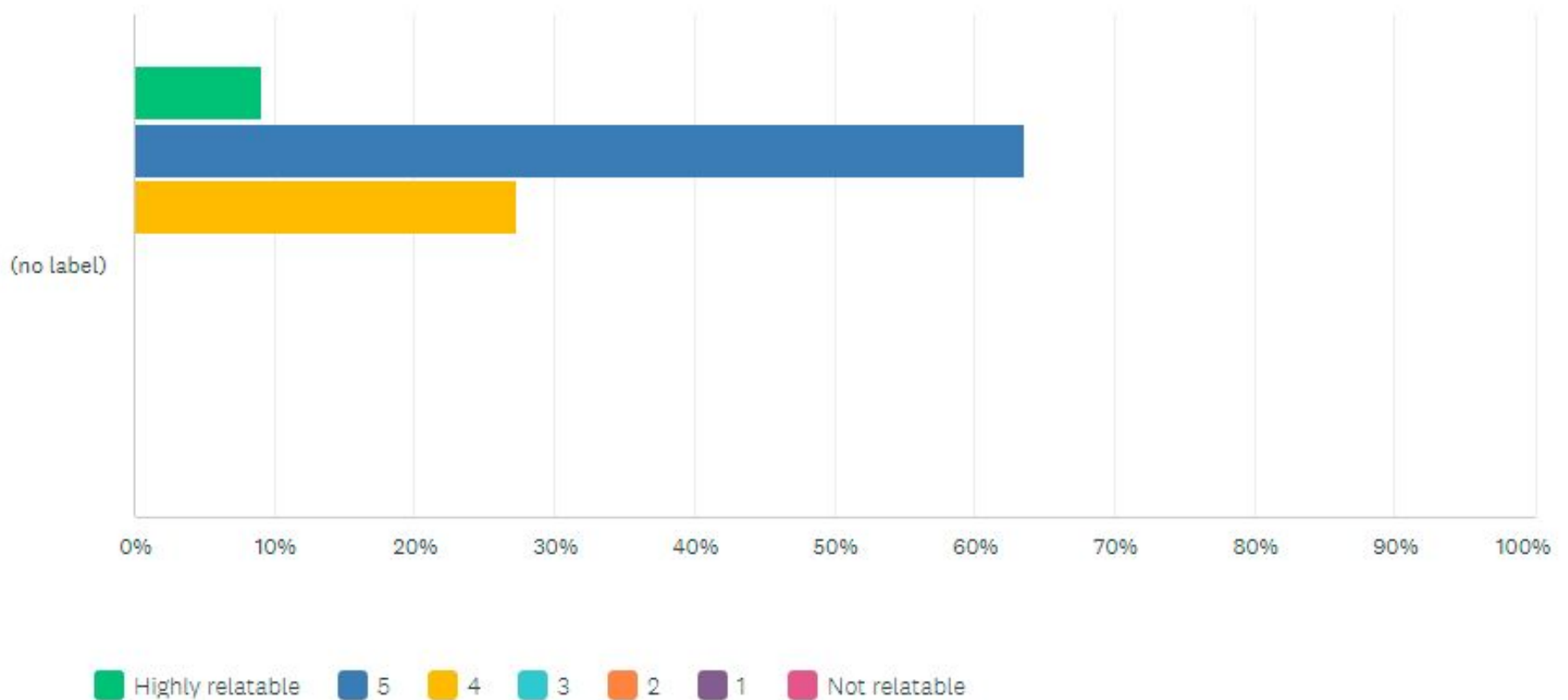
Answered: 11 Skipped: 0



Impact Summary - Relevance to role and organisation

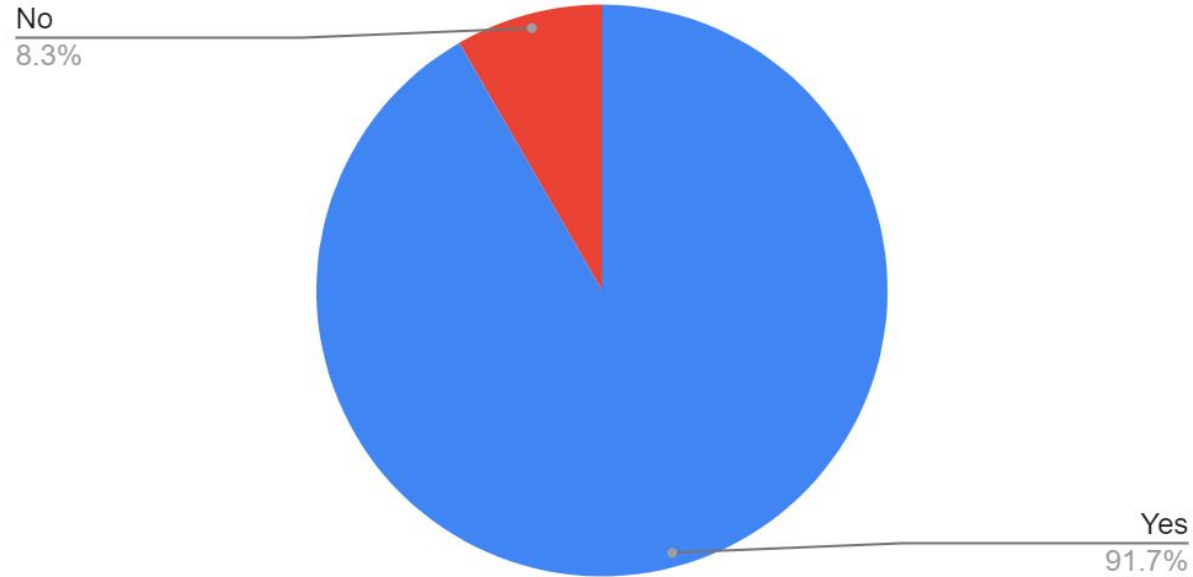
How would you rate the impact of this training as it relates to increased roles and/or tasks in your ...

Answered: 11 Skipped: 0



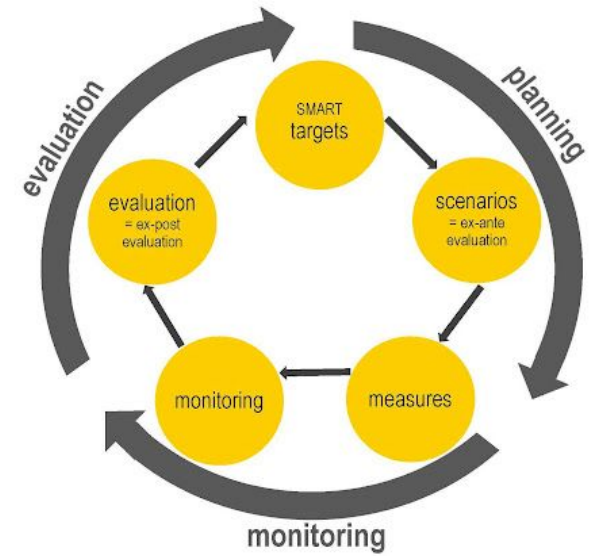
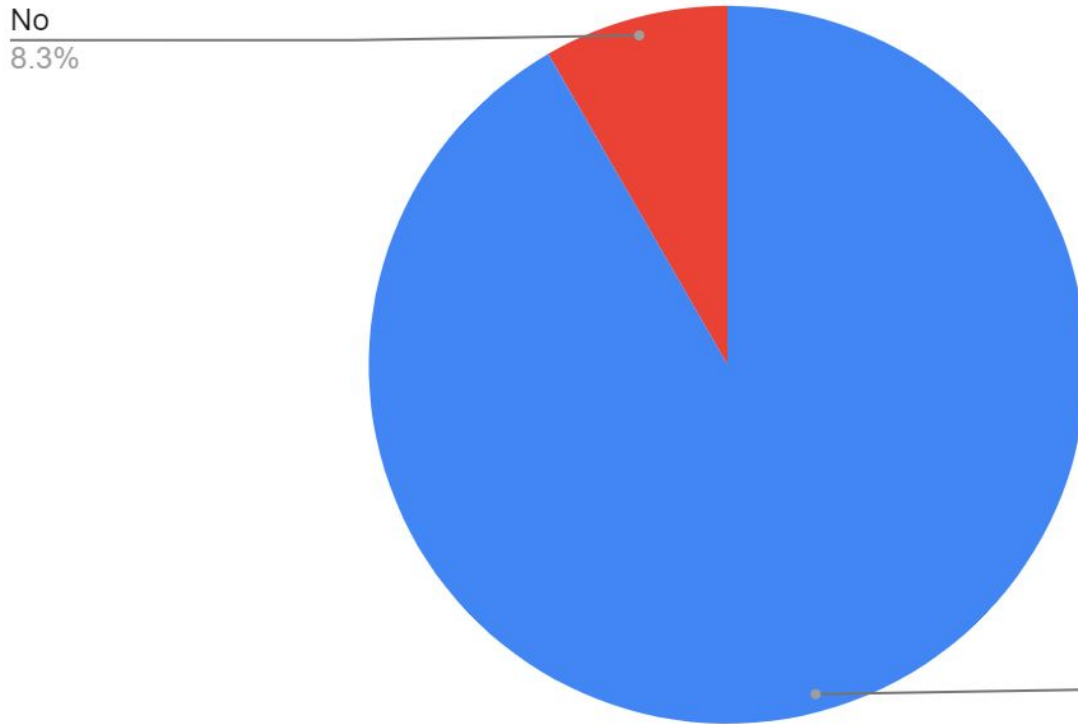
Impact Summary

Training helped us to develop processes and standards for our operations.



Impact Summary

Count of The training improved my organisation's monitoring and evaluation knowledge and processes.



Testimonials/Impact Stories

It opened my eyes to see the competitiveness of grant bidding processes and that funders would not necessarily award you their funds because you have noble intentions but the impact you have had so far, the scalability of your project and how your project aligns with their funding priorities and outlook

- *Abraham Shobowale (West African Institute of Public Health)*

On financial management, before the training, staff salary were paid without deducting P.A.Y.E but now P.A.Y.E is deducted and paid to revenue office in compliance with taxation rules and regulations

- *Hajiya Hafsat Kolo, PAS CSOs AMMKaS*

This program was more of a reinforcement of the processes my organisation already has. It was rewarding to better understand the whys of the structures and processes and benchmark my organisation. Personally, I have also had a closer look at succession plans especially in a small organisation and how to go about it. Better documentation and keeping all staff abreast of activities and outcomes of each core technical area so as to mitigate loss of critical data upon exit of a staff.

- *Ijeoma Nwankwo (Pharmaceutical Society of Nigeria Foundation)*

On financial management, it has improved on financial internal control of the organization. The organization has engaged a compliance officer who ensures that all transactions are in accordance with organizational values

- *Hajiya Hafsat Kolo, PAS CSOs AMMKaS*

Testimonials/Impact Stories

Project management improved due to the impact of the training. We now work with our action plan perfectly and deliver more. Our capacity to implement more activities improved. We can now handle more activities at a go (multitasking).
- *Aminu Ado Yakasai (Medical Women's Association of Nigeria)*

Communication process has improved as we now used bottom top approach which strengthen staff inclusiveness in decision making in the organization Had step down training to other staffs to improve their capacity and confidence in carrying out their roles and responsibility in the organization
- *Hajiya Hafsat Kolo (Accountability Mechanism for MNCH in Kano State)*

We have been able to focus on growing and improving our leadership and management relationship
- *Elizabeth Joe (Planned Parenthood federation of Nigeria)*

In the area of governance especially, I better understand the role of the Board of Trustees in non-profits and making it easier to further streamline and strengthen the activities of the foundation
- *Ijeoma Nwankwo (Pharmaceutical Society of Nigeria Foundation)*

Post- training , one of the first thing I did with my team was to integrate communications and programme management training for our interns and volunteers which was originally not part of the onboarding process. It has so far enhanced some of the capacity of our new team members in adding value to their various assignments.
- *Dr Francis Ohanyido West African Institute of Public Health*

Recommendations and Conclusion

Based on the survey data, we can infer that the training was a success, as it achieved the training's goal and influenced knowledge and skills that CSOs are now implementing, as evidenced by their testimonials and impact stories. However, for continuous improvement, the following can be considered;

- Continuous engagement with CSOs; majority of CSOs have developed the processes and structures they learnt in training; the task now is to maintain these established standards.
- Conduct a baseline study of CSOs challenges and trends that can be implemented in trainings to address CSO challenges that are evolving
- To maintain continuity, CSOs should get succession planning training and be encouraged to develop a sustainability strategy

About Us



[Lagos Business School \(LBS\)](#) is the graduate business school of Pan-Atlantic University and was founded on inspirations from the teachings of St Josemaria Escrivá, the founder of Opus Dei. LBS offers academic programmes, executive programmes and short courses (customised to specific company needs, as well as open-enrolment courses) in management. Its offerings have been accredited globally and ranked among the best in Africa, as it systematically strives to improve the practice of management on the continent. The business school's efforts have been recognised by several world-class accreditations and rankings. Besides the quality bar set at world standards, LBS programmes also stand out because of the emphasis on professional ethics and service to the community.

[The Lagos Business School Sustainability Centre](#) was launched in 2010. First of its kind in Nigeria, the centre is designed to refocus the relationship between business and its stakeholders by ensuring a consistent development of responsible business leaders, working with organisations on becoming positive change agents that incorporate sustainable practices in their operations, develop innovative products and services that transform their communities, protecting the environment while at the same time generating economic value.



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