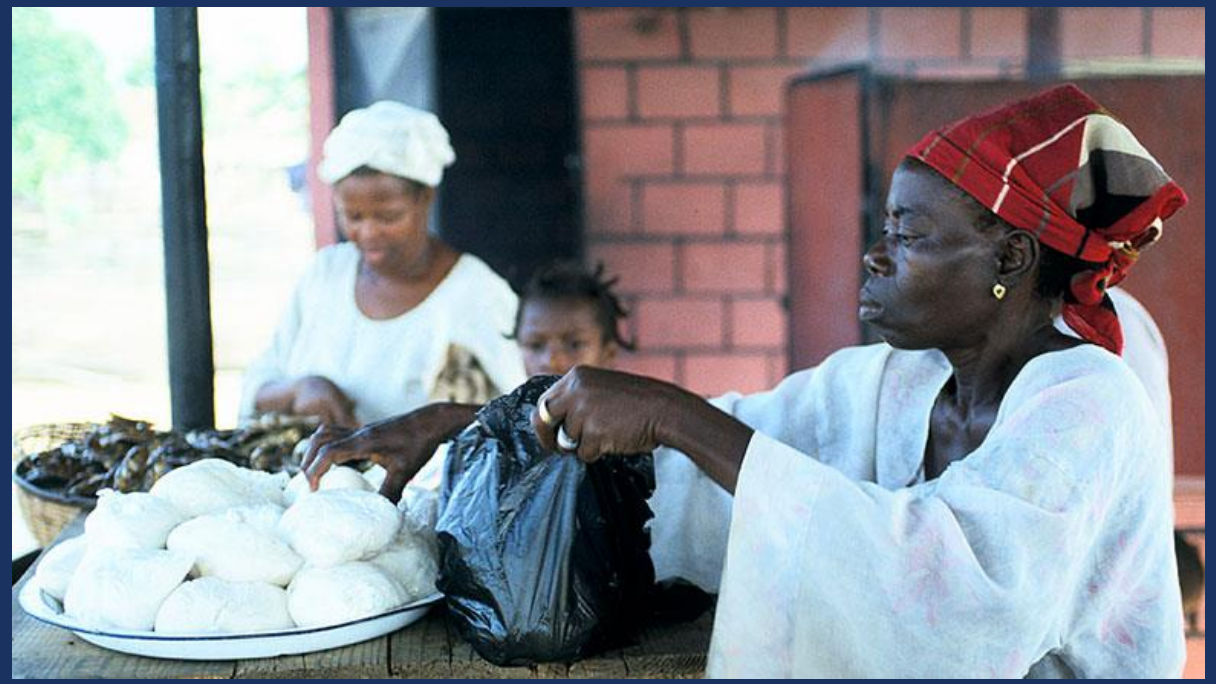


# CAPACITY GAP ANALYSIS

NIGERIA APRIL 2019



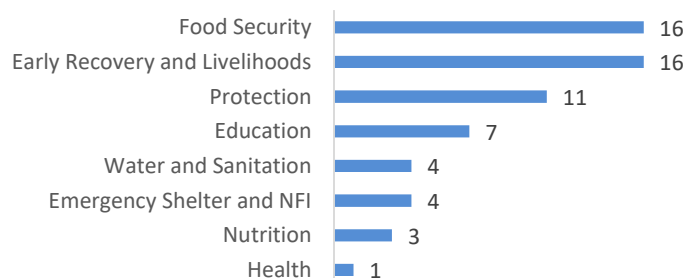
Source: Experimenting with Cash Transfer Models in Nigeria- World Bank Nigeria

# BACKGROUND

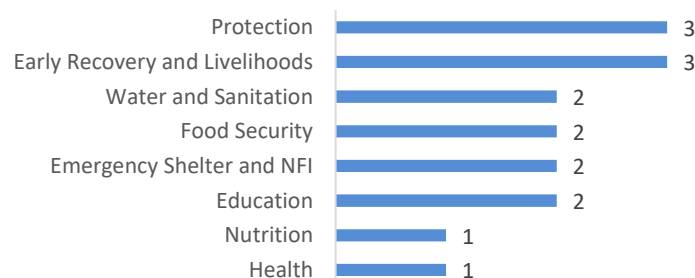


Between 2009 and 2019, the Boko Haram insurgency has affected around 13.4 million people in the North East of Nigeria. Out of the total affected, around 7.1 million are in need of humanitarian assistance while 6.2 million are targeted for humanitarian assistance<sup>[1]</sup> To date, 1.8 million people are reported internally displaced and new displacement continues due to the insurgency<sup>[2]</sup> in the states of Borno, Yobe, and Adamawa. The crises have impacted women, men, girls and boys, and people with special needs differently, and their vulnerabilities as well as coping mechanisms vary.

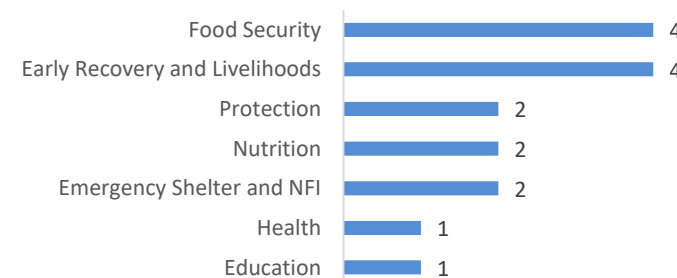
In 2013, OCHA brought together partners to strategize on Cash and Voucher Assistance (CVA) for the response in the north-east. The Caritas Foundation with support from the Catholic Relief Services assumed cash coordination leadership through 2014 and 2015. During this period, CaLP organized series of trainings to strengthen partners' capacity and reviewed the CWG coordination mechanism and the CWG Terms of Reference.



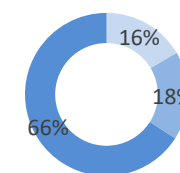
**BORNO**



**ADAMAWA**



**YOBE**



■ Yobe ■ Adamawa ■ Borno

**Cash Project Module  
Partners with Cash  
Component April 2019**

<sup>[1]</sup> Nigeria 2019 – 2021 Nigeria Humanitarian Response Strategy

<sup>[2]</sup> Humanitarian Response Strategy 2019-2021

# 6<sup>TH</sup> STRATEGIC FOCUS: CAPACITY BUILDING



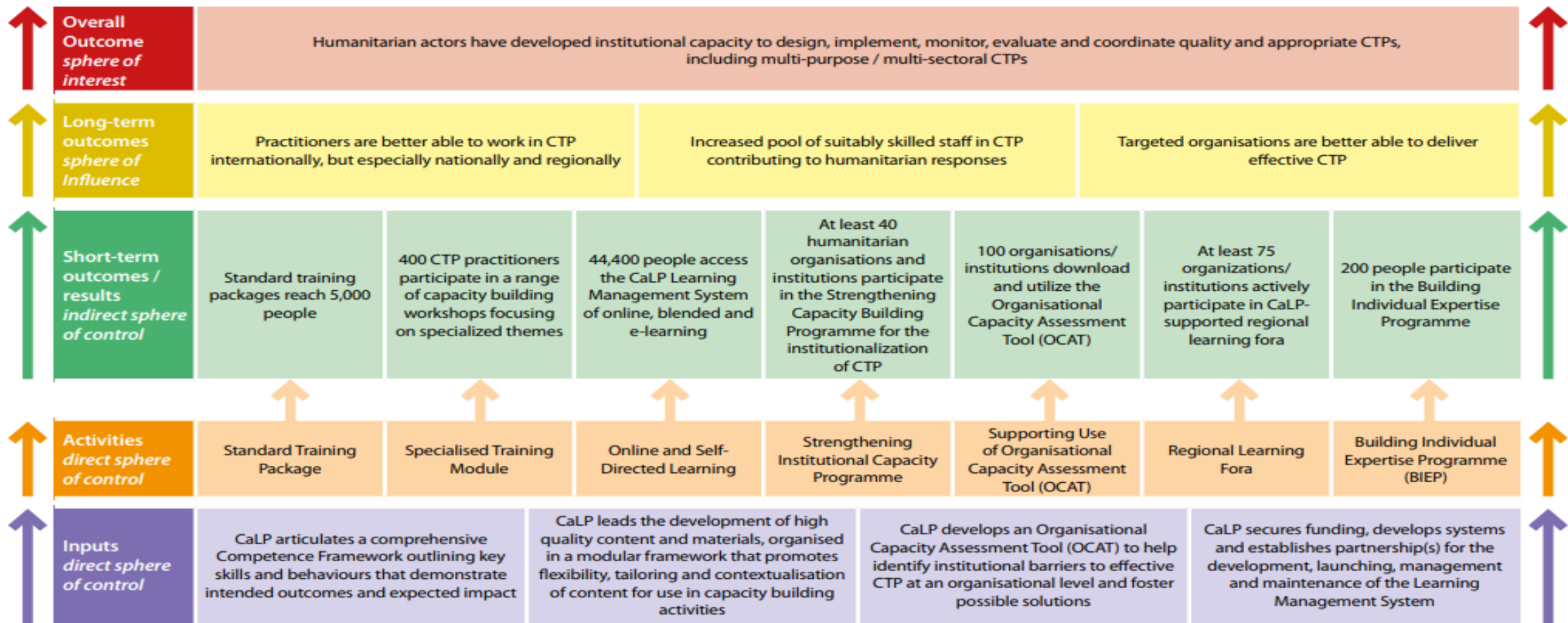
Recognizing the need to continue to build on existing capacity among partners, and fill gaps where necessary, the CWG will develop tailored trainings identified in collaboration with the partners. The CWG will continue to collaborate with CaLP and other partners and sectors especially protection to provide necessary support to the partners.

The CWG will adopt two prong approaches to learning and capacity building. The first approach will entail sharing of assessment/research reports, best practices within the Nigerian cash community of practice and organizing learning events. The secondary focus will be learning from regional and global best practices such as Online Platforms: [HR.info](#), [Cash Learning Hub](#), [Programme Quality Toolbox](#), [Cash barometer](#) and other partner's tools. CWG will encourage Peer-to-peer support and mentoring between Cash focal points. **Social Media groups will be established to share materials of interest.** Reports and analysis will be shared in CWG meetings or through emails or will be placed in [dropbox](#).

The CWG will contribute to members having the institutional capacity to design, implement, monitor, evaluate and coordinate quality and appropriate CVA in Nigeria. To do this, the CWG will develop a Capacity Building Plan that will mirror [the CaLP capacity building theory of change](#).



# CALP THEORY OF CHANGE



# CWG CAPACITY BUILDING PROGRAMMES



CWG intends to support organizations through Individual Capacity Building programmes and Strengthening Institutional capacity:

## Individual Capacity Building (ICB):

Capacity gap analysis has been conducted in Northeast Region in order to identify the needs and gaps in programme, operations and management groups of actors (including local organisations) working in the Northeast Region and to identify potential capacity building initiatives. Cash Focal Points will be invited to define their own learning pathway as per the [CaLP competence framework](#), captured in a Training Register by the CWG Technical Coordinator. Depending on their duties within CVA and their own professional interests the Focal Points will be linked to a series of online and face-to-face capacity building opportunities.

## Strengthening Institutional Capacity (SIC):

This component focuses on Nigerian organizations and institutions as the target group and considers access to and use of the necessary tools, guidelines and processes for appropriate design and implementation of CVA in Nigeria. To promote and support this institutionalization of CVA, the CWG Members will integrate institutional capacity building into existing projects. Resources will be sought to pilot and roll out a focused Strengthening Institutional Capacity programme with a small number of Nigerian organizations. Specifically, the programme enables the CWG to:

- Look beyond capacity of individuals within an institution, to the overall capacity of the Institution
- Promote holistic capacity – skills upgrade and systems/process/procedures improvements
- Enhance responsiveness by strengthening organizational planning and preparation
- Achieve capacity results at scale
- Remove institutional barriers to CVA at scale

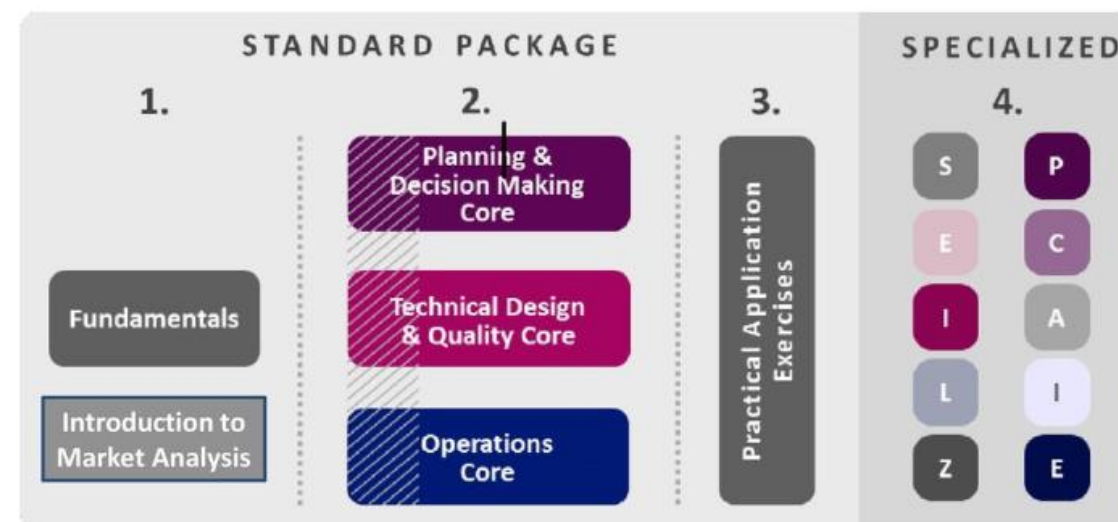
# CAPACITY GAP ANALYSIS



Objective:

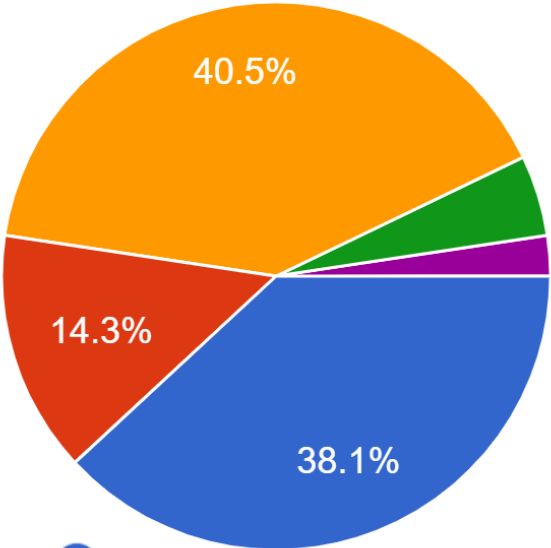
The Cash Working Group Nigeria has conducted this *capacity gap analysis* to understand the capacity gaps in the Northeast Region of Nigeria and develop learning pathways on addressing the needs of Cash Community of Practice.

The primary targets of the capacity building gap analysis are the active Cash Working Group members, sector/cluster leads & co-leads and individuals engaged in Cash and Voucher Assistance.



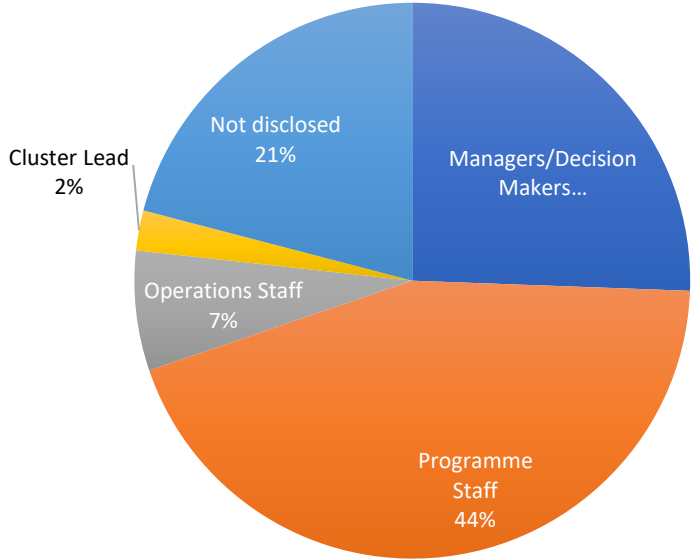
# INTRODUCTION TO RESPONDERS

## States

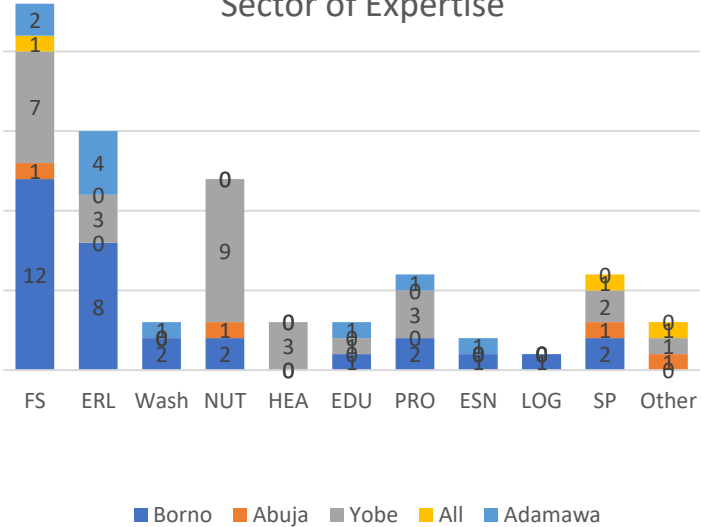


- Borno
- Adamawa
- Yobe
- Abuja
- All

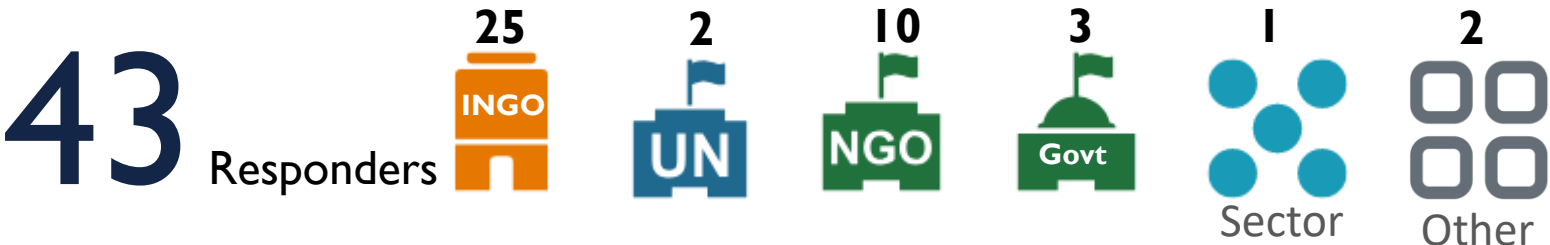
## Roles



## Sector of Expertise

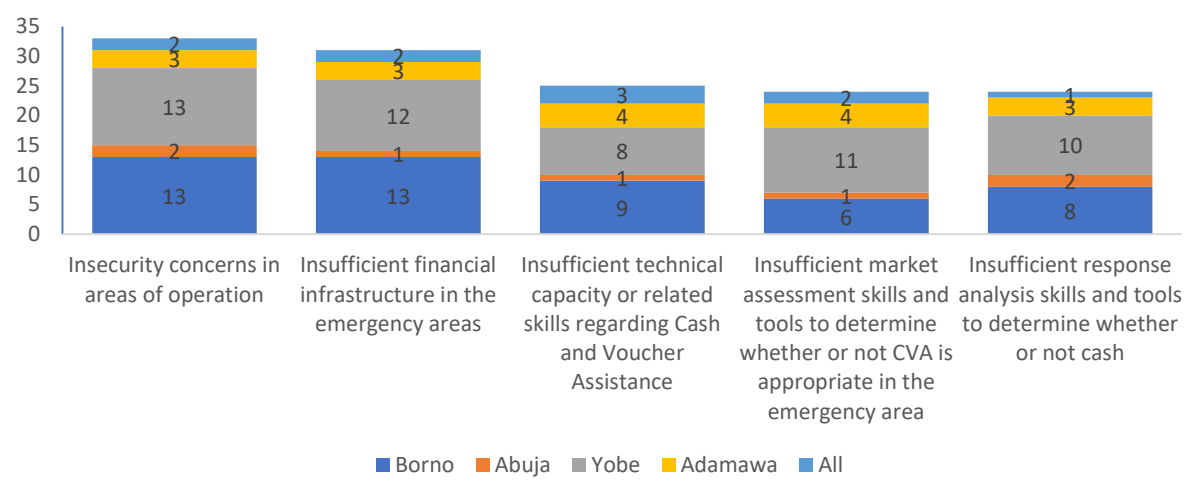


## Type of Organization

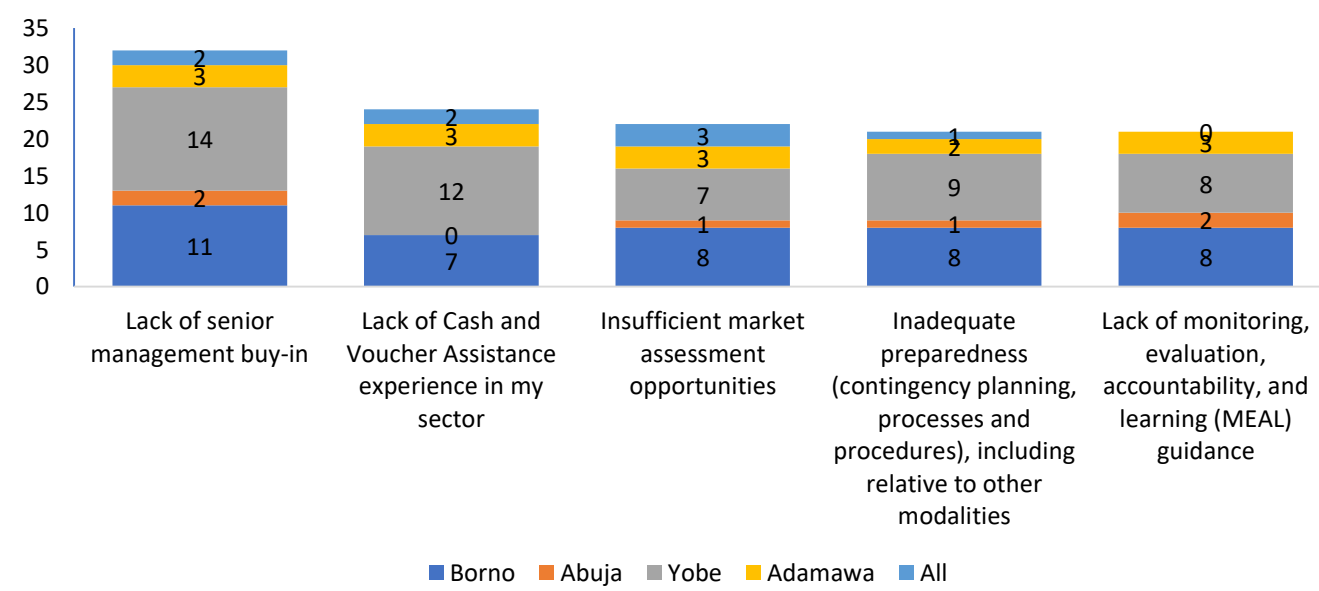


# 5 BIGGEST CHALLENGES AND LEAST CONCERNS

### Biggest Challenges



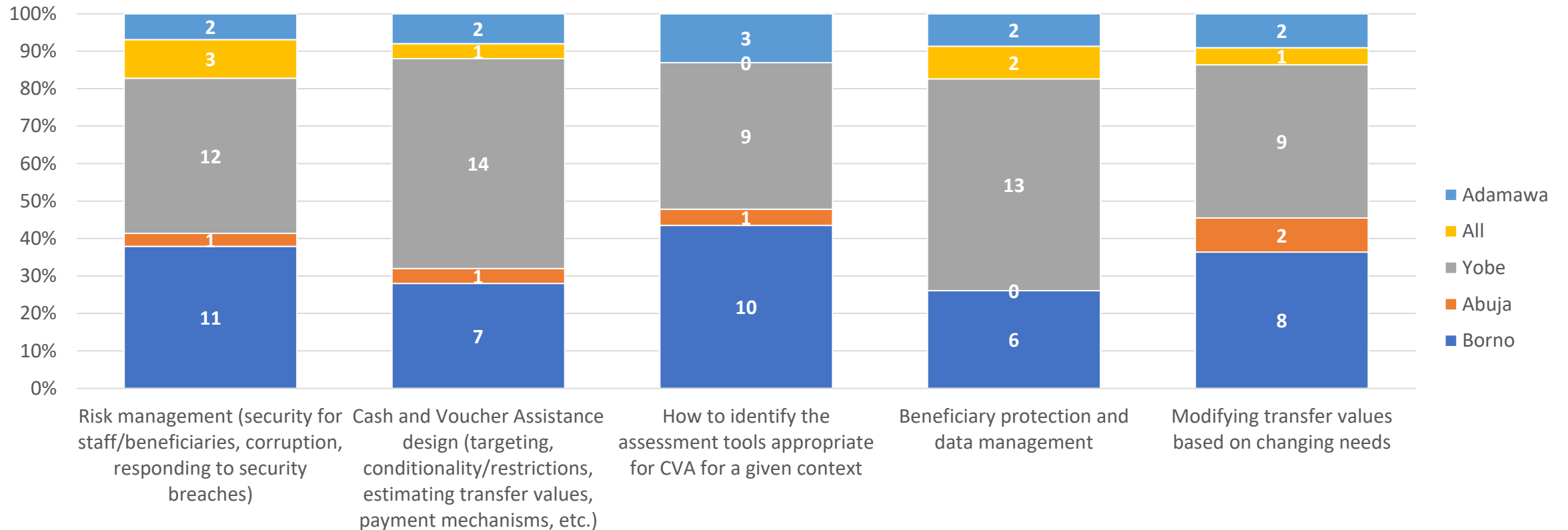
### Least Concerns



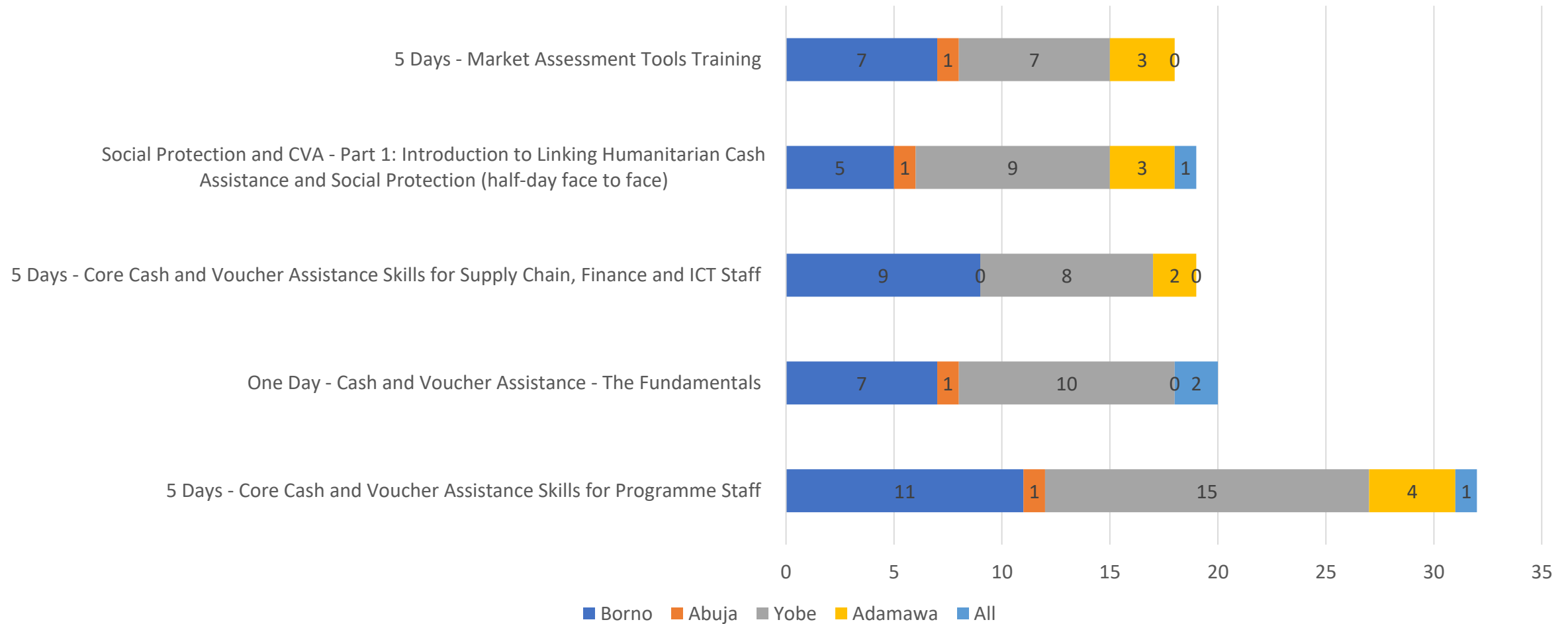


# SKILLS & KNOWLEDGE

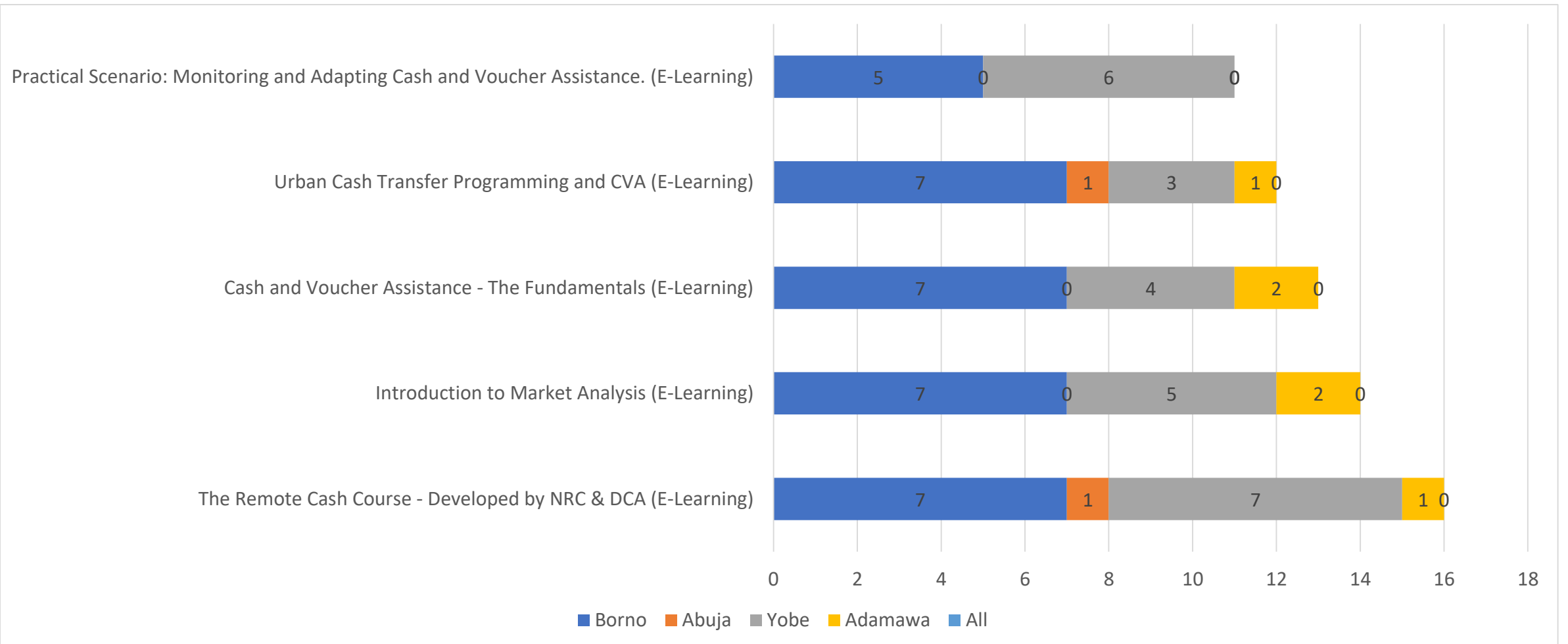
WHAT SKILLS AND KNOWLEDGE DO YOU THINK ARE MOST LACKING WITH RESPECT TO CASH AND VOUCHER ASSISTANCE-CVA?



# HIGH PRIORITY CVA COURSES (FACE TO FACE)



# HIGH PRIORITY CVA COURSES (E-LEARNING)

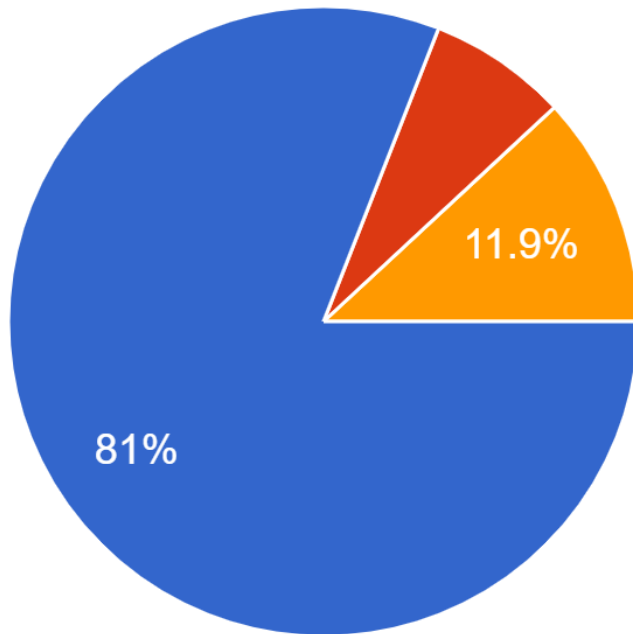


# OTHER TRAINING PREFERENCES

- Core Cash and Voucher Assistance Skills for Managers
- Multipurpose cash transfer
- Cash for Food
- Remote cash monitoring for livelihood practitioners
- Direct Cash, Mobile money programming (Delivery Mechanisms)
- Conditional Cash Transfer
- Urban cash transfer and analysis.
- Monitoring 4 CTP
- Protection and Gender Mainstreaming in CVA
- Cash and Voucher Assistance in relation to humanitarian assistance and development nexus

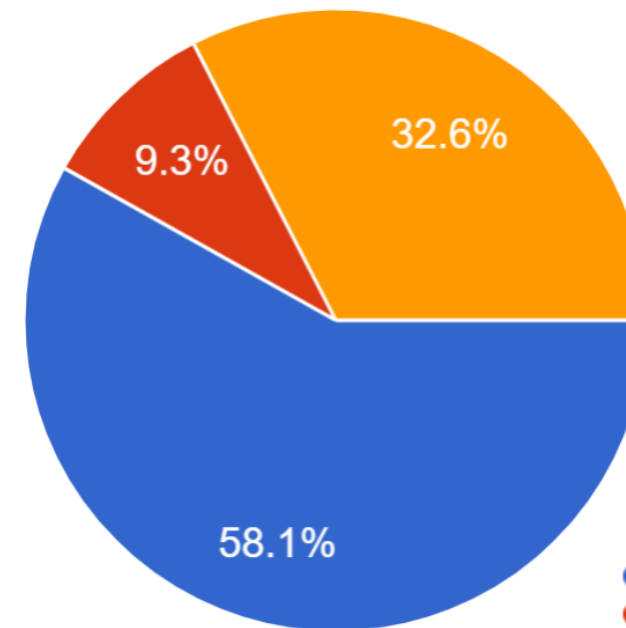
# LEARNING PREFERENCES AND CONNECTIVITY

## Internet Connectivity



- Yes
- No
- Maybe

## Learning Preferences



- I prefer face to face training courses
- I prefer online (e-learning courses / Webinars)
- I have no preference (I enjoy both types of learning)

# OTHER COMMENTS BY RESPONDENTS



- Cash programming is current difficult in Borno due to lack of network and internet. Any alternative means?
- Thanks for giving me the opportunity to participate in this remarkable assessment and looking forward to meet you face to face and discuss more from practical experience of years spent as humanitarian.
- Need for capacity building/training on implementing Humanitarian response and disaster management would blend staff for project success.
- I would really like to take part in these training in order to improve my capacity to function effectively on the Cash Working Group.
- Regular updates for the Cash and Voucher Assistance
- Capacity building regarding market assessment will be highly appreciated
- that a perfect survey
- Strong modalities should be put in place thereby enhance the current approaches, so as to make it strong enough in order to curtail the fraud acts regarding CVA in the crisis area of intervention of such kind.
- Thank you for the privilege to partake in this session

# RECOMMENDATIONS



- To find inhouse resources and utilize them: Trainers pool for at least Basic Cash training – Criteria will be developed by CWG and a CWG / Committee will select the trainers – the pool will be shared with all the partners and the pool will be given opportunity to any future ToTs in CaLP such as recommendation for pool members. Partners from Yobe, Adamawa, Borno, and Abuja will be asked to share the only assessment tool with different people in order to select potential pool members.
- Identify cash related topics, upcoming trainings and provide a platform / knowledge hub for sharing with the community of practice i.e online training links, CaLP face-to-face and webinar trainings through [training calendar](#).
- Build Capacities of Local organizations (NNGOs and Government) on CVA fundamentals through face-to-face training
- Bilateral discussions with CWG members, Sectors for technical support on CVA through the CWG technical lead.
- Include the recommended trainings in workplan and encourage donors and CWG members to fund for the open trainings.
- Discussions with CaLP West Africa regional team to organize the trainings and events in Nigeria.

THANKS