CIVIL SOCIETY INDEX-RAPID ASSESSMENT

COUNTRY REPORT

NIGERIA

2014

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List of abbreviations and acronyms

CAC	Corporate Affairs Commission
CEO	Chief Executive Officer
CSI	Civil Society Index
CSI-RA	Civil Society Index - Rapid Assessment
CSO	Civil society organisation
DFID	UK Department for International Development
EFCC	Economic and Financial Crimes Commission
EU	European Union
FGDs	Focus group discussions
FIRS	Federal Inland Revenue Service
HND	Higher National Diploma
ICTs	Information communications technology
IMF	International Monetary Fund
NCE	National Certificate of Education
ND	National Diploma
NGO	Non-governmental organisation
NNNGO	Nigeria Network of NGOs
OSIWA	Open Society Initiative for West Africa
OVC	Orphans and vulnerable children
PAYE	Pay as you earn
SSCE	Senior School Certificate Examination
SWOT	Strengths, weaknesses, opportunities and threats
UNDP	United Nations Development Programme
USAID	US Agency for International Development
WACSI	West Africa Civil Society Institute

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Foreword

The Nigeria Network of NGOs (NNNGO) came together with its partners, CIVICUS: World Alliance for Citizen Participation and the West Africa Civil Society Institute (WACSI) to assess the state of civil society in Nigeria. This assessment comes at a time when civil society organisations (CSOs) in Nigeria need to make sure that their house is in order so that they can take advantage of a historic opportunity to set their activities on a pathway to sustainable development and growth.

NNNGO has worked since its founding to coordinate a civil society group that is inclusive and commits to the principles of equal opportunity, people's participation, community leadership, independence of voluntary action, respect for linguistic and cultural diversity and genuine partnership with other social actors on a best practice basis as a catalyst for sustainable development and poverty alleviation.

Recent years have seen a remarkable increase in the number of CSOs in Nigeria. As the first generic membership body for CSOs that fosters advocacy on issues of poverty and other developmental issues, NNNGO has a unique role to play in linking the passion and strength of CSOs with a national and global architecture to unlock the full potential of civil society to contribute to national development.

To take such steps, there is first a need to understand the state of CSOs. This study is the largest ever conducted on the state of CSOs in Nigeria, presenting the perspectives of more than 130 organisations from the six geo-political zones and 34 states of Nigeria on the internal governance of CSOs, their governing organs and management, CSOs' strategies, transparency and accountability, networking and collaborations, information sharing and communication, resources, the legal environment and policy impacts.

We hope that the authentic, first hand voices of Nigerian CSOs offered here can contribute to articulating a new set of initiatives to strengthen CSOs, and to encouraging CSOs and key stakeholders to work more closely together to align the strengths and opportunities of CSOs with the quest for sustainable development.

1. Executive summary

The CIVICUS Civil Society Index-Rapid Assessment (CSI-RA) was implemented in six West African countries in 2013. As well as Nigeria, the other countries were Benin, Ghana, Liberia, Senegal and Sierra Leone. CIVICUS worked with WACSI to implement the project. In each country WACSI identified active CSO networks and facilitated the signing of agreements between these organisations and CIVICUS. NNNGO was identified to lead the assessment in Nigeria.

Six areas were assessed in Nigeria:

- Enabling environment
- Impact
- Level of institutionalisation
- Networks and connections
- Practice of values
- Resourcing

Key findings

Almost all CSOs surveyed state that they have formal internal governance mechanisms in place and are registered with the Corporate Affairs Commission (CAC). CSOs mostly have boards of directors or steering committees, there tend to be defined lines of communication, accountability and delegation of authority, and most CSOs state that they take gender issues into consideration. CSOs also tend to have a mission and goals statement and a written strategic plan, and use performance reviews to monitor staff progress.

However, most CSOs report having to update or change their strategic directions due to financial constraints, suggesting both resource challenges and planning weaknesses. The assessment also reveals a need to improve on transparency, since under half of CSOs surveyed make their annual report, audited accounts and organisational policies publicly available.

In general, CSOs report that they are members of CSO networks or platforms, with over two-thirds believing that being a member of a network or platform benefits their organisation. There are, however, diverging views on whether CSOs feel that networks have the capacity to cater for the need of their members: 57.6% believe they do, but 25.0% that they do not.

Despite reporting a high level of collaboration with other CSOs, around three-quarters of CSOs surveyed assess collaboration amongst CSOs in Nigeria in general as low, and rate information sharing amongst Nigerian CSOs as only occasional.

Just over half of CSOs believe they have sufficient capacity to prepare and report adequate financial records. However, CSOs do not feel they are adequately funded. In addition, they assess that government support is the least reliable funding source. More CSOs also report that their expenditure has increased than report that their income has increased. External factors assessed as affecting CSO funding include a lack of government support and unsupportive government policies, some negative perceptions about CSOs amidst a social-political atmosphere that does not support donations to CSOs, and the global economic crisis; internal factors include issues of capacity and leadership, poor financial management and corruption, and a lack of engagement by CSOs' members.

Lack of technical resources is a further issue raised: a majority of CSOs in this study do not consider that they have adequate access to computers, the internet or email.

No CSOs responded that their staff members belong to labour unions or staff associations. While reasons put forward for this include the small size of many CSOs and clarity on understandings of the roles of staff members in CSOs, this also suggests a weak area in CSOs' modelling of good practice and values. Further, around two-thirds of survey respondents believe that CSOs are limited in the extent to which they promote democratic decision making within their organisations.

On the legal environment for CSOs, most respondents believe that the laws regulating the constitution, registration and operations of CSOs in Nigeria are moderately enabling, and few that they are highly restrictive. Restrictions are however identified in areas of registration and operation, including attracting external funding.

On the question of CSOs' impact, in general respondents believe that impact is limited. Further, in the last two years, most CSOs have not pushed for any policies to be approved; those that have done so have mostly advocated for policies in the fields of gender and anti-corruption.

Finally the research wanted to understand the extent to which CSOs believe they have the support of Nigerian citizens. Some respondents were of the opinion that the public have little understanding of what CSOs can do to help or assist, while others were of the view that awareness about CSOs' role in Nigeria is growing, although efforts are still needed to build trust.

Key recommendations

Key recommendations to emerge from the assessment process particularly centre on the role that can be played by CSO networks in strengthening CSOs. Recommendations include raising awareness and strengthening capacities of CSOs on issues such as board management and reporting requirements; developing a simple set of core standards for the operation of CSOs, drawing from existing requirements and codes of conducts; actively promoting collaboration between CSOs; and developing a peer review mechanism between CSOs to promote democratic decision making.

2. Introduction

The last 20 years have seen a significant growth in the number of CSOs in Nigeria, as evidenced by a rising number of CSOs that are being registered. With this has come the need to assure governments, the private sector, donors and the public that CSOs in Nigeria truly help people and have the capacities to use resources in the best ways possible to achieve a positive impact.

As part of a process of strengthening civil society, NNNGO, CIVICUS and WACSI, with financial support from OSIWA, engaged in an action research project from April to October 2013 to generate evidence from a wide range of actors across Nigeria to assess the strengths, challenges, potentials and needs of CSOs, as these relate to:

- Enabling environment
- Impact
- Level of institutionalisation
- Networks and connectionsPractice of values
- Resourcing

The assessment was carried out in 34 states across the six geo-political zones of Nigeria, with a response from 126 organisations. This document is the key output of the assessment

3. About CSI-RA

This section provides an overview of the evolution and origins of the CSI-RA, its main elements and its applications to measure civil society realities.

From CSI to CSI-RA: history, evolution and origin of CSI-RA

Since its inception in 1993, CIVICUS has strived to make a significant contribution to understanding the rise and evolution of civil society around the world and to build a knowledge base of civil society-related issues through research led and owned by civil society. The first step towards achieving this was the compilation of civil society profiles of 60 countries in the New Civic Atlas, published in 1997. This report provided concise and current information on the basic features of civil society in those countries, although it lacked consistency with regard to the issues covered.

In order to improve this exercise and move towards a more rigid comparative framework of analysis that would allow lessons to be drawn across countries, CIVICUS, with financial assistance from the United Nations Development Programme (UNDP), the Netherlands Organisation for International Development Cooperation (NOVIB) and the Commonwealth Foundation, began to explore the development of the Civil Society Index (CSI).

After multiple consultations with members and partners, the pilot implementation phase began in 2000 in 13 countries, in partnership with national organisations. A first full phase of the CSI took place between 2003 and 2006, with the participation of more than 60 countries. However, it was acknowledged that there was need to better engage and reflect the views and priorities of informal citizens' associations.

A resulting revision of the CSI methodology led to a second phase of the project from 2008 to 2011. The CSI became a more locally owned, participatory action-research project. It intended to create a knowledge base and momentum for civil society strengthening, by encouraging civil society self-reflection and analysis amongst a broad range of civil society stakeholders.

During this second phase, a total of 35 countries implemented the CSI. The 2011 CIVICUS report *Bridging the Gaps: Citizens, organisations and dissociation*, summarises the findings of this second phase of the project.

Changing realities and pressing needs

Informed by its findings from the 2008-2011 CSI, CIVICUS sees that in many countries around the world, CSOs exist in a state of heightened volatility, flux and disconnect, with the paradigms that shaped definitions of and relations between state, market, media, civil society and other social actors in the late 20th century all coming into renewed questioning.

At the same time, CIVICUS' tracking of trends in legislation and policy towards CSOs suggests that there is a need for research and action to focus on the establishment and promotion of a more enabling environment for civil society. No matter the shape that civic action takes, there must be appropriate legal and policy provisions to allow the maximum possibility for people to express themselves freely, demand alternatives and organise and gather in collective spaces.

Key features of the CSI-RA

The CSI demonstrated during its two phases the limitations of a standardised methodology: it could not adequately capture local nuances due to a requirement for international

comparability, and it could miss rapid civil society evolution due to long project lead times. To address these, CIVICUS developed the Civil Society Index - Rapid Assessment (CSI-RA) tool.

The purpose of the CSI-RA is to support civil society self-assessments in order to enhance the strength and sustainability of civil society for positive social change. It intends to help civil society to better assess its strengths, challenges, potentials and needs in a range of different situations and contexts. This will contribute to strengthening the evidence base for civil society advocacy; provide a platform for civil society to identify shared needs; and assist the planning and strategising of civil society around common challenges and opportunities.

Some key features of the CSI-RA conceptual framework are:

Local ownership: The CSI-RA is a collaborative effort where CSOs lead the process of assessing their own context by involving a broad range of stakeholders. The CSI-RA seeks to be as empowering as possible towards national partners, while recognising a specific but limited role for CIVICUS in providing initial capacity building, international coordination, technical assistance and quality assurance. In the CSI-RA, local civil society actors take the lead as they design their own civil society assessments and action plans, and develop and verify the findings and recommendations. The outputs produced from the assessment are determined by local partners according to what best adds value to civil society in the particular context. The process through which the research is conducted and the analysis carried out is important in its own right: implementing the CSI-RA is an opportunity for civil society actors to convene and form coalitions, raise awareness around critical issues, promote participation and reflection and build capacity for civil society.

Embracing complexity: It is impossible to capture the complex reality of civil societies across the globe with a small number of indicators, no matter how carefully chosen. Therefore, the CSI-RA promotes the use of multiple indicators and a mix of methods, and strives for an assessment that is able to identify civil society's key assets and challenges in a particular context, whether in general, or focused on a specific dimension as determined locally, and explore their causes.

Disaggregating data: As much as possible, the research methods that the CSI-RA provides are chosen to allow for optimal disaggregation of findings. In a number of indicators and variables, the disaggregation of research findings by crucial demographic characteristics (e.g. gender, socio-economic status, geographic location, CSO working area) is encouraged. Both quantitative and qualitative data can be generated.

Building on existing knowledge: In designing the project framework, and especially in defining dimensions and indicators, the CSI-RA encourages partners to draw as much as possible on existing concepts, scales, indicators and operational tools relevant to the context. This increases local applicability and facilitates engagement with other civil society initiatives in the context.

Adaptability: The CSI-RA is designed to be highly adaptable to any context, including sub-national, sector-specific or thematic contexts. Depending on the context and objectives of an assessment, questions and indicators can be omitted, added or modified. A variety of processes and technologies can be used to address questions and indicators, according to what works and is appropriate, and tailored to resource and time constraints. As part of the adaptation process, the local partners, through intensive participatory techniques, identify the main goals and objectives, and expected outputs and outcomes of the project.

CSI-RA implementation

Methods

A variety of methods were adopted for this study, starting with the nomination and selection of an Advisory Group (AG) in April 2013.

The research team consisted of two people with a solid understanding of social sciences and civil society. They were supported by two consultants with extensive experience in research and in undertaking focus group discussions. In addition, 20 volunteers were engaged by the research team to provide support with the administration of questionnaires, data collation and logistics.

An adaptation workshop in July 2013, attended by experts from civil society, academia and the media, assisted the research team in designing and adapting a CSI-RA particular to the Nigerian context, selecting a mix of data collection tools and refining questions.

The AG assisted the consultation team by reviewing and approving the CSI-RA guidelines and methodology, as adapted to the Nigerian context, convening civil society and other stakeholders as required, and in developing and disseminating action plans and outputs. The AG reviewed the draft research report and provided inputs prior to its finalisation.

The key methods used were:

- Face to face questionnaire
- Consultant-led focus group discussions (FGDs) in two locations
- Key informant interviews with CSO leaders
- Desk reviews

In total the research team reached 156 CSOs. The questionnaire targeted CSOs that are members of NNNGO, drawing from a database of 1,260 active CSOs.

A multi-stakeholder validation workshop was held at the end of October 2013 to review the findings and suggest recommendations.

Opportunities and constraints

A number of opportunities and constraints presented themselves during the research process:

Opportunities:

- Open mindedness of key informants to hear about and discuss the assessment areas
- CSOs within NNNGO's membership willing to promote the research process

Constraints and solutions:

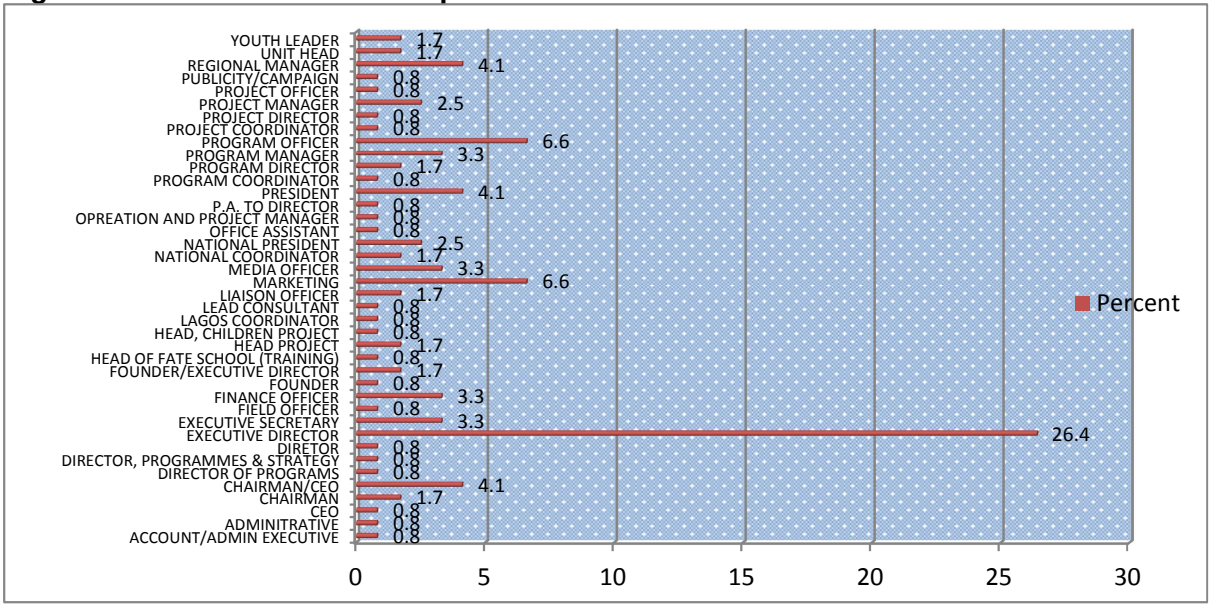
- Due to the number of the questions to be answered (119), it was anticipated that it could be difficult to get respondents to commit to completing the questionnaire. Approach adopted: all questionnaires were administered face to face and respondents were given an incentive of a 50% discount on the 2013 NNNGO annual conference fee.

Complexities were anticipated in reaching respondents in some regions of Nigeria, with some states difficult to access. Approach adopted: A transportation company with national reach was contracted to provide transportation consultancy in order to ensure that field officers could access all states selected. Advice was sought from CSOs working in different states as to the best approach to adopt in navigating their states. Reference was also made to the NNNGO database in order to estimate the size of civil society and adaptation of the sampling approach accordingly.

About this assessment

The main respondents to the survey were CSO executive directors (25.5%), followed by programme managers (6.3%), combined chairs/CEOs (4%) and executive secretaries (3.2%). 52.5% of respondents were women and 47.5% were men.

Figure 1: Staff roles of CSO respondents



CSOs represented in the study included those working on health (14.3%), disability (11.1%), education (10.3%), economic/community development (9.5%), gender (8%) and human rights (4.8%).

In terms of the experience levels of respondents, 12.7% of respondents have worked in civil society for six years, 11.9% for 10 years and 9.5% for seven years. The maximum length of service was 20 years (2.4%), and 5.6% had worked in civil society for only one year.

The highest proportion of respondents (47%) have duties that encompass both rural and urban areas; 32% focus on urban areas and 21% on rural areas. In terms of their target constituents, 38.1% target their activities at young people, 28.6% at children, 21.4% at women and 6.3% men, with 35.7% having no specific target audience.

4. National context

CSOs have been active in Nigeria since the 1930s but were mostly limited to social clubs and organisations established by missionary institutions. Following this, although they were not officially classified as CSOs, independence movements can be seen as the precursors of contemporary CSOs in Nigeria. Indeed, in operational dynamics and to some extent ideological orientations, contemporary CSOs can be seen to have borrowed much from these movements.

In Nigeria quantitative data on most phenomena is hard to obtain, including on the extent of CSOs. However the rapid growth in the number of CSOs can be observed by investigating the rate at which human rights organisations have increased. In 1987, there was only one institutionalised human rights organisation in Nigeria, Civil Liberties Organization. By 2013, over a thousand such groups, organised at national, state and local levels, were recorded by CAC.

One of the challenges arising from this growth comes in distinguishing genuine CSOs from other actors, such as family business groups, and identifying and promoting those CSOs that are committed to social change but resist being drawn into explicitly political positions or deviation from their missions. This implies that like-minded CSOs need to find ways of identifying each other and working together.

Many of the challenges faced by Nigerian CSOs can be understood as self-imposed. CSOs can be challenged that have not made real the enormous potential power that is available to them in standing for the hopes of millions of poor people. There are a great many CSOs that seek change without attempting strategies of mass mobilisation and growing large-scale support. While it has been argued in national discussions amongst the civil society community that issues such as political polarisation, and north/south, language and religious divides are factors that make it harder to organise on a national scale, it could also be said that pervasive poverty and marked inequality are issues that should catalyse mass mobilisation.

There is limited space available for CSO participation in the formulation of policies that affect the livelihoods of citizens by government agencies. It could also be said that the relationship between CSOs and the state is always in a state of flux, ranging from cooperative to conflicting to non-existent, depending on the context and issues involved; it is at times when the government has lacked legitimacy that relationships have been most antagonistic. Even the space for public consultation on government policies since Nigeria's return to democracy has most times been externally defined and monitored by donors and multilateral organisations.

The idea of a formalised collaboration between the Federal Government of Nigeria and CSOs was first put forward at a meeting organised by the Federal Ministry of Health (FMOH) for CSOs active on health issues in 1987. Between 1990 and 1991, the FMOH held consultative meetings to mobilise CSOs to support the Federal Government in its Expanded Programme on Immunisation (EPI), work on drug abuse, and subsequently the HIV/AIDS campaign, thus widening the spectrum of CSOs collaborating with the Federal Government.

In 1992, with the collaboration of multiple international partners, NNNGO was established by 60 CSOs. It is believed to be the fastest growing coordinating body for recognised CSOs involved in development activities in Nigeria.

Attempts to coordinate CSOs have, however, met with mixed success. In 1993, The Advisory Group on the Development of NGOs in Nigeria was established. It was resolved at a meeting of the Advisory Group held at the National Planning Commission on 1st July

1994, attended by Nigerian Ministries of Health and Education, members of the media and representatives of various multilateral and bilateral agencies, that NNNGO was "…recognised by the National Planning Commission (NPC) as the coordinating body for NGOs in the federation of Nigeria and that NNNGO be integrated into the planning process of the NPC." Following this, during the political turmoil associated with military rule in Nigeria, international donors no longer wished to work with the government and focused on CSOs. However, this mean that donors created other networks instead of working with and strengthening existing networks and coalitions that were seen as connected with the government.

A large amount of donor funding has focused on human rights, good governance and HIV/AIDS. Funding, however, created a climate of competition and ultimately division. Widespread corruption was reported, and the proliferation of CSOs has led to a crisis of legitimacy, transparency and accountability. Coordination has been almost impossible.

5. Assessment of CSOs in Nigeria

5a. Internal governance of Nigerian CSOs

Internal governance can be seen as encompassing the policies, processes, rules and by-laws created by an organisation's directors for it to follow, and the implementation of these. In collectively seeking to understand the systems and processes of internal governance in Nigerian CSOs, the study sought information on the legal status of CSOs, their management structures and strategies, and levels of transparency and accountability.

97.4% of respondents reported that they are registered with CAC. CAC was established by the Companies and Allied Matters Act, 1990, to regulate the formation and management of companies in Nigeria.

The small number of non-registered CSOs may be those that are vehicles for individuals, who do not see a need for registering with the government. At FGDs in Kano and Lagos, participants were asked why they founded their organisations. While some stated that their CSO arose in response to a 'need', others explained that they were given a 'vision by God through dreams'. Some claimed that the names of their organisations came directly from god.

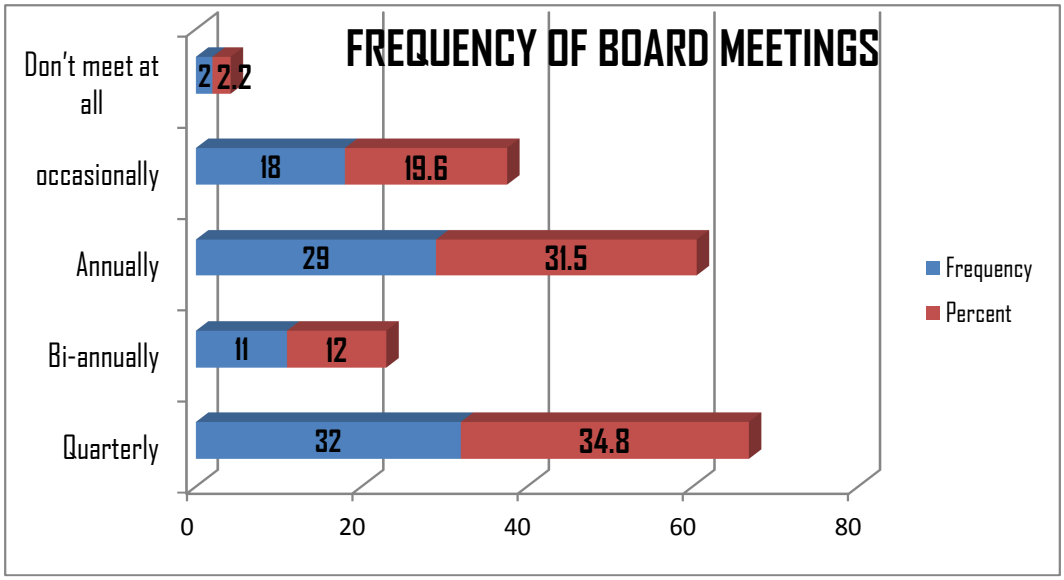
There are observed examples of unregistered CSOs working hard to provide support to people within their communities, but it is understood that they find it increasingly difficult to obtain financial support from donor agencies if they are not registered with CAC. Some of them are registered with the state government where they are based, but this only gives them the right to work within their particular state.

One indicator for a good internal governance system is the setting of fundamental principles or established precedents according to which an organisation can be effectively governed. A constitution forms part of this framework. The survey found that constitutions are important to CSOs, with 94.2% of respondents having one. This presumably connects with the requirement to submit a constitution as part of registration with CAC.Almost all respondents (97.7%) state that their constitution is easily accessible to their members and stakeholders, and 99% that the implementation of their activities complies with legal requirements. This however conflicts with responses from FGDs, where participants saw room for improvement in terms of ensuring that activities meet legal requirements. There seems to have been an element here of questionnaire respondents giving answers that reflect well on their organisations, even if not always accurate.

Governing organs and management systems

Almost all respondents (99%) state that they have a board of directors or a steering committee in place to shape their activities. All respondents stated that boards were elected or selected according to agreed principles.

Figure 2: Frequency of board meetings



Most commonly (34.8%) boards or steering committees meet quarterly, or annually (31.5%), with other options being occasionally (19.6%) and bi-annually (12%), while 2.2% don't meet.

53.1% of respondents state that all of boards, executive directors, staff members and other stakeholders play a role in making decisions within their organisations. 32.7% report that decisions are taken by boards and executive directors, 7.1% by executive directors and senior staff members only, 6.1% boards only and 1.0% executive directors only.

92.8% of respondents state that their CSOs have functional structure that clearly defines lines of communication, accountability and delegation of authority. Further, 97.0% report that they have clear lines of communication between their board and management.

These findings are however queried by the focus group participants, where a common sentiment was that "board involvement in their activities has been very low and at best non-existent." In participants' words, "board members are busy people who hardly have the time to commit to their roles," and since registration with CAC, "many organisations have not returned to their board or called them for meetings."

FGDs also noted that, when registering with CAC, many CSOs choose high profile people as their board members, but these people are subsequently unable to give time to playing a proper role in the governance of a CSO. Many focus group participants stated that it was difficult to get sufficient board members together for a meeting. In reality, many boards exist on paper, but are not functioning.

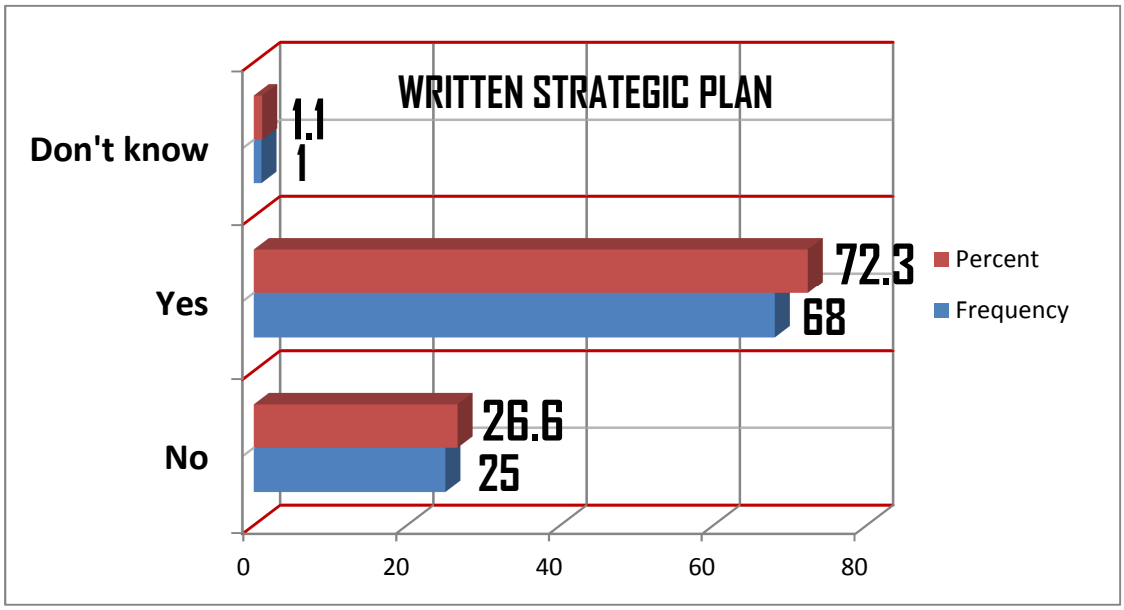
This means that, although in the survey executive directors and senior staff members were placed lower than boards as the main makers of CSO decisions, in reality they are often the prime decision-makers, something that was also stated in one-to-one interviews. In interviews, CSO leaders confirmed that conflicting schedules and a lack of interest make it difficult to convene boards. In some instances, board members are involved because they are connected to the founder of a CSO, and so may maintain a connection without making any real contribution.
A further area explored is the role of policies in CSOs. These help with effective decision-making and serve as one indication that a CSO is adhering to procedures and standards that might be expected of them. One such policy that might be assumed to be important to CSOs is gender policy, given that gender is an issue that cuts across all aspects of

development. However, only 53% of respondents claim to have a gender policy. Further, while 82.2% of respondents state that gender issues are taken into consideration in their governing organs, even if taken at face value, this leaves 17.8% where they are not.

Performance appraisals and reviews offer management tools to help employees serve organisational goals and objectives and operate effectively. 72% of respondents state that their CSOs have staff performance review processes. 36.0% of reviews are done quarterly, 24.4% annually, 10.5% monthly, 5.8% bi-annually and 14% occasionally.

Strategy

Figure 3: Existence of written strategic plans



When asked if they have a clearly articulated mission and goals statement, 96.9% of CSOs responded that they have. 80% believe that their CSO's mission is understood by all staff members, 18.9% that it is fairly well understood and 1.1% that it is not.

Further, when asked if their CSOs have a written strategic plan, 72.3% responded yes and 26.6% no. In terms of those involved in their strategic planning, 61.7% state that their board of directors or steering committee, executive directors, staff members and other stakeholders are all involved, 25.9% say that their board or steering committee, with executive directors, take charge, 8.6% that their executive director is responsible, and 2.5% that it is their board or steering committee only.

68.8% of respondents state that staff members are adequately involved in planning processes, and 27.1% that this is only sometimes the case, with very few (4.2%) reporting that they are not adequately involved.

Strategic and operational plans are assessed annually by 38.1% of CSOs, compared to 31% that assess them quarterly, 23.8% occasionally and 4.8% bi-annually, with 2.4% not assessing them at all. Involved in the assessment are board or steering committee members (39.7%), staff members (33.3%), external consultants (19.2%), members (5.1%) and others (2.6%).

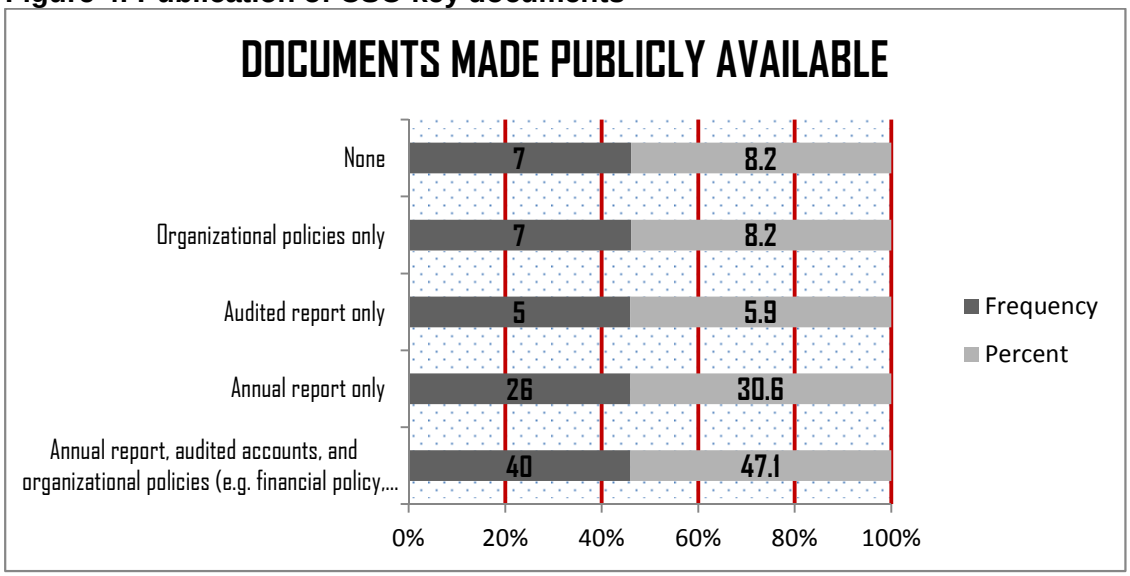
Indicating that the funding environment for CSOs remains difficult, most (83.2%) CSOs report that they have had, on at least some occasions, to update or change their strategic

directions due to financial constraints. It also suggests some weaknesses in planning processes.

5b. Transparency and accountability

The assessment sought to take stock of the current state of transparency and accountability in Nigerian CSOs, and the systems and approaches currently in use.

Figure 4: Publication of CSO key documents



Of CSOs surveyed, 69.8% prepare an annual report, audited accounts and organisational policies, 14% an annual report only, 1.2% audited accounts only and 9.3% organisational policies only, while 5.8% do not prepare any kind of document. 47.1% make their annual report, audited accounts and organisational policies publicly available, 30.6% their annual report only, 5.9% their audited accounts only and 8.2% organisational policies only, while 8.2% do not make public any such document. 86% claim that they regularly report their activities in a timely manner to donors and other relevant stakeholders, 10.5% do this sometimes and 2.3% do not report at all.

External auditors are engaged by most respondents' CSOs (59.8%) to audit their accounts regularly. 21.7% do not audit their accounts and 17.4% audit only sometimes. This leaves a significant body of CSOs not having external, credible oversight of their finances.

CSOs are mandated by law to submit annual reports and audited accounts to CAC, Federal Inland Revenue Service (FIRS) and the Economic and Financial Crimes Commission (EFCC). Among respondents, 43.5% send their audited accounts and annual reports to CAC, 14.5% to EFCC and to 8.7% to FIRS, leaving 33.3% that do no submit to one of these three bodies. This reflects a level of weakness in complying with government regulations. While almost all of respondents (91.9%) state that they have procedures in place for accountability, authority and monitoring of funds, this limited compliance with government regulation suggests a gap in the reality of CSO practices.

5c. Networks and collaborations

This assessment explored whether CSOs are members of networks, platforms, coalitions or associations (referred to hereafter as networks), what extent they believe they benefit from these and how they have collaborated and contributed to the activities of networks. Most

CSOs in this study (91.7%) are members of networks and say they participate actively (84.3%). The following are some of the networks CSOs report belonging to:

- Association of Civil Society in Malaria, Immunization and Nutrition
- Child Protection Network (CPN)
- Civil Society HIV and AIDS
- CIVICUS: World Alliance for Citizen Participation
- Civil Society Coalition on Education for All (CSACEFA)
- Coalition of Human Rights Advocacy in Plateau State (COHRAP)
- Federation of Muslim Women Association of Nigeria (FOMWAN)
- FEMNET - African Women's Development and Communication Network
- Global Call to Action against Poverty - Nigeria
- International Federation of Women Lawyers (FIDA) Nigeria
- Kano Network of NGOs (KANNET)
- Lagos State Civil Society Government Partnership (LACSOP)
- National Women Opinion Leaders (NAWOL)
- NGO-Network
- Nigeria Network of NGOs
- Plateau Peace Practitioner's Network (PPPN)
- Publish what you Pay - Nigeria
- West African Peace Building Network (WANEP)
- World Association of NGOs

84.3% of respondents state that they participate actively in the activity of networks that they are members of, and most (68.8%) express the view that being a member of a network or platform has benefited their organisation, compared with 22.9% who believe they have benefited only little and 4.6% not at all.

This expressed level of satisfaction compares with that captured in NNNGO's 2011 membership satisfaction survey. In this, when asked to rate their overall satisfaction with their membership of NNNGO, 5% of respondents were extremely unsatisfied, 71% were satisfied, 13% extremely satisfied and 11% were neutral.

Respondents identify the following as benefits or services they expect to obtain from membership of networks:

- Capacity building training
- Funding support
- Synergy building
- Updates on civil society news and trends

Respondents differ in their views of whether networks have sufficient capacity to cater to the needs of their members. 57.6% believe they do have the capacity, 25.0% that they do not and 17.4% do not know. When asked whether, in the light of this, there is a need for more civil society networks, 59.8% believe there is and 36.8% that there is not.

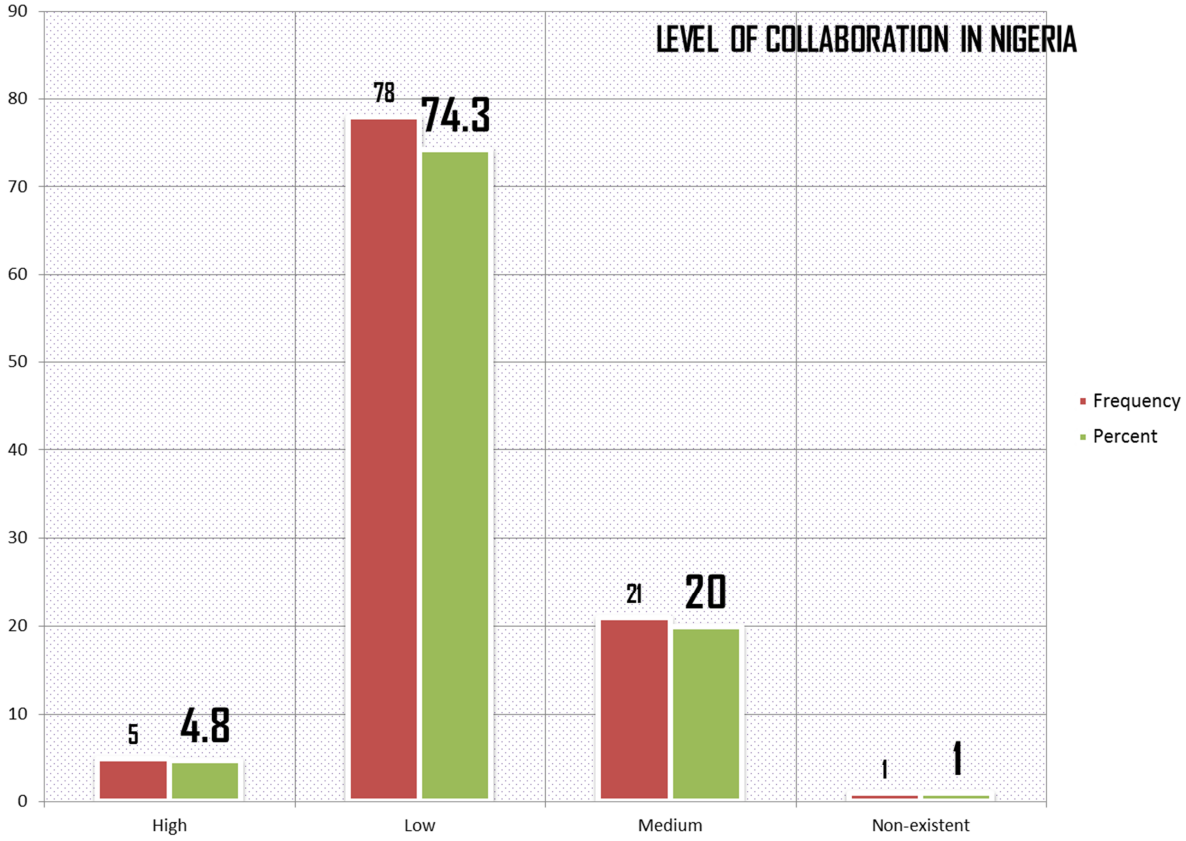
Most respondents (78.6%) have undertaken some kind of joint initiative with other CSOs as part of a national network or platform in the past five years. This tallies with NNNGO's experience of joint working between its members. Outside of networks or platforms, joint working is also reported as high, with 92.0% of CSOs surveyed reporting joint work with other CSOs.

In a three-month period, May to July 2013, 69.4% of respondents had meetings with other CSOs working on similar issues. When asked in which areas respondents have collaborated with other CSOs, the following answers were received:

- Anti-corruption
- Back to school support programme
- Capacity building training
- Community mobilisation and awareness raising
- Gender advocacy, including girl child education
- Human capacity development
- Inter-faith dialogue
- Outreach on health issues, including malaria, HIV/AIDS and rural community based health insurance
- Peace and conflict resolution
- Post 2015 development framework
- Promotion and protection of human and child rights
- Youth empowerment

Only 7.8% of respondents state that they work with other CSOs because it is a donor requirement to do so. A majority (67.8%) state that they work with other CSOs independent of any donor pressure, while for 22.2% donor requirements are sometimes a factor. Reasons advanced for collaborating including bringing in different voices, increasing fundraising chances and principled beliefs in partnerships as the best way of achieving success. Among the significant changes or impacts attributed to partnerships are pooling resources, avoiding duplication, greater ability to realise specialist strengths, strengthened capacity and better outcomes.

Figure 5: Levels of CSO collaboration



However, despite their own stated high levels of collaboration, most respondents (74.3%) rate overall collaboration amongst CSOs in Nigeria as low, 20% rate it as medium, and only 4.8% as high, while 1.1% believe it is non-existent. Most respondents (65%) believe that CSOs are playing some role in promoting cooperation and unity within civil society in Nigeria but can do better: 19.4% think they are not playing this role well and only 11.7% think that CSOs are doing enough.

Respondents express the view that CSOs should work together more in the following areas:

- Advocacy
- Building trust
- Capacity building
- CSO accountability
- Information sharing
- Institutional/technical support
- Networking
- Peace building
- Project design and implementation
- Resource mobilisation, including fundraising
- Sharing good practices

Among actions discussed as necessary to improve cooperation and coordination, respondents suggest that there needs to be stronger leadership of networks, efforts to grow trust, closer thematic working, more networking events and more information sharing tools.

Information sharing / communication

CSOs surveyed mostly exchange information only occasionally (61.6%) within what they define as their networks. 14.1% do so monthly, 4.0% annually and 3.0% bi-annually, while a significant 17.2% state that they never share information within their networks. 59.5% exchange information occasionally outside their networks, 15.5% do so quarterly, 10.7% monthly, 4.8% annually and 9.5% never do so.

As for methods of sharing, 45.5% share information at meetings, 22.7% through phone calls,13.6% through periodic reports and 5.7% through ad-hoc reports. Focus group participants mentioned that they share information about their organisation and its activities through online and offline newsletters, magazines, journals and social media platforms.

It seems clear that there is a communications deficit here. Further evidence that communication between CSOs is sub-optimal comes from the experience of NNNGO, which states that very few of its members respond to email requests to share information about their work in the network's e-newsletter and website, and that it is difficult to get feedback unless there is follow up by phone calls or text messages.

5d. Resourcing and capacity

CSOs in this study make use of a combination of volunteers (employed by 67.5% of respondents), full time paid staff (66.7%) and part-time paid staff (51.6%). 7.9% of CSO staff members have a Doctorate, 41.3% a Masters degree, 72.2% a Bachelors degree, 25.4% a Higher National Diploma (HND), 47.6% a National Diploma (ND), 9.5% a National Certificate of Education (NCE) and 30.2% a Senior Secondary Certificate Examination (SSCE) (as many respondents have several of these, the percentages exceed 100).

When asked if their CSO's staff members have the required knowledge and technical skills to fulfil their roles, 84.3% answer positively, and 89.9% say that their staff members have the necessary experience.

Only just over half of CSOs (53.2%) believe they have the required capacity to properly prepare and report financial records, while 19% believe they do not have this capacity. 27.8% believe they have some capacity to prepare and report financial records but it is not fully adequate.

As for their fundraising capacity, 54.9% of respondents believe their CSO has adequate capacity to seek funds, 4.9% believe they do not, and 40.2% assess their capacity as somewhere in between. On their capacity to train staff members, 51.7% believe their capacity is adequate, 18.4% that it is not and 27.6% that, while they have some capacity, it is not sufficient.

Taken as a whole, these capacity indicators point to some significant deficits in key areas, such as fundraising, staff training and financial reporting, that could be targeted for improvement through capacity-building measures.

Many respondents believe that remuneration for CSO staff is averagely attractive and competitive in the labour market (47.2%), followed by 15.7% who view remuneration more favourably, but for 37.1%, remuneration is not considered competitive. Slightly more (38.2%) rate the incentive and motivation packages offered to CSO staff members as average than believe they are competitive (37.1%). 24.7% believe they are not competitive. When asked whether CSOs are seen as a prestigious place to work, opinions are split: 45.8% of respondents believe they are no more or less prestigious than other spheres, 42.2% that they are very prestigious and 7.2% see them as not prestigious.

82.4% of CSOs report that they offer some kind of internship opportunities to young people, and 66.7% that they offer promotion based on written procedures.

74.7% of CSOs in this study believe that they have adequate capacity to plan and develop policies. However, 42.6% arrange training and other forms of development programmes for staff only occasionally, compared to 23.4% that do so quarterly, 19.1% monthly, 11.7% annually and 1.1% bi-annually. 2.1% don't offer any training or development programmes. Despite the lack of gender policies among many CSOs identified earlier, 92.5% of CSOs surveyed claim that they provide equal opportunities for all staff members to participate in trainings regardless of gender or staff position.

The main capacity challenges identified by CSOs participating in this study are:

- Access to the media
- Availability of ICT equipment
- Funding
- Lack of documentation and reporting skills
- Management and expertise in specific subjects relevant to areas of operation
- Office space
- Staff capacity and attitude to work

They also identify that CSOs in general in Nigeria face the following challenges:

- Access to ICTs
- Fundraising constraints
- Lack of adequate opportunities to network
- Limited technical and resource mobilisation expertise
- Overlapping and duplication of duties

Financial resources

Based on the 2012 financial year, CSOs surveyed report that the main sources of their funds were individual donations (25.0% of respondents), membership fees (10.4%) and service fees, sale and consultancy income (4.0%). Other sources of funding, according to focus group participants, include personal finances of the founder, board members, friends of the founder and other individuals. In-kind support is also noted as important.

Of various sources, CSOs assess funding from government as the least reliable source (92.0% of respondents cite this), corporate funding as the most threatened (15.3% of respondents), and individual donations as the most important (23.4%) and most reliable (41.5%). A majority of CSOs (56.3%) believe they have sufficient internal capacities, human and technical, to respond to donor requirements, but the level of those who do not, 43.8%, is also high.

When compared to previous years, 43.6% out of the 78 CSOs that were asked this particular question reported that their organisation's revenues have increased, 32.1% that they had stayed the same and 24.4% said they had decreased. However, many more (83.3%) reported that their expenses had increased, with only 16.7% saying that they had remained the same, and no respondents reporting a decrease, suggesting that long term funding challenges are in prospect. The average duration of funding opportunities received by CSOs is two years, according to the survey.

When asked to assess if their organisation is adequately funded, a notable 68.6% of respondents feel that they are not. Adequate funding in this sense refers to the regularity of funding as well as the quantity of funds available for the routine activities of a CSO. In attempts to address this, 70% of CSOs in this survey have developed strategies to try to attract alternative funding from different sources. However, there are many challenges in applying these resource diversification plans in practice: over a three-month period immediately prior to the survey, only three CSOs received donations or voluntary labour from four people or more.

According to respondents, key main external factors affecting the financing of CSOs are:

- Government policies: a series of government polices and directives have been issued in close succession, directing CSOs to register with various agencies; some of these registrations require declaring the identity of funders, including physical addresses and contact details. In the opinion of some senior CSO executives, this deters some individuals from donating. Further, there is a lack of support from government in providing legitimate funding support to CSO activities.

- Social-political atmosphere: the current mood and opinions of members of the public about CSOs and their work could affect individual giving; there may be a perception amongst some that CSOs are well-funded by foreign donors and so do not need individual donations.

Other potential factors include limited access to technology, the global economic downturn, concerns over CSOs' transparency and accountability, and negative perceptions about development and the potential for social change in general.

Internal factors affecting CSO funding, as identified by respondents, are:

- Apathy and lack of participation by the members of CSOs and civil society networks
- Capacity challenges, such as deficiencies in communication, fundraising, organisational and financial management, and reporting skills
- Corruption
- Leadership issues, such as the tendency of CSO founders to persist as leaders.

45.1% of CSOs surveyed do not think that Nigerian CSOs face government restrictions in receiving funding, but 37.8% believe there are restrictions. Focus group participants believed that a new financial reporting process introduced by the Special Control Unit on Money Laundering (SCUML) of the EFCC will restrict CSO fundraising activities.

Technical resources

Over half, 54.4%, of CSOs surveyed do not believe they have adequate access to computers, 58.4% that they do not have an adequate internet connect, and 53.6% that they

do not have adequate email access. 88.1% of respondents have access to telephones. These deficiencies may provide one reason why CSOs tend to exchange information only occasionally, as stated above.

Only 40% of respondents' CSOs have websites, compared to 48.8% that do not, while for 11.2%, they have a website which is not functioning. Under half of CSOs, 43.2%, say that they make use of online campaigning and promotional opportunities.

5e. CSOs' practice of values

Only 40.5% of CSOs surveyed state that they have clearly documented administrative policies and guidelines, 45.2% have written recruitment, employment and personnel policies and 36.6% have grievance and conflict resolution procedures. Further, for 62.2% of these respondents, policies and procedures are not regularly updated to accommodate changes. Also of concern is that 75.3% do not have publicly available policies on labour rights, 62.5% have no code of conduct for their staff and 76.3% do not have publicly available environmental standards, suggesting that values such as those of upholding labour rights and protecting the environment have not become internalised within many CSOs.

Systems and procedures within many (60.6%) CSOs do not have practical mechanisms to enable the participation of staff in decision-making at different levels: only in 35.4% do these exist.

None of the respondents answered the question about how many of their staff members belong to labour unions or staff associations. Senior CSO executives, when interviewed, suggest that this may be because CSOs have a culture where principles and expectations are clear, so union membership may not be necessary. They also suggest that most CSOs have a small staff complement, and high staff turnover, making it difficult to form staff associations or unions. Very few CSOs are reported to have more than five employees. It is not surprising, therefore, that a high percentage (89.6%) of CSOs do not perform training on labour rights for new staff members. However, it is hard to believe that there are not examples of CSOs where staff members would benefit from joining a union or staff association, suggesting that this is an area for improvement.

These issues are important because onlookers, whether amongst government, donors or the public, might expect CSOs to be exemplars of good practice, and to model within their organisations the values of respect for human rights, transparency and democracy that they often advocate for in the public sphere. The survey results suggest that there are considerable grounds for improvement.

Promotion of values by CSOs

When asked to assess the extent to which they believe CSOs promote democratic decision-making within their own ranks, 64.7% of respondents assess that the role they play is limited, 11.8% that it is moderate, 5.9% that it is insignificant and only 3.9% that it is significant.

Violence is limited, but corruption is a challenge. 48% of respondents believe that the extent to which CSOs in Nigeria might use violence to achieve their ends is moderate, 18% believe violence in CSOs is insignificant, 14% limited and only 6% believe it is significant. A high 34.0% of respondents state that instances of corruption within CSOs are very frequent or frequent, which becomes a majority of CSOs having encountered corruption in civil society when the 25.2% who say it is occasional are added. Only 19.4% say that it is very rare, and it may also be significant that 21.4% did not answer this question.

CSOs in this study know many (15.7%), several (29.4%), or one or two examples (19.6%) of conflicts or rivalry amongst CSOs in Nigeria. Only 26.5% have seen no examples.

Respondents see CSOs' role in promoting non-violence and peace in Nigeria as only moderate (31.1%) or limited (28.2%), with only 28.2% seeing it as significant and 11.7% as insignificant. It was suggested that few CSOs in Nigeria work on issues of non-violence and peace, since many of them are based in areas that do not often experience violence. Those CSOs that work on the issue tend to be those based in areas which most experience violence.

5f. Legal environment for CSOs

The majority of respondents (87.9%) are aware that there are specific laws regulating the constitution, registration and operations of CSOs in Nigeria. 61% consider these laws moderately enabling, 23% quite limiting, 9% fully enabling and 4% highly restrictive. Respondents find the laws most restrictive in the areas of registration and attracting external funding.

When asked if they have faced any illegitimate restriction or attack by local or central government, most (88.9%) respondents report that they have not. As for the process of registering with CAC, 28.4% state that this is very easy, 40% that it is easy and 31.4% not easy.

The FGDs suggested that some difficulties in registering with CAC came from the non-acceptance of some of the names of CSOs proposed at the point of registration; CSOs with names including words such as human rights and Niger Delta could be turned down, and applicants asked to change the names, suggesting that CSOs that try to raise politically controversial issues face more restriction.

Most CSOs surveyed (67%) admit that they are not paying their pay as you earn (PAYE) tax and 53.3% state that they do not understand the tax regime available for CSOs in Nigeria; 80.4% feel that is not easy to access information from public institutions, such as the tax authorities.

Respondents are divided about the independence of human rights defenders, journalists and trade unionists from the state, with 51.5% seeing them as independent and 47.5% as not independent. 31.6% also believe that the government does not sufficiently engage with CSOs in policy development and evaluation.

A range of comments were made about CSO relations with government, including that government tries to shield information from CSOs to prevent them playing a watchdog role, but also that there is now more understanding and collaboration compared to past antagonistic relationships. Others however characterise the relationship as still poor, and some feel that CSOs' strategies should also be called into question. These mixed responses suggest a lack of consensus on civil society's role, with CSOs sometimes viewed as a source of legitimacy and stability for the state, but sometimes as a repository of resistance against it. Civil society is often described both as developing in partnership with government and as substituting for the failings of government. While civil society might be idealised as a spontaneous and independent movement, sometimes CSOs could be characterised as dependent on government for legal structure, recognition or funding.

More interactions are reported between CSOs and government at the federal level than at the state and local level, suggesting a need to prioritise the development of more constructive spaces at these different levels for participation and engagement between civil

society and government in the areas of policy development, implementation and monitoring and evaluation.

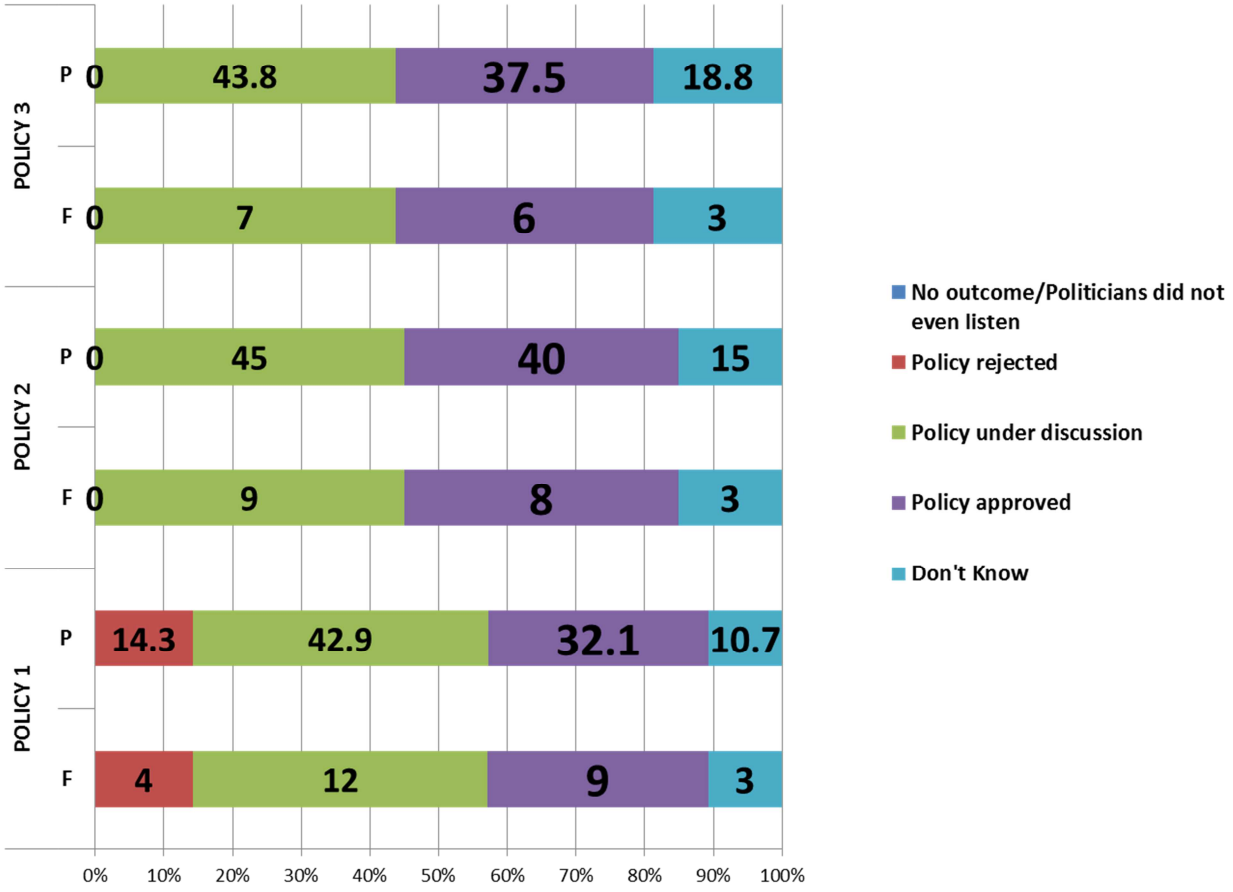
5g. Impact of CSOs

In the opinion of many but not most respondents, CSOs in Nigeria have made a high impact on the key issues of fighting corruption (40.6%) and influencing policies (41.4%). As individual organisations, respondents feel they have achieved the most impact in the areas of supporting the poor and marginalised communities, and education: on these issues they mostly rate their impact between high and tangible.

Policy impact

However, when claims of impact are explored more fully, more respondents believe CSOs' impact has been limited (46.9%), than tangible (29.6%), nil (11.1%) or high-level (9.9%). In a two year spell preceding the research, most CSOs (62.8%) have not pushed for any policies to be approved; those that have, have mostly advocated policies in the fields of gender and anti-corruption; at the time of this study, most of these policies were still under discussion.

Figure 7: Outcome of policy advocacy by CSOs



Views about how citizens perceive CSOs were mixed. Some think citizens have very little understanding of CSOs, while others assess that knowledge is growing but trust still needs to be developed. There are few views that the relationship is a strong one, and most perspectives reflect some level of disconnect between CSOs and citizens, particularly when it comes to the involvement of citizens as stakeholders in the planning, implementation and monitoring and evaluation of CSO activities. This also points to a larger issue, of whether CSOs have the capacity and connections to adequately address citizens' needs, or whether their work is more driven by donor priorities. The response this suggests, regardless of whether concerns expressed reflect reality or perceptions, is to place more emphasis on connecting with citizens and understanding constituents' needs.

6. Strengths and weaknesses of CSOs in Nigeria

During the adaptation workshop participants were asked to undertake a SWOT analysis of Nigerian CSOs, summarised below:

Strengths

- Volunteering
- Values/conscience
- Grassroots mobilisation
- Policy/development analysis
- Evidenced based approach to development
- Advocacy/noise-making
- Non-partisanship/independence
- Commitment to public interest
- Resilience
- Capacity to amplify issues

Weaknesses

- Accountability
- Lack of regulatory framework
- Internal governance
- Lack of experience
- Sustainability issues
- Weak knowledge management
- Lack of resources (including financial and human resources)
- Legitimacy issues
- Donor dependency
- Limited transparency
- Lack of professionalism
- Lack of documentation
- Poor communication
- Poor strategy and planning
- Limited collaboration
- Suspicion about CSOs
- Inability to speak with one voice
- Weak relationships with government/private sector/other CSOs
- Poor remuneration
- Staff turnover
- Urban focus
- Weak public understanding of the term 'civil society'

Opportunities

- Enhanced democratic space (CSOs' participation in governance, amplified voice, sustained democracy)
- Government laws on CSO registration
- Partnership with the private sector
- Emerging concept of corporate social responsibility
- Addressing cross cutting issues
- Use of technology/new media
- Enhanced profile of CSOs (brought by demonstration of impact

Threats

- Insecurity
- Economic recession/donor fatigue
- Enforcement of the money laundering act causes difficulties for CSOs
- Diminishing social conscience
- Rise of corporate foundations competing for the same resources
- Corruption
- Implementation of laws
- Impunity
- Lack of metrics for quality assurance

and encouraged by the international community)
- Freedom of Information/Public Procurement Acts may open new space
- CSO-friendly national and state assemblies
- More civil society actors in elective/appointed positions within government
- Processes to determine post 2015 development goals

Some of these perceptions are borne out by the survey results, but others are challenged by them. For example, accountability was identified as a weakness, but in the survey, most CSOs (68.9%) state that they prepare annual reports, audited accounts and organisational policies, which are key accountability tools. Similarly, while lack of experience by CSO staff members was identified as a weakness, 84.3% of our respondents state that their CSOs' staff members possess the required knowledge and technical skills to fulfil their roles adequately. It may be the case that, while CSOs rate their own performances highly, they see weaknesses when asked to assess civil society as a whole.

Overall, opinions from the process suggest that key strengths of Nigerian CSOs include:

- Compliance with internal governance mechanisms and procedures, as an indicator of effectiveness
- Ability to mobilise people
- Capacity to amplify issues and mobilise communities on these

Responses suggested the following key weaknesses:

- Low collaboration amongst CSOs
- Weak transparency mechanisms
- Lack of capacity to analyse public needs effectively
- Low information sharing and cooperation between CSOs
- Weak or limited impact on policy influence and development
- Lack of understanding of the tax regime for CSOs
- Non-compliance with government regulations on annual returns and financial reporting
- Lack of democratic decision-making processes
- Limited or strained relationships between CSOs and government

7. Conclusions

The assessment's findings have confirmed a number of already known issues, and have also highlighted some new areas. On the basis of these findings, the research team came to the following conclusions.

It is not as easy as it should be to obtain key documents that enable scrutiny of CSOs, such as annual reports. There is a need to make key accountability documents more publicly available. Related to this, there is a need to enhance the oversight role of boards and steering committees, and the interface mechanisms between boards/steering committees and other aspects of CSOs.

Many CSOs revealed that they do not adhere to requirements to report to government. CSOs need to improve their compliance with government requirements on the submission of annual reports and audited accounts, and set up systems to ensure that they do so.

Collaboration among Nigerian CSOs is low, and it can be stated that this will limit civil society's effectiveness, and may in part be responsible for the low impact recorded. Collaboration therefore needs to be improved.

Many CSOs do not pay their tax, and most argue that this is because it is not easy to access the relevant information from public institutions. On this basis it could be suggested that government agencies need to create new platforms for engaging with CSOs in order to build mutual understanding.

Relationships between CSOs and government are not as strong as many in CSOs would like. While there is a general increase in the level of understanding and collaboration, mutual suspicions still exist. There is a need for both sides of the relationship to revise their approaches.

CSOs are not promoting democratic decision-making within their own organisations. This is clearly an issue if CSOs are expected to apply in practice the values they espouse.

ICTs have untapped potential to improve the work of CSOs, given that survey findings suggest that many CSOs do not believe they have adequate access.

While there are many suggestions on how the effectiveness of CSOs can be improved, they come up against the reality of a difficult funding situation for many CSOs. Unless the funding situation can be addressed in more sustainable ways, many of these other issues will not be tackled.

8. Recommendations

On the basis of the research, a number of overarching recommendations can be made to improve the health of Nigerian CSOs, and CSO networks in particular can play a role in taking these forward. While some recommendations can be acted upon in the short-term, others will take longer to put in place, and require dialogue with a broad range of stakeholders.

Undertake awareness raising and training

CSO networks should work together to provide workshops for their members on CSO management, including on board management and reporting requirements for CSOs. A shared web portal should be developed.

Develop a core standard for CSO operations

CSO networks, including NNNGO and other thematic networks, should work together to produce a simplified set of core standards for the operation of CSOs, drawn from existing codes of conducts and government agency requirements.

Enhance collaboration amongst CSOs

CSO networks should work together to raise awareness on the benefits of collaboration amongst CSOs. Thematic network meetings should also be instituted to encourage sharing of information and resources, and the formation of new partnerships. Case studies of effective collaboration should be documented, and guidance for effective collaboration should be drawn from these and disseminated.

Improve government-CSO relationships

A CSO networks collaborative group should be formed to focus solely on developing space for the government and private sector to interact with Nigerian CSOs. Outreach should be made to ministries and government agencies to understand better their expectations of and knowledge about CSOs, to improve their knowledge and put forward possible areas of collaboration. Toolkits should be developed, for CSOs on how to work with government, and for government on how to work with CSOs.

Promote democratic decision-making in CSOs

CSO networks should work together to explore the possibility of a peer review mechanism to help advance greater democratic standards in CSOs.

ICT access and funding

Networks, as part of their membership support services, should develop strategies for obtaining discounted ICT services for CSOs. New training and learning resources are needed to support fresh fundraising strategies, tailored to the Nigerian context.

Appendix 1

Report: CSI-RA adaptation workshop
8-9 July 2013

Background

As part of the CSI-RA project, NNNGO, with the support of CIVICUS, organised a two day adaptation workshop to design and adapt a CSI-RA specific to the Nigerian context, select a mix of data collection tools and refine the selected questions.

The CSI-RA project intends to support civil society self-assessments in order to enhance the strength and sustainability of civil society for a positive social change. Its main purpose is to help civil society to better assess its own challenges, potentials and needs in a range of different situations and contexts, contributing to strengthening the evidence base for civil society advocacy; providing a platform for civil society to identify shared needs; and assisting the planning and strategising of civil society around common challenges and opportunities.

Welcoming participants, the Project Coordinator, Oyebisi Babatunde Oluseyi, briefed participants about CIVICUS and its work. He explained the focus of the CSI-RA and the milestones already achieved in the implementation of the project. So far the Advisory Group (AG) for the project had been selected from a mix of different CSOs. Oyebisi informed participants about the terms of reference of the AG and expectations for the adaptation workshop.

Over the two-day period, participants worked on a SWOT analysis of CSOs in Nigeria, timeline exercises and mapping of initiatives in the same area as the CSI-RA and existing gaps. Discussions were held on the assessment area, selection and prioritisation of indicators and data collection methods. Research methodologies were reviewed and agreed, including an assessment of available data. Data collection methods were also linked to indicators and an assessment plan and timeline was developed.

CIVICUS had supplied the core methodology guidelines, including core principles, possible processes to follow, possible sets of questions and indicators and potential output formats.

NNNGO on its part took the lead in convening civil society and other stakeholders as required during the adaptation process of the CSI-RA, facilitated the workshop and worked with CIVICUS to adapt the CSI-RA guidelines and methodology to the Nigerian context.

The adaptation workshop produced a SWOT analysis (see above main body of this report). It also produced the following:

Timeline activities

Present (positive)

- Enactment of FOI
- Enactment of Public Procurement act
- MDGs and post 2015/vision 2020 process
- Review of the Nigerian constitution

Present (negative)

- Egypt crisis (social mobilisation, effect on social media regulation)
- Governments' monitoring of social media/online communications
- Terrorism
- Fuel subsidy removal
- Multiple CSO registration (with

National Planning Commission, Economic and Financial Crimes Commission (EFCC), Human Right Commission)

Future (positive)

- 2015 elections

Mapping of CSO support initiatives

1. **DFID-SAVI**: CSO convening: increasing and sustaining access points for informed citizen-government engagements.
2. **World Bank**: Urban water sector reform project (citizens' feedback mechanism)
3. **UNDP**: Democratic Governance Project: support to CSOs for deepening democracy within the electoral cycle
4. **UNICEF**: Coalition support for CSOs working on child protection issues.
5. **USAID-PACT**: Capacity building for CSOs

Selected areas of assessment

Long list:

- Enabling environment
- Accountability
- Governance/internal structures and systems
- Services
- Practice of values
- Impact
- Staffing
- Use of social media/communication
- Financing
- Relationship between networks/government/private sector and the community
- Evidence based advocacy
- Understanding of CSO definitions

After identifying these areas, participants were given cards to rank the five most pressing assessment areas, producing the final list:

1. Enabling environment
2. Governance/internal structures and systems
3. Financing/accountability
4. Relationship between networks/government/private sector and the community
5. Impact

Indicators selected

Sub-dimension	Category	Indicator
Internal democracy	Management	• Registration status of CSOs • Number of CSOs with effective boards (number of meetings, evidence of input into planning) • Availability of organisational policies, annual and audit reports • Number of CSOs having staff performance evaluations and reviews, and their regularity • Compliance with reporting agencies • Use of strategic planning • Who is involved in planning and how? • Internal capacities to respond to donor requirements
	Human resources	• Availability of professionals handling organisational accounts and finances • Number of paid staff members compared to volunteers • Staff members' level of experience and qualifications • Extent to which CSOs are considered prestigious places to work in
Nature and characteristics	Extent of engagement	• Amount of CSOs that are members of networks • Number of CSOs that have access to information and have exchanged information • Amount of CSOs collaborating with each other, and with private sector, donors and government • Number of philanthropic activities people are engaged in (donations, volunteering, working at CSO) in the last three months • Percentage of the population that became observers at the last elections or were interested in becoming observers
Legal and regulatory framework	NGO/CSO laws	• Number of CSOs understanding tax payments • Amount of CSOs understanding tax issues and exemptions • Ease and cost of registration with the Corporate Affairs Commission and other agencies including line ministries • Existence of specific laws regulating CSOs • Level of restrictiveness of the laws regulating CSOs • Existence of laws regulating access to information

Financial resources	Financial sustainability	• Number of donors • Amount of donations from different donors • Most reliable types of donor • Overall assessment of a CSO's financial situation • The main internal factors that affect CSOs in Nigeria • The main external factors that affect CSOs in Nigeria

Research methodology

The following research methodologies were agreed upon:

- Online survey
- One on one interviews using telephone and personal visits
- Focus group discussions
- Desk reviews
- Key informant interviews

In order to get many people to respond to the survey questions it was suggested that incentives should be provided.

In efforts to assess available data for the CSI-RA, it proved difficult for participants to point to available data. The Research Specialist and Project Coordinator were then mandated to undertake further desk review on possible data availability.

Assessment plan and timeline

The following timeline was agreed:

Task	**Timeline**
Preparation of research tools	End of July 2013
Field work (research phase)	August-September 2013
Analysis and report	September 2013
Validation and follow up plan	October 2013
Final report published and disseminated	October 2013

Conclusion

Taken as a whole, the adaptation workshop was successful, with active participation from all 12 people attending. The outcomes of the workshop will guide the Advisory Group and the National Implementation Team in evolving key areas of assessment useful to CSOs in Nigeria and in designing key survey questions for analysis, reporting and follow up actions.

Lessons learnt

✓ Inviting a sizeable number of knowledgeable participants to the adaptation workshop was useful in ensuring active participation and in reaching consensus.
✓ Lessons learnt from previous workshops in the Gambia and Sierra Leone provided useful background and knowledge in planning and implementing he adaptation workshop.
✓ Keeping the menu of indicators away from participants at first provided them with an opportunity to think carefully through possible indicators on their own. This enriched the discussions, as they were able to come up with an independent list of indicators that were close to those already provided by CIVICUS as a guide.

Appendix 2

Adaptation workshop: participants list

S/N	Invited Participants Name	Organisation	About organisation	Participation status
1	Femi Aderibigbe	WANGONET	The West African NGO Network (WANGONeT) was established in 2000 to harness and bring the benefits of the steadily evolving ICT sector to CSOs, government parastatals, educational and cultural institutions and the private sector. http://wangonet.org/	Participated
2	Barrister Ayo Adebusoye	LACSOP	The Lagos State Civil Society Partnership (LACSOP) is a platform of major civil society networks in Lagos State committed to adding value to development efforts in Lagos State. Since its establishment in 2007, LACSOP programmes have been targeted at increasing and sustaining access points for informed citizen-government engagements. LACSOP coordinates citizens' demands for pro-poor service delivery and promote ownership of the governance process through collaborative interventions with the executive, legislature and the media and by conducting independent assessments of the government's performance. www.lacsop.org	Participated
3	Dede Kadiri	Development Initiatives Network (DIN)	DIN is a research focused CSO and think-tank.	Participated
4	Timi Osunde	The Nation Newspapers	http://thenationonlineng.net/new/	Participated
5	Oobi Ogaga	WINPOGOV	Women In Politics and Government (WINPOGOV) is a women's leadership development and empowerment CSO. http://bit.ly/19iPBmQ	Sent apologies
6	Ayodele Akele	Labour, Health and Human Rights Development Center	This CSO is a labour/human rights organisation.	Sent apologies
7.	Mayowa Adeniran	Media- TV 360	TV360 is an online television station based in Lagos. Its focus	Sent apologies

			is news and its goal is to keep people informed at all times so that they can use information to form opinions, take important decisions and ultimately help to build a better and democratic society. http://tv360nigeria.com/home/	
8.	Samuel Funke	Specialist/researcher - NNNGO		Participated
9.	Oyebisi Babatunde Oluseyi	Coordinator- NNNGO		Participated
10.	Pastor Jeremiah Ifekoya	Real Life Inter	Pastor Ifekoya has over 30 years' experience in the CSO movement in Nigeria.	Participated
11	Dr Olubunmi Asimolowo	University Lecturer (Social Sciences) - University of Agriculture, Abeokuta	http://unaab.edu.ng/	Was replaced with Adeola Ajamu, a social scientist
12	Ufuoma Ashogbon	Fair Life Africa	Fair Life Africa Foundation is a CSO based in Lagos. It offers social initiatives which alleviate oppression by 'empowering people for a fairer life…' http://fairlifeafricablog.com/about/	Participated
13	Jumoke Idowu	Researcher at Independent Living for People with Disabilities	Jumoke has a wide experience of conducting research in different parts of Nigeria.	Participated
14	Yemisi Joel Osebor	Manager at DFID-Growth and Employment in State (GEMS3)	Yemisi was invited in her individual capacity as an experienced project manager and international development professional with experience working with donors and multilateral organisations.	Participated
15.	Nike Olaoye	Pro-Natura International	Pro-Natura International Nigeria works to achieve long-lasting solutions for community development in the Niger Delta. By establishing trusted and transparent Community Foundations, PNI helps communities to lead their own development process. By building institutions, capacity, trust and confidence within the community, PNI is redefining community-led development in the Niger Delta through the Community Development Foundation Initiative. http://www.pronatura-nigeria.org/splash/	Participated

Appendix 3

Validation workshop report

Introduction

The workshop was held at the conference centre of Domus Fidei, Ikeja, Lagos on 30 October 2013. The objective of the workshop was to review the draft report of the CSI-RA findings with a view to validating the data and evidence on the state of CSOs. The workshop also assisted in identifying key actions needed act on the findings.

Thirty CSOs, drawn from the six geo-political zones of Nigeria, attended the workshop, which was opened by the Project Coordinator and Executive Director of NNNGO, Mr Oyebisi Babatunde Oluseyi. The list of participants and workshop agenda are at the end of this report.

Research findings

Adeola Ajamu and Jumoke Idowu presented the main findings of the research on behalf of NNNGO.

The majority of CSOs report that they have internal governance mechanisms in place to ensure their effectiveness. 97.4% respondents stated that their CSO is registered with the Corporate Affairs Commission. Within these CSOs are board of directors or steering committees that shape their strategies, policies and programmes.

Functional structures clearly defining lines of communication, accountability and delegation of authority are reported to exist among most CSOs in Nigeria. Gender issues are taken into consideration in the governing organs of many (82.2%) CSOs, according to respondents.

Most CSOs also report having in place a staff performance review process carried out on a quarterly basis, and having clearly articulated mission and goals statements and a written strategic plan. Many CSOs (55.1%) however report having to update or change their strategic directions due to financial constraints. In terms of transparency and accountability, most CSOs report that they prepare an annual report, audited accounts and organisational policies, however there is a need to improve on transparency, as only 47.1% of CSOs in the survey state that they make their annual report, audited accounts and organisational policies publicly available.

43.5% of CSOs surveyed send their audited accounts and annual reports to CAC, 14.5% to EFCC and 8.7% to FIRS, leaving 33.3% others. This reflect some level of weakness in complying with government regulations, although a large number of CSOs (91.9%) state that they have procedures in place on authority, responsibility, monitoring and accountability of funds. It is necessary to urgently address gaps in terms of reporting compliance to relevant government agencies.

In general, CSOs in the study report that they are members of different networks, and the highest share (68.8%) believe that being a member of a networks has benefited their organisation. However, only 57.6% believe that networks have adequate capacity to cater for their members' needs.

Despite the high level of collaboration with other CSOs reported by our respondents, most (74.3%) rated collaboration amongst CSOs in Nigeria overall as low. Information sharing between CSOs is mostly occasional. Many (65%) believe that CSOs could do more to promote cooperation and unity amongst civil society.

CSOs in Nigeria use a combination of volunteers, full time paid staff and part time paid staff. The majority of CSO staff members have Bachelor's Degrees. Just over half of CSOs (53.2%) state that they have the required capacity to properly prepare and report financial records (53.2%), and just under half of respondents (47.2%) believe that staff remuneration is averagely attractive and competitive in the labour market.

In the 2012 financial year, CSOs in this study reported that their financial resources came from individual donations (25%), membership fees (10.4%), and service fees, sales and consultancies, while other sources recorded 100%. This is because respondents could select more than one option. Other sources of funding, according to focus group participants, included personal finances of CSO founders, and contributions from board members, friends of founders and other individuals. In-kind support was also listed as a source of support.

Of these various sources, funding from government is considered the least reliable (92.0%), cooperate donations the most threatened (15.3%) and individual donations the most important (23.4%) and most reliable (41.5%). When compared to previous years, 43.6% out of 78 CSOs stated that their revenues had increased, 32.1% that revenues were unchanged and 24.4% that they had decreased. Most (83.3%) reported that their expenses had increased, with 16.7% stating that they had stayed the same. The average duration of funding opportunities received by CSOs was two years. Most CSO representatives do not believe that CSOs have adequate funds to carry out their activities.

The main external factors affecting CSO funding in Nigeria according to respondents are:

- Lack of support from government
- Government policies
- Social-political atmosphere
- Transparency and accountability
- Technology
- Government bureaucracy
- Global economic crisis
- Negative perception by other actors (private sector, government and public) of the activities of CSOs

Internal factors affecting CSO funding identified by respondents are:

- Capacity issues
- Apathy on the part of members
- Poor financial management, including corruption
- Leadership issues

54.4% of CSOs in this study do not have adequate access to computers, internet connectivity is inadequate for 58.4% of respondents, and email access is not adequate for 53.6%.

No respondents stated that their staff members belong to labour unions or staff associations. Telephone interviews with CSO leaders suggest this is because recruitment in CSOs is based on agreed principles, with clear outcomes and agreed expectations.

While accessing CSOs' role in promoting democratic decision-making within their own organisations and groups, most respondents (64.7%) believe that this is limited.

Most respondents (87.9%) are aware that there are specific laws regulating the constitution, registration and operations of CSOs in Nigeria. 61% consider the laws moderately enabling, 23% quite limiting, 9% fully enabling and 4% highly restrictive. Respondents find the laws most restrictive to the existence of CSOs in the areas of registration and operation, including attracting external funding.

Many CSOs (67.0%) do not pay their pay as you earn (PAYE) tax and 53.3% do not understand the tax regime for CSOs in Nigeria because it is not easy (according to 80.4% of respondents) to access information from public institutions in Nigeria.

On a general level, respondents observed that CSOs in Nigeria have limited impact (46.9%) or some tangible impact (29.6%), with lower figures for no impact (11.1%) or high-level impact (9.9%). In the last two years most CSOs (62.8%) have not pushed for any policies to be approved, while those that have have mostly pushed for policies in the fields of gender and anti-corruption, with most of these policies under discussion, according to respondents.

Finally the survey attempted to know if CSOs believe Nigerian citizens understand and support CSOs; overall some respondents were of the opinion that the public have little understanding of what CSOs do or how they can help, while others thought that awareness is growing but trust has to be further developed.

Plenary discussions

The plenary offered little in the way of critical comments on the findings. Instead much of the debate focused on question 16 of the survey:

> "Who are the main people involved in decision-making?"
>
> Board of directors or steering committee, executive director, staff members and other stakeholders
> Board of directors or steering committee, executive director only
> Board of directors or steering committee only
> Executive and senior staff members only
> Executive director only
> Don't know

Survey responses were that 53.1% of respondents said that the board of directors, executive director, staff members and other stakeholders are the main people involved

in making decisions within their organisations; 32.7% said board of directors and executive director only; 6.1% board of directors or steering committee only; 7.1% executive director and senior staff members only; and 1.0% executive director only.

60% of participants in the validation workshop did not consider the results an accurate reflection of the state of affairs in many CSOs. The main point made by these participants is that most of their board members do not have time to invest in involvement in decision-making. Rather, board members approve decisions in principle, providing they are consistent with a CSO's vision and mission.

However there emerged consensus that boards are more involved in strategic planning than decision-making within their organisations. Participants suggested that one problem with question 16 arose from the fact that it did not define the term "stakeholders". They were of the view that, if this term had been more defined, most respondents would have chosen "executive director and senior staff members only" as reflecting the true state of decision-making in CSOs.

Appendix 4

Validation workshop: list of participants

No.	Name	Organisation
1	Mayowa Adeniran	Civil Society News Centre (an initiative of MAP Media)
2	Femi Aderibigbe	WANGONET
3	Moses O Bereiweriso	Geo-Mob Social Response Centre
4	Kabiru Garba	Community Enlightenment and Development Initiative
5	James Unegbu	Leadership Initiative for Youth Empowerment
6	Abiola Akiyode-Afolabi	Women Advocates Research and Documentation Centre (WARDC)
7	Abogan Olutayo Samson	Centre for African Settlement Studies and Development
8	Chukwuemeka Uzu	Youth Empowerment and Leadership Foundation
9	Ibrahim Yisa	West Africa Health Examination Board
10	Ighodaro Jephthah	Defence for Children International Nigeria
11	Bose Ironsi	Women's Rights and Health Project
12	Adu Folayemisi	Hope Builders Skill Development and Acquisition Foundation
13	Agbor Solomon Achi	Rural Women and Youth Development Initiative
14	Osemene Osita	Patriotic Citizen initiatives
15	Jessica Ndupu	Society for Support and Welfare for the Underprivileged
16	Yemisi Joel Osebor	Life Impact Foundation International
17	Adewunmi Adegoju	Rescue Operation International
18	Afolabi Fajemilo	Festus Fajemilo Foundation
19	Idem Udoekong	Akwamfon Sustainable Community Association
20	Austin Monday	Rivers Economic Development Forum
21	Enahoro Michael	Excellent World Foundation
22	Jide Olatuyi	
23	Aremu Stephen Akinyele	Hope for Family Development Initiative
24	Felicia Robert	Destiny Ladies Initiative
25	Samirah Faruk	Serendipity Healthcare Foundation
26	Tony Ariyo	Lifeline Empowerment Initiatives
27	Revd Tunde Olaniran	Kingdom Seekers International
28	Fela Bright	Steps to Life Nigeria
29	Chiedozie Onyeukwu	Karachi Rural-Urban Development Initiative
30	Sanmi Falobi	International Press Centre (IPC) Lagos

Appendix 5

Agenda: CSI-RA Validation Workshop
30 October 2013
Domus Fidei' Conference Hall, Ikeja, Lagos

9.00am	Registration
9.15am	Introduction by participants
9.30am	Introductory speech by Oyebisi Babatunde Oluseyi
9.45am-10.15am	Presentation of findings: Adeola Ajamu and Jumoke Idowu
10.15am–11.15am	Plenary discussion of findings
11.15am-12.00pm	Tea break
12.00pm-1.00pm	Plenary discussion of findings
1.00pm-2.00pm	Closing

Appendix 6: Copy of questionnaire

QUESTIONNAIRE FOR REPRESENTATIVES OF CIVIL SOCIETY ORGANISATIONS (CSOs) IN NIGERIA

CONSENT

Hello. My name is _____ from the Nigeria Network of NGOs. We are conducting a survey with CIVICUS and the West Africa Civil Society Institute as part of a civil society assessment project. This survey will help us in identifying shared needs and assisting the planning and strategising of civil society organisations around common challenges and opportunities. Your participation is voluntary. You can choose not to answer any questions, and you can stop the interview at any time. All of your responses will be confidential. Would you like to ask me anything else about the survey? **Do you agree to participate in this survey?**

Respondent agrees to interview ☐ Respondent does not agree to interview ☐

SECTION 1: PROFILE OF RESPONDENT

Q.1 - Name of organisation .....

Q.2 - Organisation's main area of focus [kindly circle only one answer that depicts your organisation's major area of focus from Codes 1-16 below type]

Organisation's Focus Area	**Code**
Education	1
Health (incl. HIV/AIDS, Malaria etc.)	2
Poverty	3
Disability	4
Economic/Community Development	5
Democracy and Good Governance	6
Peace and Conflict Resolution	7
Trade	8
ICTs	9
Children and Youth Development	10
Environment	11
Human Rights	12
Research and Development	13
Communications for development	14
Gender	15
Water and Sanitation	16

Others (Please specify: _____)	96

Q.3 - Location/address of CSO ……..

Q.4 – CSO focus area: Urban ☐ Rural ☐

Q.5 - CSO main targeted groups: Women ☐ Men ☐ Youth ☐ Children ☐

All of the above ☐

Q.6 – Respondent's position in the organisation ……..

Q.7 – Respondent's years of experience working with CSOs ……

Q.8 – Respondent's Gender: Male ☐ Female ☐

SECTION 2: INTERNAL GOVERNANCE

2.1 Legal Status of CSO

Q.9 a – Is your organisation registered with the Corporate Affairs Commission (CAC)?

No	0
Yes	1
Don't know	99

Q.9b - Please state year of registration……

Q.10 - Does your organisation have a constitution?

No	0
Yes	1
Don't know	99

Q.11 - If yes, is this constitution easily accessible to all members and stakeholders?

No	0
Yes	1
Don't know	99

Q.12 - Does the implementation of activities in your CSO comply with legal requirements?

No	0
Yes	1
Don't know	99

2.2 Governing Organ/Management

Q.13 - Does your organisation have a board of directors, or a formal steering committee?

No	0
Yes	1
Don't know	99

Q.14 – Are these members elected according to agreed principles?

No	0
Yes	1
Don't know	99

Q.15 – How often does your board of directors or steering committee members meet? (Please circle only one)

Quarterly	2
Bi-annually	3
Annually	4
Occasionally	5
Don't meet at all	99

Q.16 - Who are the main people involved in decision making?

Board of directors or steering committee, executive director, staff members and other stakeholders	1
Board of directors or steering committee members and executive director only	2
Board of directors or steering committee members only	3
Executive director and senior staff members only	4

Executive director only	5
Don't know	99

Q.17 - Does your organisation have a functional structure which clearly defines lines of communication, accountability and delegation of authority in the CSO?

No	0
Yes	1
Don't know	99

Q.18a - Does your organisation have a gender policy?

No	0
Yes	1
Not adhered to	2
Don't know	99

Q.18b - List other known policies within the organisation……..
……
……..

Q.19 - Does the composition of the governing organ take into consideration the representation of gender?

No	0
Yes	1
Don't know	99

Q.20 - Are there clear lines of communication between the board and management?

No	0
Yes	1
Don't know	99

Q.21 - Does your organisation have a staff performance review process?

No	0
Yes	1
Don't know	99

Q.22 – How often does your organisation appraise the performance of its staff?

Monthly	1
Quarterly	2
Bi-annually	3
Annually	4
Occasionally	5
Don't do an appraisal at all	99

2.3 Strategy

Q. 23 – Does your organisation have a clearly articulated mission and goals statement?

No	0
Yes	1
Don't know	99

Q.24 - Is this mission understood by all staff?

No	0
Yes	1
Fairly	2
Don't know	99

Q.25 – Does your organisation have a written strategic plan?

No	0
Yes	1
Don't know	99

Q.26 – Who is involved in your strategic planning?

Board of directors or steering committee, executive director, staff members and other stakeholders	1

Board of directors or steering committee members and executive director only	2
Board of directors or steering committee members only	3
Executive director only	4
Don't know	99

Q.27 – Are staff members adequately involved in the planning process?

No	0
Yes	1
Sometimes	2
Don't know	99

Q.28 - What activities does your organisation implement, in order to fulfil this strategy?

Q.29 - How often does your organisation assess its strategic and operational goals?

Quarterly	2
Bi-annually	3
Annually	4
Occasionally	5
We do not assess at all	99

Q.30 - Who is involved in such assessments?

Internal staff members	1
Board or steering committee	2
External consultants	3
Members	4
Others (please specify)	99

Q.31 - Does your organisation update/change strategic directions due to financial constraints?

No	0
Yes	1
Sometimes	2

Don’t know	99

2.3 Transparency/accountability

Q.31 – Which of the following documents does your organisation usually prepare?

Annual report, audited accounts, and organisational policies (e.g. financial policy, staff policy, communications policy etc.)	1
Annual report only	2
Audited report only	3
Organisational policies only	4
None	99

Q.32 – Which of the following documents does your organisation make publicly available?

Annual report, audited accounts, and organisational policies (e.g. financial policy, staff policy, communications policy etc.)	1
Annual report only	2
Audited report only	3
Organisational policies only	4
None	99

Q.33 - Does your CSO report in a timely manner to donors and other relevant stakeholders?

No	0
Yes	1
Sometimes	2
Don’t know	99

Q.34 - Do you engage external auditors to regularly audit your accounts?

No	0
Yes	1
Sometimes	2
Don’t know	99

Q.35 - Does your organisation send its audited accounts and annual reports to?

Corporate Affairs Commission (CAC)	1
Federal Inland Revenue Service (FIRS)	2
EFCC	3
Others specify _____	99

Q.36 - Do you have procedures on authority, responsibility, monitoring, and accountability of handling funds?

No	0
Yes	1
Don't know	99

SECTION 3 - NETWORKS AND COLLABORATIONS

3.1 Networks/Coalitions

Q.37 - Is your organisation a formal member of any network or thematic network? (also called associations or platforms)?

No	0
Yes	1
Don't know	99

If you answered no to Q37, please skip to Q39.

Q.38 - If you answered 'yes' to Q37, could you list the names of networks that your organisation belongs to?

1.
2.
3.
4.

Q. 39 - Apart from been a member of this network, does your CSO participate actively in these networks?

No	0
Yes	1
Don't know	99

Q. 40 - Do you think been a member of a network has benefitted your organisation in any way?

No	0
Yes	1
A little	2
Don't know	99

Q.41 - What other type of benefits or services would you like to enjoy as a member of the network?

Q.42 - Do you think the networks have sufficient capacity to cater for members' needs?

No	0
Yes	1
Don't know	99

Q.43 - Do you think there is a need for newer or more civil society networks in Nigeria?

No	0
Yes	1
Don't know	99

Q.44 - Has your organisation had joint initiatives with other CSOs as part of a national network or platform of CSOs within the past five years?

No	0
Yes	1
Rarely	2
Don't know	99

Q.45 - Does your organisation work together with other CSOs outside networks or platforms?

No	0
Yes	1
Sometimes	2

Don’t know	99

Q.46 - In the last three months, has your organisation held meetings with other organisations working on similar issues?

No	0
Yes	1
Don’t know	99

b. How many? ----------

Q.47 - In what areas does your organisation collaborate with other CSOs? Please mention

1. ----------
2. ----------
3. ----------

Q.48 - The occasions in which your organisation worked with other CSOs: have these been because it was a pre-requisite from donors for funding projects?

No	0
Yes	1
Sometimes	2
Don’t know	99

Q.49 - If you answered no to the above question, kindly specify what you think motivated this partnership

---

Q.50 - Please mention any significant change or impact made as a result of the collaboration between you and other CSOs

---

Q.51 – What do you think is the level of collaboration amongst CSOs in Nigeria?

High	0
Low	1
Medium	2

Non-existent	99

Q.52 - Do you think that civil society in Nigeria is doing enough to promote cooperation and unity amongst its members?

No	0
Yes	1
Can do better	2
I don't know	99

Q.53 - In which areas do you think CSOs should work together more? Please list

1. ----------

2----------

3----------

Q.54 - What procedures do you feel are necessary in order to increase coordination and cooperation between CSOs? Please mention

1. ----------

2----------

3----------

3.2 Information Sharing/Communication

Q.55 – How often does your organisation exchange information (e.g. documents, reports, data) with CSOs within the network?

Monthly	1
Quarterly	2
Bi-annually	3
Annually	4
Occasionally	5
We don't	99

b - How many organisations? _____ (provide an estimate number)

Q.56 – How often does your organisation exchange information (e.g. documents, reports, data) with CSOs outside the network?

Monthly	1

Quarterly	2
Bi- annually	3
Annually	4
Occasionally	5
We don't	99

Q.57 - What is the information sharing mechanism(s) that you use with your partners?

Periodic reports	0
Ad-hoc reports	1
Meetings	2
Phone calls	3
Others (please specify)	4

SECTION 4 - RESOURCES

4.1 Human Resources

Q.58 - How many of your staff members are:

		Number
a.	Volunteers	
b.	Full- time paid staff	
c.	Part-time paid staff	

Q.59 - How many of your staff members have the following qualifications?

	Number
Doctorate degree	
Masters degree	
Bachelors degree	
Higher National Diploma	
National Diploma/Diploma	
NCE	
SSCE	

Q.60 - Do staff members have the required knowledge and technical skills to fulfil their roles?

No	0

Yes	1
Don't know	99

Q.61- Do staff members have the required experience to carry out their responsibilities?

No	0
Yes	1
Don't know	99

Q. 62 - On average, what is the staff turnover time in your organisation? ----------

Q.63 - Does your organisation have the required capacity to:

	No(0)	Yes(1)	Averagely(2)	Don't know(3)
Properly prepare and report Financial records				
Solicit for funds				
Train staff members				

4.1.1 Staff remuneration and career development opportunities

Q.64 - Our CSO's remuneration for staff is attractive and competitive in the labour market

No	0
Yes	1
Averagely	3
Don't know	99

Q.65 **-** Our CSO has a defined incentive and motivation packages established on the basis of work conditions, innovations, competition and organisational needs

No	0
Yes	1
Averagely	3
Don't know	99

Q.66 - Our organisation have internship opportunities to attract young people?

No	0
Yes	1
Averagely	3
Don't know	99

Q.67 - Promotions within our organisation are based on laid down procedures

No	0
Yes	1
Don't know	99

Q.68 - To what extent do you think the third sector is a prestigious place to work?

Not prestigious	0
Very prestigious	1
Averagely prestigious	3
Don't know	99

4.1.2 Capacity building

Q.69 - Does your organisation have a capacity development policy and plan?

No	0
Yes	1
Don't know	99

Q.70 - How often does the organisation arrange trainings and other forms of development programmes for staff?

Monthly	1
Quarterly	2
Bi-annually	3
Annually	4
Occasionally	5
Don't do trainings at all	99

Q.71 - How does your organisation ensure that these trainings are directly targeted to address staff capacity needs?

Q.72 - Does your organisation provide equal opportunities for all staff members to participate in such trainings regardless of gender, staff position etc.

No	0
Yes	1
Don't know	99

Q.73 - If you answered no to the above question, kindly select from below the staff members that have the opportunity to benefit from the capacity building initiatives?

Executive director only	1
Executive director and senior staff only	2
Full time staff only	3
All members of staff	4
Others (please specify)	5
Don't know	99

Q.74 - What do you think is the main capacity challenge in your organisation?

Q.75 - What do you think is the main capacity challenge for CSOs in Nigeria?

4.2 Financial resources

Q.76 - Based on your last financial year, what share of your organisation's financial resources came from each of the following sources [insert percentage of total resources within square brackets]? **(please note that the overall sum for the different financial resources should not add up to more than 100)**

Source	**%**

Government	[------ %]
Corporate organisations	[------ %]
Foreign donors	[------ %]
Individual donations	[------ %]
Membership fees	[------ %]
Service fees / sales / consultancies	[------ %]
Other (please specify):	[------ %]
TOTAL	**[100%]**

Q.77 - Kindly specify which of these sources is:

	Least reliable (0)	Most threatened (1)	Most important (2)	Most reliable (3)
Government				
Corporate organisations				
Foreign donors				
Individual donations				
Membership fees				
Service fees /sales				
Others				

Q.78- Does your organisation have sufficient internal capacities (human and technical) to respond to the increasing funding requirements from donors? (e.g. applications, monitoring, and evaluation etc.)

No	0
Yes	1
Don't know	99

Q.79 - Compared to the previous year, have your organisation's revenues…

….increased	1
….remained the same	2
….decreased	3

Q.80 - Compared to the previous year, have your organisation's expenses…

….increased	1
….remained the same	2
….decreased	3

Q.81 - Kindly specify the average duration of the funding opportunities received by your CSO

Q.82 - Can you say your organisation is adequately funded?

No	0
Yes	1
Averagely	2
Don't know	99

Q.83 - If no, has your organisation developed strategies to enhance financial sustainability for attracting funding opportunities/alternatives from diversified sources?

No	0
Yes	1
Don't know	99

Q. 84. - In the last three months, how many people have volunteered or donated resources to your organisation?_____ (provide an estimated number)

Q.85 - What do you think are the main external financial factors that affect CSOs in Nigeria?

Q.86 - What would you say are the main internal financial factors that affect CSOs in Nigeria?

Q.87 - Do you think CSOs in Nigeria experience government restrictions in receiving funding?

No	0
Yes	1
Don't know	99

4.3 Technical resources

Q.88 **-** Does your organisation have access to:

		No (0)	Yes(1)	Access not adequate (2)
a.	Computers			
b.	Internet connection			
c.	Email			
d.	Fax			
e.	Telephone			

Q.89 **-** Does your organisation have a website?

No	0
Yes	1
Not functioning	2
Don't know	99

Q.90 - Does your organisation utilise online opportunities for campaigning and promoting its activities?

No	0
Yes	1
Sometimes	2
We are not aware	99

SECTION 5 - PRACTICE OF VALUES WITHIN CIVIL SOCIETY

5.1 Systems, processes and labour regulations

Q.91 - Does your organisation have any of the following?

	Yes	**No**	**Yes (but not practised)**	**Don't know**
Clearly documented administrative policies/ guidelines				
Written recruitment, employment and personnel practices				
Monitoring and evaluation mechanisms				
Grievance and conflict resolution procedures				
Are these procedures regularly updated to accommodate changes/development?				

Publicly available policies for labour rights
Publicly available code of conduct for staff
Publicly available policies for environmental standards
Financial and retirement policy

Q.92 - Do your systems and procedures have practical mechanisms to enable the participation of staff in decision-making at different levels in the CSO?

No	0
Yes	1
Don't know	99

Q.93 - How many of your staff members belong to…

Number

a. Labour unions

b. Staff associations

Q.94 - Does your organisation perform trainings on labour rights for new staff members?

No	0
Yes	1
Don't know	99

5.2 Value perception in CSOs as a whole

Q.95 - How would you assess civil society's current role in promoting democratic decision-making within their own organisations and groups?

Insignificant	0
Limited	1
Moderate	2
Significant	3
Don't know	99

Q.96 - How would you describe the extent of use of violence by civil society groups in Nigeria?

Insignificant	0
Limited	1
Moderate	2

Significant	3
Don't know	99

Q.97 - Do you think that instances of corruption within civil society are….

Very frequent	0
Frequent	1
Occasional	2
Very rare	3
Don't know	99

Q.98 - How many examples do you know of organisations within the civil society sector that are explicitly racist, discriminatory or intolerant?

Many examples	0
Several examples	1
Only one or two examples	2
None	3
Don't know	99

Q.99 - How many examples of conflicts or rivalry do you know amongst CSOs in Nigeria?

Many examples	0
Several examples	1
Only one or two examples	2
None	3
Don't know	99

Q.100 - How would you assess civil society's current role in promoting non-violence and peace in Nigeria?

Insignificant	0
Limited	1
Moderate	2
Significant	3
Don't know	99

SECTION SIX - LEGAL ENVIRONMENT

Q.101 - Are there specific laws regulating the constitution, registrations and operations of CSOs in your country?

No	0
Yes	1
Don't know	99

Q.102 - Do you consider the regulations and laws:

Highly restrictive	0
Quite limiting	1
Moderately enabling	2
Fully enabling	3
Don't know	99

Q.103 - Please mention the aspects where you find the laws restrictive to the existence of CSOs (e.g. are the laws restrictive as regards CSO formation, operations, tax, funding etc.)

Q.104 - Has your organisation ever faced any illegitimate restriction or attack by local or central government?

No	0
Yes	1
Don't know	99

Q.105 - How easy was it for you to register your organisation with the Corporate Affairs Commission?

Easy	0
Very easy	1
Not easy	99

Q.106 - Is your organisation paying PAYE tax?

No	0

Yes	1
Don’t know	99

Q.107 - Does your organisation understand the tax regime available to CSOs in Nigeria?

No	0
Yes	1
Don’t know	99

Q.108 - How smooth/easy is it to get access to public information from public institutions in Nigeria?

Easy	0
Very easy	1
Not easy	99

Q.109 - To what extent are human rights defenders, journalists and trade unionists independent in advancing political issues?

Independent	0
Very independent	1
Not independent	99

Q.110 - Do you think the Nigerian Government sufficiently engage with CSOs in policy development and evaluation?

No	0
Yes	1
A little	2
Don’t know	99

Q.111 - Generally, how would you assess CSOs relations with government?

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SECTION 7 - CIVIL SOCIETY'S IMPACT

7.1 - Responsiveness

Q.112 - In your opinion, what is the impact of civil society in Nigeria as regards the following:

	No impact[0]	Limited impact[1]	Moderate impact[2]	High impact [3]	Don't know
Fighting corruption in Nigeria	0	1	2	3	99
Influencing policies	0	1	2	3	99

Q.113 - In what fields, do you think your organisation has exerted the most impact? (Please circle maximum of two)

	First choice	Second choice
a. Supporting the poor and marginalised communities	1	1
b. Education	2	2
c. Poverty reduction	3	3
d. Health	4	4
e. Community development	5	5
f. Environment	6	6
g. Water and sanitation	7	7
h. Peace and conflict resolution	8	8
i. Others (please specify)_____	9	9

Q.114 - In the fields selected above, how would you assess your organisation's impact?

	(insert 1st choice)	(insert 2nd choice)
No impact	0	0
Limited impact	1	1
Some tangible impact	2	2
High level of impact	3	3
Don't know	99	99

7.2 Policy impact

Q.115 - In general, what kind of impact do you think that civil society as a whole has on policy making in Nigeria?

No impact	0
Limited impact	1
Some tangible impact	2
High level of impact	3
Don't know	99

Q.116 - In the last two years, has your organisation pushed for any policies to be approved?

No	0
Yes	1
Don't know	99

Q.117 - If yes, in what fields? [Provide up to three examples]

Policy 1.

Policy 2.

Policy 3.

Q.118 - What has been the outcome of your support for such policy/policies?

	No outcome/ Politicians did not even listen	Policy rejected	Policy under discussion	Policy approved	Don't know
Policy 1	0	1	2	3	99
Policy 2	0	1	2	3	99
Policy 3	0	1	2	3	99

Q.119. - Do you think Nigerians believe in the abilities/activities of their CSOs to advocate their cause? ----------

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THIS IS THE END OF THE SURVEY.

THANK YOU VERY MUCH FOR YOUR TIME