

Theme 6: CSOs Capacity Development

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Long-term Outcome 5 (for all IPOs): POs are Effective and Sustainable Agents of Transformational Change

	Objectively verifiable indicators	Baseline ² (Jan 2015)	Target		Means of verification	Status by End of 2015	
			Mid-term (Dec 2017)	End-line (Dec 2020)			
Bridging Outcomes (in bold) and Outputs (below)	5.1 POs³ are considered democratic, well governed, legitimate by their members and support base, accountable and apply strong management practices	% of POs with approved strategic and operational plans	94 % (56/59)	100% (X/X)	100% (X/X)	POs Annual Plans and Reports	100% (59/59)
		% of POs holding regular (annual) general meetings according to the frequency in their statutes	94 % (56/59)	95% (X/X)	100% (X/X)	General Assemblies minutes	96% (57/59) ⁴
		% of POs with unqualified audit reports	69% (41/59)	80% (X/X)	90% (X/X)	POs Audit Reports; IPOs staff monitoring visit reports	88% (51/59) ⁵
		% of POs that produce and share consolidated plans and reports through their	20 % (12/59)	70% (X/X)	100% (X/X)	POs websites	23% (14/59) ⁶

¹ Results Framework as in Overarching Proposal Version 19th February 2015.

² All baseline figures refer to the cumulative status at end-AGIR I

³ POs in this framework refer to partners receiving core support from one of the four intermediaries

⁴ Diak; 100% (12/12); IBIS; 84% (11/13); Oxfam; 100% (22/22); WE:84% (11/13)

⁵ Diak; 83% (10/12); IBIS; 90% (12/13) Oxfam; 100% (22/22); WE: 100% (13/13)

⁶ Diak; 17 % (2/12); IBIS; 16 % (2/13); Oxfam 30 % (7/22); WE 23 % (3/13)

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	website					
	% of PO's with at least 50% of members paying quotas	33 % (20/59)	50 % (X/X)	70 % (X/X)	PO Reports	38 % (23/59) ⁷
	% of POs that deliver reports (narrative, financial and audit) within the deadline	73 % (43/59)	95 % (X/X)	100 % (X/X)	Intermediary records and assessments of reports	91 % (54/59) ⁸⁹
5.1.1 POs capacity strengthened in good governance of their organisations	% POs underwent capacity building in good governance of their organisations	94 % (56/59)	Annual: 100 % (X/X) Cumulative: 100 % (X/X)	Annual: 100 % (X/X) Cumulative: 100 % (X/X)	Capacity building assessments; 5C assessment	Annual: 89 % (53/59) ¹⁰ Cumulative: 94 % (56/59)
5.1.2 POs internal governance, accountability and transparency strengthened	% of social organs of all POs actors meet as per regularity specified in their statutes	94 % (56/59)	100 % (X/X)	100 % (X/X)	General Assemblies minutes; monitoring visit reports; Reports of internal meetings of social organs.	100% (59/59)
	% of partners whose reports (narrative, financial and audit) were approved by the	98 % (58/59)	100 % (X/X)	100 % (X/X)	General Assemblies minutes; Monitoring visit reports; Reports of internal meetings of social	100% (59/59)

⁷ Diak: 17 % (2/12) (FORCOM, OTHOKO); IBIS: 31 % (4/13) (ACDH; OAM; KUKUMBI; Solidariedade); Oxfam: 59 % (13/22) (AMME, NAFEZA, PNDH, N'WETI, LAMBDA, ESTAMOS, FACILIDADE, AKILIZETHO, FM, WLSA, CIP, JOINT, HOPEM); WE 38 % (5/13) (OMR, AENA, AMPCM, ORAM, Udeba-Lab)

⁸ Diak: 42 % (5/12) (ACAMO, CEDE, OE, FORCOM, MULEIDE); IBIS: 100 % (13/13); Oxfam: 64 % (14/22) (WLSA, CIP, GMD, HOPEM, SA, N'WETI, Facilidade, Akilizetho, JOINT, AMME, NAFEZA, PNDH, ESTAMOS, LAMBDA); WE: 100 % (13/13)

⁹ The audit reports are sometimes not delivered in time, but due to reasons beyond the control of partners

¹⁰ Diak: 50% (6/12); IBIS; 92 % (12/13) Oxfam; 100% (22/22); WE; 100% (13/13)

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	general assembly					organs.	
5.1.3: POs capacity strengthened in financial, HRM and results-based management	%POs underwent capacity building in financial, HRM, and RBM management	94 % (56/59)	Annual: 100 % (X/X) Cumulative: 100 % (X/X)	Annual: 100 % (X/X) Cumulative: 100 % (X/X)	Capacity building assessments; 5C assessment, FSA reports	<i>Annual: 88 % (52/59)¹¹ Cumulative: 94 %</i>	
	POs average % dependency of AGIR	51% ¹²	45 %	30 %	Financial reports	58 % ¹³	
	% of POs with M&E systems in place	86 % (51/59)	90 % (X/X)	100% (X/X)	POs Annual Plans and Reports, M&E meeting minutes	86 % (51/59) ¹⁴	
5.1.4 Members participate in strategic planning exercise	% POs that include members in their strategic planning process	94 % (56/59)	100 % (X/X)	100 % (X/X)	POs Annual Plans and Reports, minutes	100% (59/59)	
5.1.5 POs strengthened to mainstream environment and climate change in their strategic and operational plans	% of POs that include mainstream environment and climate change in their strategic and operational plans and internal documents	30 % (18/59)	Annual: 15 % (X/X) Cumulative: 60% (X/X)	Annual: 15 % (X/X) Cumulative: 100% (X/X)	Reports of capacity building assessments	<i>Annual: 39 % (23/59) Cumulative: 69 % (41/59)¹⁵</i>	
5.1.6 Partners have their anti-corruption policies and	% of POs that have internal anti-corruption policies in	0,01 % (1/59)	Annual: 10 % (X/X)	Annual: 10 % (X/X)	POs Anti-corruption Internal Policies	17 % (10/59) ¹⁶	

¹¹ Diak; 41% (5/12) IBIS; 100% (13/13); Oxfam; 100% (22/22); WE: 100% (13/13)

¹² Averages per intermediary: Diak: 55 %, IBIS: 64%; Oxfam 56 %; WE 30 %

¹³ Averages per intermediary: Diak: 64,5 %, IBIS: 74 %; Oxfam 59 %; WE 33,5 %

¹⁴ Diak: 100 % (12/12), IBIS; 100 % (13/13) Oxfam: 59 % (13/22) (SA, Akilizetho, AMME, Facilidade, FM, GMD, Hopem, Lambda, N´weti, NAFEZA, PNDH, PSCM-PS, WLSA); WE 100 % (13/13)

¹⁵ Diak; 2 (16%) IBIS; 4 (25 %) Oxfam; 22 (100%); WE: 13 (100 %)

¹⁶ Diak: 0,8 % (1/12) (CESC); IBIS: 0%; Oxfam: 36 % (8/22) (CIP, Facilidade, FM, N´weti, WLSA, JOINT, SA, Wadzafica) WE 0,7 % (1/13) (CTV)

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implement them	place		Cumulative: 30 % (X/X)	Cumulative: 90% (X/X)		
5.2 Strengthened gender mainstreaming among AGIR POs at programme and activity level, as well as in the work place	% of POs that have gender equality policies formulated	75% (44/59)	Annual: 10 % (X/X) Cumulative: 75% (X/X)	Annual: 10 % (X/X) Cumulative: 100% (X/X)	POs Gender Internal Policies Reports of capacity building assessments	<i>Annual: 62% (37/59)¹⁷ Cumulative: 62% (37/59)</i>
	% of partners doing gender analysis in project or programme strategic documents	69 % (41/59)	Annual: 10 % (X/X) Cumulative: 75% (X/X)	Annual: 10 % (X/X) Cumulative: 100% (X/X)	Reports of capacity building assessments	<i>Annual: 67 % (40/59)¹⁸ Cumulative: 67 % (40/59)</i>
	% of POs involved in regional initiatives on gender issues	22% (13/59)	30% (X/X)	50% (X/X)	Gender Link reports SADC gender Protocol Barometer	<i>19% (11/59)¹⁹</i>
	% of partners with at least 50% of women working and represented in leadership decision- making positions	67 % (40/59)	70% (X/X)	90% (X/X)	Annual plans and report	<i>45% (27/59)²⁰</i>
	5.2.1 AGIR POs applying tools to address and monitor progress in regard to promoting gender equality and justice and women’s empowerment	% of partners trained on developing gender indicators, gender disaggregation and gender analysis	0% (0/59)	Annual: 60% (X/X) Cumulative: 70 % (X/X)	Annual: 100% (X/X) Cumulative: 100 % (X/X)	IPO monitoring reports
% of partners applying gender indicators, gender		0% (0/59)	60% (X/X)	80%(X/X)	POs Annual reports POs Annual Plans	<i>0%²²</i>

¹⁷Diak; 75 % (9/12) (AMMCJ, Rede Came, CEDE, Muleide, Othoko, CESC, Forcom, Acabe, PJ); IBIS 62 % (8/13) (ACDH, AMCS, CAICC, CEC, CODD, KUKUMBI, GDI; OAM); OXFAM 45 % (10/22) (WLSA, HOPEM, AMME, NAFEZA, SA, GMD, PNDH, FACILIDADE, FM, Nweti); WE 69 % (9/13) (AAAJC, AENA, ABIODES, CTV, JA, Livaningo, ORAM, UNAC, UPCT)

¹⁸ Diak:50 % (6/12) (Muleide, AMMCJ, PJ, R. CAME, NANA, FORCOM) IBIS: 62 % (8/13) (ACDH, AMCS, CAICC, CEC, CODD, KUKUMBI, GDI; OAM); Oxfam: 91 % (20/22) (all except CEMO and CIP); WE: 46 % (6/13) (AENA, CTV, ORAM, Abiodes, UNAC, Livaningo)

¹⁹ Diak: 33% (4/12) (Muleide, AMMCJ, FORCOM, PJ); IBIS 0 %; Oxfam 18 % (4/22) (WLSA, FM, LAMBDA, HOPEM); WE 23 % (3/13) (UNAC, ORAM, CTV)

²⁰ Diak 40% (5/12); IBIS 46% (6/13); Oxfam 50% (11/22); WE 46% (6/13)

²¹ Activity was not carried out in 2015

²² While some partners have gender indicators other, the majority provide gender desegregated information and very few effectively do gender analyses.

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	disaggregation and gender analysis					
	% of partners trained in the system for equitable allocation of funds methodology (FRAS)	0,01 % (1 ²³ /59)	Annual: 80% (X/X) Cumulative: 81 %	Annual: 19 % (X/X) Cumulative: 100% (X/X)	Budget, Financial reports	Annual 2015: 0% (0/59) ²⁴ Cumulative: 0,01 % (1/59)
	% of partners implementing the system for equitable allocation of funds methodology (FRAS)	0,01 % (1/59)	Annual: 10% (X/X) Cumulative: 30% (X/X)	Annual: 10% (X/X) Cumulative: 60% (X/X)	POs Annual reports POs Annual Plans	Annual 2015: 0% (0/59) Cumulative: 0,01 % (1/59)
	% of partners implementing the system for equitable allocation of funds methodology (FRAS) that reach the 50 % goal	0,16% (1/59)	Annual: 5% (X/X) Cumulative: 20% (X/X)	Annual: 5% (X/X) Cumulative: 40% (X/X)	Budget and financial reports	Annual 2015: 0% (0/59) Cumulative: 0,16 % (1/59)
5.2.2 Coordination between AGIR POs on gender-sensitive advocacy and dialogue strengthened	# of events/position papers /seminars/campaigns in gender are held by partners per year	3/year	3/year	3/year	Annual reports, position papers	7 events ²⁵
	# of policy changes with contribution from CSOs	10	Annual: 5 Cumulative: 15	Annual: 5 Cumulative: 25	POs Annual reports Reports of the events	Annual: 8 ²⁶ Cumulative: 18
	# of staff swapping in	10	Annual: 10	Annual: 10	Annual reports	Annual: 0 ²⁷

²³ UNAC (WE)

²⁴ Activity was not carried out in 2015

²⁵ Those events were: Rural women Fair (ORAM), International Women day (WLSA/FM), Rural Women's National Conference (Forum Mulher), National Conference on the SADC Gender Protocol (FM ans WLSA) ;1 position paper against gender based violence among PO in Maputo (MULEIDE); 2 workshops : one on Law of Succession regarding women position in heritage and the other) discussed Family Law on union fact regulation (AAMCJ)

²⁶ Diak: 1 (National Strategy on Prevention of Early Marriage); IBIS: 2 (Aprovação da Lei do Direito à Informação em 2014 & Regulamentação da Lei do Direito à Informação; Oxfam 3 (PENIV, National Strategy on Prevention of Early Marriage, Set Up of CECAP) WE: 2 (Prosavana, Terra Segura)

²⁷ No staff swapping occurred in 2015

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		between the partners		Cumulative: 30	Cumulative: 30		Cumulative: 10
5.3 AGIR partners upscale HIV/AIDs interventions internally & externally and have the capacity to provide an effective response to the right holders	% of POs that have HIV/AIDs policies formulated	50% (30/59)	80% (X/X)	90% (X/X)	POs HIV Internal Policies Reports of capacity building assessments	50% (30/59) ²⁸	
	% of POs mainstreaming internally and externally HIV/AIDs issues	45% (27/59)	50% (X/X)	75% (X/X)	Annual report and plans	45% (27/59) ²⁹	
5.3.1 POs with capacity to mainstream HIV/AIDs	% of POs trained on how to mainstream internally & externally HIV/AIDs	86 % (51/59)	Annual: 60% (X/X) Cumulative: 70 % (X/X)	Annual 30 % (X/X) Cumulative: 100% (X/X)	POs HIV Internal Policies Reports of capacity building assessments	Annual: 76% (45/59) ³⁰ Cumulative: 85 % (51/59)	
5.3.2 POs are innovative, creative and work in strategic partnerships on HIV/AIDs	# ³¹ of POs engaged in strategic partnerships and networks with HIV/AIDs specialized organizations	12	15	15	Annual report and plans	12 ³²	
5.4 POs are trained on SRHR and influence for better quality service on SRHRs for women, men, girls and boys	# of SRHR related public policies revised and/or adopted	1	Annual: 1 Cumulative: 3	Annual: 1 Cumulative: 5	Annual reports plans	Annual: 2 ³³ Cumulative: 3	

²⁸ Diak 42% (5/12); IBIS 66% (9/13); Oxfam 53% (12/22); WE 46 % (6/13)

²⁹ Diak: 42% (5/12); IBIS: 58% (7/13); OXFAM: 50% (11/22); WE: 38% (5/13)

³⁰ Diak: 33 % (4/12) (ACABE, ADEMUM, AMUDZA, NANA) IBIS: 62 % (8/13) (ACDH, AMCS, CAICC, CEC, CODD, KUKUMBI, GDI, Sekelekani) Oxfam: 90 % (20/22) WE: 100 % (13/13)

³¹ # rather than % here since it is not applicable for all AGIR partner

³² Diak: 33 % (4/12) (MULEIDE, AMMCJ, REDE DA CRIANÇA, OTHOKO); IBIS; 0, 7 % (1/13) (KUKUMBI); Oxfam: 32 % (7/22) (RENSIDA, N'weti, Hopem, Lambda, FM, WLSA, ESTAMOS); WE: 0 % (n/a)

³³ The policies revised and/or adopted are: PENIV and the National Strategy on Prevention from and Fight Against Early Marriage

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5.4.1 POs strengthened on SRHR and including it in their plans	# of training sessions carried out in SRHR	0	Annual: 1 Cumulative: 1	Annual: 0 Cumulative: 2	Training reports	<i>Annual: 0³⁴</i>
	# of relevant partners that include SRHR in their plans	14	Annual: 2 Cumulative: 16	Annual: 1 Cumulative: 19	POs Strategic and operational plans	<i>14³⁵</i>
5.4.2 POs and rights holders have access to information on SRHR	# of programs on comprehensive SRHR information to teenagers and youth (girls and boys)	4	15	30	Annual reports & plans	<i>4³⁶</i>
	# of events/seminars held promoting SRHR-related issues	2	10	20	Annual reports & plans	<i>4³⁷</i>
5.5 POs are effective, creative, dynamic, work in networks and are resourceful enough to accomplish their mission and vision using innovative technical (websites & social media) tools in their interventions	# of joint public campaigns organised by POs	12	Annual: 10 Cumulative: 30	Annual: 10 Cumulative: 60	POs annual plans and reports	<i>Annual: 8³⁸ Cumulative: 20</i>
	# of national and regional linkages and networks created among POs	11	Annual: 5 Cumulative: 20	Annual: 3 Cumulative: 30	POs annual plans and reports	<i>Annual: 4 Cumulative: 19</i>
	# of POs thematic knowledge improved by	17	Annual: 5 Cumulative:	Annual: 5 Cumulative:	Reports of experience exchange reports	<i>Annual: 6 Cumulative: 23</i>

³⁴ Activity not carried out in in 2015

³⁵ Diak: 5 (Muleide, Nana, Othoko, Forcom, PJ); IBIS: 2 - (KUKUMBI e GDI); Oxfam: 7 (RENSIDA, N'weti, Hopem, Lambda, FM, WLSA, ESTAMOS)

WE: 0

³⁶ The programs are: Tua Cena (N'weti – National coverage), Global Fund (Lambda – Maputo City, Beira, Nampula), “Youth Today, Time to Act” (PJ – Maputo)

³⁷ The events were: Health Sector Partners' Health Fair; 2015 Consultative Meeting-side Health Fair; campaign against early marriage; campaign to sensitize woman in relation to prevention and treatment of obstetric fistula

³⁸ Prosavana (Oxfam partners in Nampula, Akilizetho and Falcidade),, Climate Change/ COP 21 (Livanningo, JA!) Campaign on human rights; 16 activism days (Forum Mulher, WLSA, Lambda, Joint, Hopem); campaign against trial of human right defenders (Castelo Branco and Fernando Banze) (Joint and WLSA);, campaign against Early marriage (WLSA, Lambda, Hopem, FM, all under SRHR Network); campaign for the approval of the RTIL By-law (Regulamento) (Sekelekani)

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		sharing their experience (lesson leaning and best practice) between each other		30	45		
		# of position papers released	25	Annual: 25 Cumulative: 100	Annual: 25 Cumulative: 175	Newspaper cuts	Annual: 62 Cumulative: 87
		% of POs that have functional websites	50% (29/59)	60% (X/X)	75% (X/X)	POs webpages	61% (36/59) ³⁹
		% of POs activist networks to stage their advocacy	20% (12/59)	Annual: 5 % (X/X) Cumulative: 30 % (X/X)	Annual: 3 % (X/X) Cumulative: 45 % (X/X)	POs activists network register; POs activists feeding communications; POs databases	Annual: 20% (12/59) ⁴⁰ Cumulative: 20% (12/59)
		% of partner POs that use social media (Facebook, twitter, google, Instagram, blogs) to implement their advocacy and disseminate their results	52 % (31/59)	70% (X/X)	90% (X/X)	POs social media pages	57% (34/59) ⁴¹
	5.5.1 Improved connections between POs and their provincial delegations	% of core funding contracts signed with POs with clauses on support to provincial branches	13, 5 % (8/59)	72 % (X/X)	72 % (X/X)	Contracts between IPOs and partners	72% (42/59) ⁴²

³⁹ Diak: 75 % (9/12) (Forcom, ACAMO, AMMCJ, CESC, R. CAME, R.Criança, PJ,CEDE, Muleide); IBIS: 69 % (9/13) (AMCS, CAICC, CEC, CODD, IESE, KUKUMBI, GDI, OAM, Sekelekani); Oxfam: 32 % (7/22) (WLSA, PSCM-PS, Lambda, Nweti, CIP, HOPEM, JOINT); WE: 85 % (11/13) (UPCT; AMA; AJC; AMPCM; AENA;CTV; JA!; Livaningo; OMR; ORAM; UNAC)

⁴⁰ Diak: 33 % (4/12) (PJ, R. Criança, AMMCJ, MULEIDE); IBIS: 0,7 % (1/13) (Sekelekani); Oxfam: 18 % (4/22) (WLSA, CIP, JOINT, HOPEM); WE: 23 % (3/13) (UNAC, Livaningo, ORAM)

⁴¹ Diak: 75 % (9/12) (ACAMO, ACABE, AMMCJ, MULEIDE, FORCOM, CESC, R.CAME, R.CRIANÇA, PJ); IBIS: 38 % (5/13) (CAICC, CODD IESE, KUKUMBI, OAM, Sekelekani); Oxfam: 32% (7/22) (WLSA, PSCM-PS, Lambda, Nweti, CIP, HOPEM, JOINT) WE: 100 % (13/13)

⁴² All applicable/that have delegations

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		% of PO's with delegations that transfer part of the fund to their provincial delegations	43 % (18/42)	50 % (X/X)	60 % (X/X)	POS budget POs financial and narrative reports	55% (23/42)
		% of POs with delegations that transfer funds that reach the goal of 30 %	0 % (0/42)	5 % (X/X)	10 % (X/X)	POS budget POs financial and narrative reports	0 % (0/42)
5.6 POs benefit from improved alignment between donors and application of "good donorship" principles		% of partners that have basket funds	10 % (6 ⁴³ /59)	15 % (X/X)	20 % (X/X)	Memorandum of Understanding	12 % (7/59) ⁴⁴
		% of partners that have more than 4 donors	66 % (39/59)	50 % (X/X)	70 % (X/X)	Financial reports	12 % (7/59) ⁴⁵
		% of POs that benefit from regular (at least one per semester) donor meetings	22% (13/59)	50% (X/X)	75% (X/X)	Donor meeting minutes	20% (12/59) ⁴⁶
		# of partners producing only one plan/budget and reports to their donors	58 % (34/59)	65 % (X/X)	75 % (X/X)	POs plans and reports	58 % (34/59) ⁴⁷
5.7 The intermediate (IPOs) increase coordination		# of ICCs realized over the year	4	4/year	4/year	Meeting reports	3

⁴³ IESE, CIP, Fórum Mulher, GMD, CTV, OMR

⁴⁴ Diak: 0 % ; IBIS: 0,7 % (1/13) (IESE); Oxfam: 18 % (4/22) (CIP, FM, GMD, Estamos); WE: 15 % (2/13) (CTV, OMR)

⁴⁵ Diak: 42 % (5/12) (AMMCJ, FORCOM,R. CAME, CESC, Muleide); IBIS: 23 % (3/13) (IESE, KUKUMBI, Sekelekani); Oxfam: 27 % (6/22) (CIP, N'weti, GMD, LAMBDA, FM, HOPEM); WE: 54 % (7/13) (AAAJC, AENA, UNAC, CTV, Livaningo, ORAM, JA!)

⁴⁶ Diak: 0,8 % (1/12) (FORCOM); IBIS: 23 % (3/13) (IESE, Kukumbi, OAM); Oxfam: 23 % (5/22) (CIP, GMD, FM, FTI, PSCM-PS); WE: 31 % (4/13) (UNAC, Livaningo, CTV, OMR)

⁴⁷ Diak: 0, 8 % (1/12) (LDH); IBIS: 38 % (5/13) (CAICC; IESE, OAM; KUKUMBI; SEKELEKANI); OXFAM 100 % (22/22); WE 46 % (6/13) (OMR, JA!, CTV, Udeba-Lab, Abiodes, AENA)

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	between themselves	# of technical group meetings held	11 ⁴⁸	Annual: 16/year ⁴⁹ Cumulative: 55	Annual: 16/year Cumulative: 90	Minutes and reports	<i>Annual: 12⁵⁰ Cumulative: 23</i>
		# joint public events annually and jointly held by the IPOs	7	Annual: 3 Cumulative: 15	Annual: 3 Cumulative: 18	Reports	<i>Annual: 2⁵¹ Cumulative: 9</i>

⁴⁸ This number is for 2013. 6 Planning & Reporting, 5 Gender

⁴⁹ At least 4 per group. The groups are: Financial, Planning & reporting, Gender and Capacity building (new 2015)

⁵⁰ 4 financial, 4 planning and reporting, 4 gender

⁵¹ Consultative Meeting (AGIR PARTNERS ANNUAL MEETING), Health Fair