

Capacity Assessment Report

Concept for Community Programs
June 2020. Kismayo

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Capacity Assessment for Concept for Community Programs (CCP)

1. Introduction

Concepts for Community Programs (CCP) is a national, non-for-profit humanitarian and development organization in Somalia; it was established in 2011. The organisation's main office is located in Garowe and the sub office where the assessment took place is located near Maxfal Mosque, Farjano, Kismayo. Currently, the organization operates in Jubaland and Puntland States and is planning to expand to the other regions within Somalia and to neighbouring countries.

CCP implements diverse projects in the good governance and democracy sectors. The organization has implemented access to justice project in Jubaland where it supports GBV survivors and victims of torture to get representation in the court. The organization also implements civic education, human rights monitoring, women and youth empowerment, environmental conservation and peace building programmes in Puntland state.

CCP has Nine (9) staff members in the Somalia program of whom five are male and four are female. The organization have representatives in Kismayo and Mugadishu since the projects have been closed due to funding gap. The main constituent beneficiaries of the organization are women, persons living with disabilities, minority clans, children, youth and general public. The main donor of the organization is UNOCHA

2. The Assessment Process

The capacity assessment of CCP took place at the organization's sub office located at Farjano Village near Maxfal Mosque, Kismayo on 07/05/2020. The assessment was conducted by Mr Hassan Mursal Ahmed, the FCG Sweden Consultant based in Kismayo. The organization was represented by:

1. Abdi Ali Hassan-Lower Juba Coordinator

Subsequent to the assessment, the report was shared with the CCP Management for their input and to provide additional information on issues that the Lower Juba Coordinator may not have been in position to provide; this report has incorporated the feedback that was received from the management of the organisation in Garowe

In carrying out the assessment, FCG Sweden used the facilitated self-assessment approach wherein the facilitator would lead the discussion on what are the characteristics an efficient organisation should exhibit in a given focus area. The assessment focused on nine (9) key areas and these are:

1. Basic organisational information
2. Key activity sector, including
 - a. Key constituents/beneficiaries
 - b. Geographical locations where the activities are implemented
3. Governance/democratisation, advocacy and policy influencing
4. Networking, partnership and collaboration
5. Constituency/beneficiary relations
6. Technical knowhow in governance, democratisation, advocacy and policy influencing
7. Organisational and management capacity
 - a. Financial management
 - b. Procurement
 - c. Grant application/fundraising processes
 - d. Human resources management
8. Strategies and results

9. Organisational financing

The participants were asked to describe key practices the organisation has adopted in implementing its programmes/projects and operations as set out in sections 3-9 and the organization's knowledge and capacity on these key sections were rated as poor-fair-good-excellent. FCG Sweden had developed a concept note and tool that were used in carrying out the mapping and assessment; the concept note and the tool have gone through extensive internal review and also benefited from input by the client (EUD). The tool that was deployed in carrying out the assessment is annexed to this report.

3. Findings

3.1. Capacity for advocacy and policy influencing

CCP implements access to justice, human rights monitoring and reporting projects. The organization focuses on the following advocacy issues: advocate for GBV survivors to access justice by providing legal aid and protection, contributed to the anti FGM Bill in Jubaland which is scheduled for discussion within the cabinet. CCP supports the Ministries of Justice in Jubaland and Puntland with experts and hiring lawyers to support the capacity of the ministries on drafting of bills as well as with development and implementation of good governance and democracy strategies such as participation especially for marginalized groups like women, youth and minority clans in IDPs. Other issues on which the organisation carries out advocacy and policy influencing work are access to justice and also on environmental conservation.

While the organization does not have a written advocacy/policy influencing strategy which guides its advocacy and policy influencing work, the main focus of its advocacy work is on access to justice and environmental conservation. The organization acknowledged the need to have a written strategy and to align its advocacy and policy making activities to the strategic plan and to utilize its relationship with government ministries for better policy influencing and advocacy. The organization acknowledge the need to build its capacity on the constitution making process especially sections touching on the human rights and protection of marginalized groups. CCP also noted that it is necessary to align the Federal Constitution with the constitutions of the Federal Member States; to be able to effectively participate in and contribute towards the aligning of the constitutions, CCP stated that it would require capacity building in constitution and policy making process.

3.2. Networking/Partnership/Collaboration

The organization has a collaborative relationships with government ministries on access to justice, protection, human rights and environmental conservation. The following are the key State Ministries it collaborates with:

- a) Ministry of Justice at both state and federal level
- b) Ministry of Women Development and Family Affairs in Puntland
- c) Ministry of Agricultural in Puntland

CCP collaborates with these ministries through face to face meetings, emails/letters and in workshops. For the past six months, CCP has had three face to face meetings, exchanged six emails/letters and participated five workshops. This data is an estimate and accurate data on the collaboration and networking with government ministries was not available. The organization belongs to the following networks:

- A) Somalia NGO Consortium
- B) Charter for Change Network
- C) GBV Prevention Network

D) Alliance for Child Protection

The organization has no collaborative partnerships with the private sector, research institutions and universities. The organization acknowledged the need to collaborate with the private sector, research institutions and universities to benefit their knowledge base and resources in order to have access to research and knowledge that will allow it mount more relevant and impactful advocacy and policy influencing campaigns

3.3. Constituency relations

The organization's beneficiaries are women, minority groups, persons living with disabilities, children, youth, farmers, pastoralists and the general population. The organization involves its constituency groups when designing projects and programs using various methods by holding face to face meetings, printing flyers/posters and TV talk shows. For the past six months, CCP has conducted two face to face meetings, printed flyers/posters four times and held TV talk show two times. CCP communicates results with its constituents through face to face meetings and flyers/posters. The Jubaland sub-office has for the past six months conducted two meetings and printed flyers/posters three times; meetings are usually held with community leaders who include: Kismayo village leaders, women groups, representatives of the disability groups and farmers associations.

3.4. Programming areas

The Head of Programmes leads the programme team and provides technical support to the program staff for the whole of CCP projects. The Lower Juba Coordinator is conversant with the project cycle management and stated that the program team is qualified and has knowledge on project cycle management. The representative exhibited knowledge on issues of key governance processes such as parliamentary calendar and the law making processes. The program team in Kismayo is headed by the Lower Juba Coordinator and is supported by the Lower Juba Assistant Coordinator, Program Officer and Program Assistant. CCP has laid off these staff due funding gap and currently, the Lower Jubba Coordinator represents the organization in Jubbaland state. The organization has its main office in Garowe and a field offices in Mogadishu and Kismayo. The lower Juba coordinator and a representative in Mogadishu represent the organization since the projects in those locations have been closed due to funding gap. The Lower Juba Coordinator stated that CCP has lawyers who work with it on issues of constitutional making process and provide legal aid to strengthen their access to justice program. The organization hired lawyers to support the Ministry of Justice in Jubaland State of Somalia on accountability and good governance. CCP has raised the concern that the Jubaland State Parliament does not engage civil society organizations during the budget making process; to address this, CCP has approached the parliament secretariat and expressed interest to be involved in and (together with other civil society groups) make contributions to the budget making process; this way, the voices of the people will have been taken into account in a key process and this will be a significant contribution towards building a participatory governance state.

The organization's programmes are aligned to Somalia National Development Goals Pillar two (2); security and rule of law and Pillar Four (4); social development. The organization's programmes are also aligned to the SDG10 (Reducing inequality) and SDG16 (Peace, Justice and strong institutions) which are also aligned to the Somalia National Development plan (SNDP) Towards Recovery, Democracy and Prosperity 2020-2024. It can be concluded that CCP's projects/programmes are contributing the national and global development goals and plans.

CCP projects are inclusive of gender, youth, persons with disabilities and minority groups. The organization supports vulnerable community members to get access to justice and has adopted an inclusive approach to reach its diverse constituents. The organization has the capacity to conduct

research to inform its programmes. CCP engages practicing lawyers to conduct research into the justice sector and identify reforms and policies that the organization pursues to effect change. However, the organization has not shared samples of research that was conducted previously during the assessment.

CCP has three vehicles and a well-furnished office block composed of five rooms and a parking lot to carry out its activities. The organization's logistics, transportation, computers, printers, water supply and electricity is adequate for CCP to carry out its activities smoothly.

3.5. Organisational and management capacity

3.5.1. Financial management

The organization has documented its financial management procedures and processes which are well stipulated in its finance manual. The Lower Juba Coordinator described the processes that are deployed in the management of organisational finances and these are as has been described in the manual. The finance department is headed by a Head of Finance based in Garowe. The finance department has qualified and adequate staff. The Kismayo office had a Finance Assistant who reports directly to the finance department in Garowe. The assessor observed that the organisational processes are very comprehensive and consistent with best practice standards. The Lower Juba coordinator is familiar with financial management processes outlined in the manual and on further probing demonstrated knowledge of financial processes deployed in non-profit sector setting; however, there was nobody representing the operations and finance department during the assessment.

To ensure the integrity of financial processes, CCP has segregated financial duties such that staff member who raises request for service cannot approve or make payments. Further, payments can only be made when approved and authorised by the budget holder. The Executive Director and the Head of Programs are the budget holders and in their absence, the Head of Accounts assumes the financial responsibilities usually executed by the Head of Programs. If the Executive Director is in office and the Head of programs is not in office, the Executive Director can approve up to US\$ 5000 and the Head of Accounts can approve up to US\$ 4999 but has to brief the Program Coordinator upon return to the office as stipulated in the finance manual.

Financial reports are generated on monthly basis and these are presented by the Head of Finance to the Board Members on monthly basis. As such, it can be concluded that financial reports are used for decision making purposes. As way of ascertaining the accuracy of the financial reports, the organisation books of accounts are reviewed on an annual basis by an external auditor. Findings and recommendations are included in the performance targets of the finance staff for the subsequent appraisal period; this is commendable as it is an effective way of ensuring that organisation is consistently improving on its financial management processes

The organisation has surplus funds to enable it run its operations and limited activities during the period when there are no donor funded projects. It is the role of the Executive Director and Board members to solicit funds for the organization. The organization has surplus funds generated from trade surplus and the regulations of such income generating activities is stipulated in the CCP Finance Manual

3.5.2. Administration, operations and procurement procedures

CCP has documented its administration, operations and procurement procedures and copies of these were availed to the assessor. The administration and procurement processes therein described are consistent with best practice standards in the non-profit sector.

The Kismayo office has a Logistics/Procurement Officer and a Finance/Admin Assistant who also works closely with the HR department. The logistics/procurement officer is working on voluntary basis and was not present at the time of the assessment and Lower Juba Coordinator affirmed that the operations department has qualified and adequate staff. The senior management qualifications are:

- Head of Programmes- Degree in social work and diploma in project management
- Head of Finance – Degree in accounting
- Gender Advisor- MA in Sociology (Community Development)
- Head of procurement/ logistics- Diploma in procurement
- Head of M&E – diploma in project management/ M&E courses from KAYA
- 3 project officers all with relevant degree qualifications

The integrity of the procurement process is safeguarded by having clearly segregated duties and different layers of approval for all procurement processes. CCP has set thresholds for value of items which can be procured through single sourcing from a list of prequalified suppliers, those for which quotations must be obtained from at least three vendors/suppliers and those for which an advertisement must be placed in the local dailies. The procurement threshold for CCP is up to US\$ 5,000 where a quotation must be obtained from three vendors/suppliers.

Quality and quantity of goods delivered is ascertained by both the logistics/procurement officer as well as the person who requested for the goods. Delivery of good is also accompanied by delivery note which the logistics/procurement officer must sign acknowledging receipt. Payments for goods are only made once the full set of duly approved supporting documents (request for goods, quotations, bid analysis (where appropriate), delivery notes and invoices are presented alongside the payment request form. The organisation has a register for its inventory and its assets/inventory is well labelled

3.5.3. Grant procedures

CCP has a strategic plan and the fundraising opportunities pursued are informed on the program areas of focus. The organization has a fundraising team based in the United Kingdom and USA who organize fundraising campaigns. The Executive Director and the Board Members also solicit for funds through grant applications and fundraising. CCP has a fundraising plan with clear targets and the fundraising staff are assigned responsibilities.

3.5.4. Human resources management

CCP has documented human resources procedures in HR Manual which was shared during the assessment. The recruitment procedures are described in the HR Manual; a vacancy announcement and advertisement is made on recruitment sites (some vacancies are filled from amongst staff already working in the organisation through transfers or promotions); an interview committee is constituted and attempts are made to ensure appropriate gender representation in the panel. Interviews are conducted and the offer of employment depend on the recommendation of the interview panel. Newly recruited staff undergo induction with the team leader/supervisor being responsible for ensuring proper induction of new staff members

CCP currently has nine staff members over in the three locations it operates; Jubaland, Puntland and Banadir region. CCP has representatives in Jubaland and Banadir since the programs in these locations have been closed recently. The organization has an organisational chart in place but was not updated since the organization has expanded in size. The organization engages volunteers who are trained and mentored to fill the staffing demand in case there is funding gap and CCP is not in position to recruit new staff.

The HR department has enough staff. The department is headed by HR Officer and supported by HR Assistant. During the assessment, there was no one representing the HR department. All staff have job descriptions as well as employment contracts. All staff have individual staff file which contains information on application letters, copies of contract, copy of confirmation letter, copies of reference letters, blood group of employee, passport size photo.

All the staff go through annual performance appraisal and a plan for addressing gaps identified during the appraisals is in place; all new staff are appraised immediately after the completion of their probation period which is up to six months

3.6. Organisational Strategies that have contributed to success

Some of the strategies Concepts for Community Programs has deployed that have enabled it to successfully implement its programs/projects are:

- The team of 9 staff and volunteers are highly skilled and committed workers representing an exceptional depth of experience, talent, commitment and diversity
- The in-the-ground presence gives the organisation a base in places of high priority in terms of need
- Ability to facilitate the various stakeholders to ensure greatest impact on the ground. This facilitation is a key component in how we operate as an organization.

3.7. Financial Resources

The organisation's projected budget for 2020 is in US\$ 710,400. US\$ 413,700 FSL/ OCHA HRP 2020 is US\$ 296,100 CCM/OCHA HRP 2020. The main donor is UNOCHA.

3.8. Any other observations

Concepts for Community Programmes has good financial, procurement and HR policies. The organization has a Code of Conduct and Child Protection Policies that guide its staff members and partners. The Lower Juba Coordinator is well versed with the organizational procedures and programmatic areas of focus. Although the organization has a strategic plan that guides its programmatic focus, this was not shared during the assessment. The Lower Juba Coordinator could not figure out the organizational strategies that contributed to its success easily. CCP senior management is advised to engage its staff and communicate the strategic plan with the core organizational staff.

4. Conclusions and key recommendations

To ensure that CCP is able to implement evidence based programming as well as use evidence to inform its advocacy work, we recommend that it establishes partnership and networking with institutions of higher learning and/or research institutions. This would allow the organisation to also gradually build its capacity in research – and this is a skills that would allow it to pursue and access funding from multiple sources

As an organization that engages in advocacy and policy influencing, it is paramount that CCP develops and implements an advocacy strategy/plan; this would need to be based on the organization's strategy and reviewed on regular basis to ensure it remains relevant and fit for purpose.

Whereas CCP has a strategic plan, we recommend that CCP to communicate its strategic plan to staff members. We recommend that CCP identifies what skills and competencies it would require from within its staff to implement the strategy and fundraising plan. This would enable the organisation recruit the right staff and put in place the requisite staff development measures to enable it effectively implement its organisational strategy and access the resources required. This skills identification would form part of the organisations Human Resources strategy.

We recommend that CCP keeps records of meetings with stakeholders; this is important for purposes of follow up and holding all the parties accountable. The record keeping would be part of the organisation's knowledge management strategy – which would include how it documents its process, outcomes of such process, how these (processes and outcomes) are shared with stakeholders and how these inform the organisation's learning and improvement processes.