



**MANAGEMENT STRATEGIES
FOR AFRICA (MSA)**

*Bringing Innovative African Solutions to
Institutional, Organizational and Management
Capacity Development Challenges*



Annual Report

July 2012 – June 2013

Management Strategies for Africa (MSA)
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2013 Annual Report

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Published by Management Strategies for Africa- Nigeria

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Contents

1. Glossary.....	4
2. Foreword from the Chairperson and CTL	5
3. Introduction	6
4. Overview of Progress	6
5. Performance Review.....	6
5.1 Advocacy	6
5.2 Technical Services	7
5.2.1 Governance and Leadership Development.....	7
5.2.2 Strategy Review and Planning.....	7
5.2.3 Research, Monitoring, Learning and Evaluation.....	8
5.2.4 Training	8
5.3 Management.....	9
5.3.1 Strategy Development	9
5.3.2 Human Resources	9
5.3.3 Policies and Manuals.....	11
5.3.4 Partnerships and Alliances	11
5.4 Governance.....	11
5.4.1 Board Renewal Process.....	11
5.4.2 Statutory Obligations	11
6. Coordination and Collaboration.....	12
7. Challenges and Opportunities.....	12
8. Conclusion.....	12
9. Plans for Next Report Period	12
10. Appreciation to Donors, Clients and Partners	12
11. Statement of Income and Expenditure.....	14

1. Glossary

ABDI	=	Annabelles-Bogi Development Initiative
ACE-HI	=	African Community & Environmental Health Initiative
ADRF	=	A.D. Rufai Foundation
ASCON	=	Administrative Staff College of Nigeria
BAOBAB	=	Baobab for Women's Human Rights
BoDs	=	Board of Directors
BOs	=	Beneficiary Organizations
CAC	=	Corporate Affairs Commission
CEDPA	=	Centre for Population and Development Activities
CHRI	=	Community Health and Research Initiative
CISSC	=	Center for Intellectual Services on Sokoto Caliphate
CSOs	=	Civil Society Organizations
CTL	=	Country Team Leader
EFCC	=	Economic and Financial Crimes Commission
FAHCI	=	Family Healthcare Foundation
FHI	=	Family Health International
FOMWAN	=	Federation of Muslim Women Association
GLRA	=	German Leprosy and Tuberculosis Relief Association
HDA	=	Health Development Association
IWEI	=	Isa Wali Empowerment Initiative
JSI-RTI	=	John Snow International- Research Training Institute
KM	=	Knowledge Management
M&EP	=	Monitoring and Evaluation Plan
MAIN	=	Muslim Aid Initiative, Nigeria
MS	=	MicroSoft
MSA	=	Management Strategies for Africa
MSA-N	=	Management Strategies for Africa-Nigeria
NACA	=	National Action Committee on AIDS
NAG-JNI	=	Nigeria Aid Group of Jama'atu Nasril Islam
NGOs	=	Non-Governmental Organizations
NPC	=	National Population Commission
NPHCDA	=	National Primary Health Care Development Agency
NYSC	=	National Youth Service Corps
OA	=	Organization Assessment
OD	=	Organization Development
OE	=	Organizational Effectiveness
PIND	=	The Foundation for Partnership Initiatives in the Niger Delta
PPFN	=	Planned Parenthood Federation of Nigeria
PPFN	=	Planned Parenthood Federation of Nigeria
RFPs/RFAs	=	Requests for Proposals
RHISA	=	Reproductive Health Initiative & and support Association
SFH	=	Society for Family Health
TLTS	=	Team Leader, Technical Services
TMG	=	Transition Monitoring Group (Center for Civic Education)
TSHIP	=	Targeted States High Impact Project
USAID	=	Unites States Agency for International Development
WB	=	World Bank
WEIN	=	Women Empowerment Initiative
VSO	=	Voluntary Services Overseas

2. Foreword from the Chairperson and CTL

Most of what MSAN accomplishes does not happen in our offices but through our partners and clients whom we continue to provide with strategic and impactful technical assistance within the period. As an organization that focuses on assisting institutions and programs to attain and sustain effectiveness, we continue to design and provide state-of-the-art technical services to our clients. MSAN, using its 'innovative African approaches' catalyzed more organizational solutions for its partners in 2012 through its MacArthur Foundation Organization Effectiveness Project grants; its role on the TSHIP Project; as well as the conduct of other short-term consultancies.

MSAN's strategic partnership with the Mitchell Group Inc., on the Nigeria Monitoring and Evaluation Management Services (NMEMS II) Project continued to provide support for USAID-Nigeria Implementing Partners on Monitoring and Evaluation. MSAN also took part in a series of brown bag and capacity building activities facilitated by the NMEMS.

In January 2012, MSAN commenced the process of evolving a new Strategic Plan 2012-2015. A series of meetings was held in the course of the year by the leadership and management to chart the strategic focus and thrust for the next three years. MSAN's vision is to remain the foremost indigenous, innovative national technical resource assisting organizations in Nigeria to build their institutional capacity for program effectiveness and sustainability. Thus, MSAN continues to strive to be the credible, innovative and effective technical resource, committed to assisting African institutions and organizations. For the management of the plan, a 3-year implementation plan was also developed.

MSAN remains grateful to the MacArthur Foundation and USAID for their continued commitment to strengthening the capacity of indigenous organizations in Nigeria. We would also like to thank our clients and partners for their continued patronage; the staff for their continued dedication; and the Board for their unrelenting support

Our innovative and high quality services are what make MSAN effective and keep its approaches fresh and relevant, and we hope to continue to improve on our performance even in the years ahead. We welcome new ideas, feedback, contributions and participation from our partners and networks. We urge you to visit www.msanigeria.org to learn more about our capability, programs and services. We look forward to a more productive new year.

Thank You



Ibidun Adeniyi
Country Team Leader



Dr. Uwemedimo Uko
Esiet

3. Introduction

This report summarizes MSA’s performance from July, 2012 – June 2013. It highlights major activities implemented, challenges, opportunities and accomplishments recorded within the period. Activities carried out were in line with the organizational strategic plan and were geared towards the vision of being “the foremost indigenous, innovative, technical resource assisting organizations in Nigeria to build their capacities for program effectiveness and institutional sustainability”

This report is organized around the key areas of Performance (Advocacy, Technical Services, Management, and Governance), as well as Coordination and Collaboration, Challenges and Opportunities, Conclusion, Plans for the Next Report Year, and MSA Financial Report for year ended June, 2013.

About MSA

Management Strategies for Africa-Nigeria (MSA-N) is an indigenous social enterprise, a not-for-profit organization, with a focus on assisting social sector organizations to achieve and sustain organizational effectiveness. MSA’s mission is “To strengthen human and institutional capacity of social development organizations and networks through the application of innovative organization development approaches”.

4. Overview of Progress

MSA continued to maintain its strong track record of organization and management development technical support, to social and health development institutions and, internally, in the paths of consolidating its growth and development. The new Strategic Plan (2013-2016) and the Implementation Plan derived therefrom, which covers first half of 2013, has shown great potential for the future of the organization. More clients beyond plans received technical support services indicating growing confidence in MSA and need for its services. Also, partnership building is ahead of set target, and through this MSA will continue to leverage resources for technical services to clients. Partnership Policy and Guidelines was developed to guide productive engagement with strategic allies.

Meanwhile, MSA continued to execute the 2 on-going projects (MSA-MF OE and TSHIP), responding to clients' requests promptly and efficiently in the various intervention areas. MSA provided technical assistance to all the original 5 OE partners, and one additional partner (TMG) was taken on board this MF-funded project. Under TSHIP, MSA provided technical assistance to 8 organizations and facilitated the review and development of Health Development Plans for the 43 LGAs in Sokoto and Bauchi States. The capacity development of MSA team members received deserved attention; thus, quantitative and qualitative data collection training was conducted for the OD teams in Sokoto and Bauchi States to facilitate ease of data gathering by the field team members. Also, the field staff in Bauchi and Sokoto states joined their Abuja colleagues to benefit from the in-house "Show and Tell" experience to further improve their MS Word application skills. A process of board renewal and development was initiated with new members expected to take up membership in the next year.

5. Performance Review

5.1 Advocacy

Considering the long term outcomes of OD interventions, and the need to confirm that capacity development interventions translate to stronger, viable and effective organizations, the process for two implementation studies commenced. The research exercises will be conducted around MSA's work on the OE project and TSHIP with the intention to determine the impact of the OD services provided and document the success stories, the challenges and lessons learnt. These studies will commence in the 3rd quarter of 2013 and once completed will be published in international and national journals and shared at relevant partners' fora. Also, a document highlighting the importance of OD and how MSA is involved in strengthening organizational effectiveness and institutional sustainability of social and health development organizations was developed. This, together with other relevant documents, will be used appropriately to advocate the need and support for OD among health and development organizations.



of Participants during the SP development for CISSC

5.2 Technical Services

MSA continued to provide a range of organization development (OD) technical assistance to TSHIP and MF-OE partner organizations as well as other client organizations within the report period. By remaining active in the consortium implementing the Targeted States High Impact Project (TSHIP) in Bauchi and Sokoto States, MSA has continued to contribute its fair share to health development in the country in general and Bauchi and Sokoto States in particular..

The MacArthur funded Organizational Effectiveness (OE) Project has for the past 2 years enabled MSA to provide institutional and management capacity building technical services to six (6) select Beneficiary Organizations (BOs) spread across 5 geographical zones in Nigeria. The 3-year Project is being executed through mentoring, coaching, on-site/online technical backstopping, and trainings/workshops.

5.2.1 Governance and Leadership Development

Effective functionality of Boards and board members engenders accountability in most organizations; hence, board development is an essential effort to support. Under the OE project, Annabells-Bogi Development Initiative (ABDI) and BAOBAB (Baobab for Women's Human Rights) were supported to develop Board manuals and train Board members on their role and responsibilities. BAOBAB was also supported to produce a draft Constitution, which is about to be finalized and operationalized.

5.2.2 Strategy Review and Planning

As part of its commitment to contributing to building viable and strategically focused organizations, MSA supported eight (8) CSOs under TSHIP, to develop their strategic plans; 2 in Sokoto (Nigerian Aid Group of Jama'atu Nasril Islam, and Center for Intellectual Services on Sokoto Caliphate) and 6 in Bauchi (A.D Rufai Foundation; Reproductive Health Initiative and Support Association; Federation of Muslim Women Associations of Nigeria; Women Empowerment Initiative; African Community Environmental Health Initiative; and Muslim Aid Initiative, Nigeria). This support included capacity assessments; strategy formulation and development; drafting the plan and facilitating operational plans. Working with the public sector TSHIP OD Teams reviewed and developed Health Development Plans for all the Local Government Areas in the two focal States, and have also built their management capacity for effectiveness and efficiency. TSHIP OD Teams in the two states are following up on these CSOs and LGAs on the implementation of their plans.

MSA also facilitated Strategy development Planning for 3 (IWEL, FAHCI, CHRI) Beneficiary Organizations (BOs) under the MacArthur Foundation MSA OE Project. The BOs on the OE project have shown great improvements in their processes (drawing their workplans and implementation plans from the strategy document) and it has started to reflect on their organizational outcomes.

5.2.3 *Research, Monitoring, Learning and Evaluation*

The Comic Relief funded research on Engagement of Diaspora and National Volunteers was conducted in Sokoto and Bauchi States, and progress on the research was documented in the previous reporting period. In this current report period, data collected were collated, analyzed and quantitative and qualitative data report was prepared and peer-reviewed. The synopsis of the research findings was published as news articles in 5 Nigerian Dailies, and the full report of research findings, challenges and recommendations has been published and disseminated to development Partners.

In both Bauchi and Sokoto, quantitative and qualitative data collection training was conducted for the TSHIP-OD teams led by the MSA Monitoring and Evaluation Specialist. This enabled the teams to create the database of the various intervention support provided to partner organizations – governmental and nongovernmental- using Microsoft Access. The teams were also taught how to write qualitative outcome/impact stories resulting from their technical assistance to these partners.

MSA contributed to the review of the M&E Plans of three OE beneficiary organizations. These are IWEL, CHRI, and FAHCI. The M&E plans were standardized, and are presently being used to guide and report on activities carried out in these organizations.

CHRI and IWEL were taken through the process of developing and applying organizational capacity self-assessment tool. This is a tool to be self-administered by the organization to assess their capacity areas and propose actions to improve on their weak areas. MSA believes that strong organizational capacity is the bedrock of quality service delivery, therefore the need to build this foundation and then develop processes that seamlessly lead to goal attainment.

Organization assessment was conducted for the Transition Monitoring Group, and an Intervention Plan was proposed to them. TMG is a new beneficiary of the OE Project.

5.2.4 *Training*

Under the OE Project, six (6) FAHCI management staff received training on Gender Mainstreaming, which is a critical issue not only in health programming but in project management as a whole. The training on gender preceded that on Effective Advocacy and the development of Advocacy Policy. A policy document on FAHCI's advocacy strategy has been drafted and is being reviewed by MSA and FAHCI.

"What we used to understand and do as advocacy was merely courtesy visits to our leaders. Not only do we now know what real advocacy is, we are equally equipped with skills to carry it out successfully"...FAHCI

Two (2) workshop consultancies were designed and implemented within the report period. These are Leadership and Management Development workshop for National Officers and Zonal Managers of the Planned Parenthood Federation of Nigeria (PPFN) from 21-23 March in Abuja; and 3rd -7th April 2013 in Benin. The goal of the workshops are strengthened and effective leadership and management structures of PPFN for sustainable impact, while the purpose of the training is to empower directors, supervisors and managers with the right attitude, knowledge and skills to deliver programs through high-performing and motivated teams.

A Team Building workshop for State TB Control Leaders of the German Leprosy Relief & Tuberculosis Relief Association was held from 25-27 March 2013, in Enugu. The purpose of the workshop was to create and reinforce positive changes back in the workplace and the specific objectives were: to build trust; increase understanding of leading teams and enhance team effectiveness. These workshops were conducted in MSA's unique style which included the use of appropriate African adages and proverbs to reinforce positive values and work attitudes.

MSA conducted two courses on Project Design and Proposal Writing, and Communication, Facilitation and Report Writing, which were held in July and September, 2012 respectively. The Project Design and Proposal Writing course exposed participants to the Project Cycle; the use of appropriate tools to analyze issues/problems and stakeholders of a project; and to schedule project activities. They also used goal-oriented planning approach to design project objectives using the Logical Framework (Logframe). Trainees used examples of recent calls for proposals to design and write project proposals. Plenary presentations provided opportunity for constructive feedback to improve project design and presentation. The Communication, Facilitation and Report Writing Course introduced communication as the foundation for good interpersonal, facilitation, and community development skills. The module included perceptions in communication; models of communication process; obstacles to interactive two-way verbal communication; and techniques to improve verbal communication: speaking, listening, and questioning skills. The training skills aspect focused on Experiential Learning Cycle; Learning Styles and Principles of Adult Learning, as well as the steps in facilitating a learning experience. Trainees also had simulated experience of facilitating learning sessions and organizing for a training program.

The 2 courses were well attended by staff of the BOs of the OE project, independent and other sponsored participants. MSA maintains contact and follow up with those trained providing support where necessary, so that trainees could implement the Action Plans they developed during the training.

5.3 Management

5.3.1 Strategy Development

The MSA strategic thinking process was completed after a series of meetings held both in the UK (MSA International) and in Nigeria. In Nigeria, the process ended at a meeting of the Board on the 16th of November, 2012 where the thoughts and output from all previous meetings were used to chart the organization's strategic direction. The dream (vision) of MSA is to see social development organizations in Nigeria with enhanced capacities for program effectiveness and institutional sustainability, and this will be achieved through the strengthening of human and institutional capacities of social development organizations and networks through the application of innovative organization development approaches. The short-term goals with which MSA hopes to fulfill this mission are: increased and diversified MSA financial base; strengthened human resource capacity; delivery of innovative and quality-assured services; Effective and dynamic organizational leadership and management; and Increased organizational learning. Implementation of the strategy began in earnest.

5.3.2 Human Resources

MSA conducted M&E training on quantitative and qualitative data collection and success story reporting for the OD Teams in Bauchi and Sokoto States. Also, a “Show-and-Tell” knowledge sharing platform was created to enable technical team members to share knowledge and skills. This has improved the capacity of staff in MS Word, Excel and PowerPoint applications and some OD tools, e.g. Porter’s Five Forces Business Analysis. On another note, MSA’s CTL and TL/TTS have become Fellows/Members of the Institute of Management and Leadership, UK.



A group picture of MSA staff during the Send-forth of departing staff members in Abuja, December, 2012. section

By the end of June, 2013, MSA had seventeen (17) staff members (including field staff). They all make up the senior management team, program staff and administrative and support staff. See table below:

S/N	Name of existing staff	Designation	Status
A	Staff in place through the year		
1	Ibidun Adeniyi-Oyewo	Country Team Leader	Active
2	Francis Ademola	Team Leader, Training & Technical Services	Active
3	Henry Akinsulire	Team Leader, Finance and Support Services	Active
4	Anthony Nkwocha	Monitoring and Evaluation Officer	Active
5	Monday Ekpa	Senior Finance Assistant	Active
6	Omolade Adejumo	Office Assistant	Active
7	Asiya Isuwa	Organization Development Specialist(Bauchi)	Active
8	Elkana Aliyu	Local Government Development Coordinator (Bauchi)	Active
9	Felicia Benita Isaiah	Local Government Development Coordinator (Bauchi)	Active
10	John Dankai	Local Government Development Coordinator (Bauchi)	Active
11	Salihu Nasir	Organization Development Specialist(Sokoto)	Active
12	Sada Ibrahim Sokoto	Local Government Development Coordinator (Sokoto)	Active
13	Shafaatu Abache	Local Government Development Coordinator (Sokoto)	Active
14	Sani Haruna	Local Government Development Coordinator (Sokoto)	Active
B	Additions		
15	Uzoma Okafor	Intern	Active

16	Wilson Edebor	Volunteer (NYSC)	Active till October, 2013
17	Afeez Jolayemi	Administrative Assistant	Active
C	Departures		
1	Bello Kilgori	Local Government Development Coordinator (Sokoto)	Moved to another Position in TSHIP
2	Amobi Onovo	Monitoring & Evaluation Specialist	Left MSA
3	Olamide Olanipekun	Admin. & Finance Assistant	Left MSA
4	Sheila Ash	OD Advisor (International Volunteer)	Finished her term

Salaries and emoluments of staff were revised upwards for motivation, and the contracts of staff were also reviewed accordingly.

5.3.3 Policies and Manuals

New policies were drafted to further enhance MSA's operational efficiency; these include: risk management policy, and partnership policy, and were presented to the Board for review and approval.

5.3.4 Partnerships and Alliances

MSA concluded the process of accreditation with Centre for Management Development, a national Management Development Institution based in Lagos. In collaboration with ASCON, Topo Badagry, MSA organized and facilitated a one-week Leadership & Management Development training for Primary Health Care (PHC) Directors of the 23 LGAs in Sokoto State. In partnership with the VSO, Sheila Ash, a seasoned OD specialist was posted to MSAN for a year voluntary service to support the Technical services Unit in design and implementation of its offerings. A survey was undertaken to map partners (and competitors) for joint project bidding and implementation and to inform decisions on how MSA might vary its portfolio of technical services in view of the offerings of other organizations.



MSA and ASCON facilitated Leadership & Management Development Training for Sokoto PHCDA Directors in Badagry, 2013.

5.4 Governance

5.4.1 Board Renewal Process

The annual Board meeting was held on 19 November 2012. The Board discussed and approved the strategy framework for the period 2013 - 2015. The meeting also bid farewell to two members who stepped down after completing their terms. Subsequently, two new members were nominated and thereafter recruited into the Board. Letters of appointment and other relevant Board documents were delivered to the new members..

5.4.2 Statutory Obligations

To ensure compliance with statutory requirements for corporate governance, our bilateral agreement with the National Planning Commission (NPC) was renewed during the period. As required by government, MSA also registered with the EFCC on anti-money laundering efforts of the agency.

6. Coordination and Collaboration

MSA entered into partnership with Health Development Association (member of the Mott Macdonald Group) based in South Africa. MSA is the local partner of HDA in Nigeria as it relates to their focus area which is research. A joint research proposal on Paving the Path to Improved Adolescent Sexual and Reproductive Health was developed and submitted to the World Bank for funding. The study is to be implemented in Nasarawa state.

MSA continued to network and link with other local and international development and related organizations active in the social and health sector.

7. Challenges and Opportunities

There is need for continued advocacy for organization development to grow the development sector in Nigeria and MSA hopes to intensify its advocacy efforts in the coming years for increased funding and attention in this area. The client/competitors research and other relevant documents developed will provide MSA the opportunity to carry out its marketing efforts in a more systematic and focused manner.

8. Conclusion

In spite of the numerous internal challenges and the threats from the external environment, MSA has continued to evolve its systems and processes for effective and efficient delivery of services. However, there is need to strengthen our business development strategies for sustainability.

9. Plans for Next Report Period

The July 2013-June, 2014 workplan will guide MSA in the next report period. The activities brought forward will be reflected in the plan, and will be given priority. The various challenges encountered and the recommendations will engineer a smooth sail in executing the planned tasks and sub tasks aimed towards achieving the targets and set organizational objectives. The focus will be on improving strategic partnerships and partner engagement, which includes but not limited to associations and networks in Nigeria. There will be increased efforts to improve the processes and content of MSA's methods and technical delivery quality. It is planned that the MSA team led by the CTL will develop, document and disseminate ways to showcase the merits of Organization Development processes, which will be widely disseminated.

10. Appreciation to Donors, Clients and Partners

As always, MSA-Nigeria extends her appreciation to the following donors, clients and partners, who have supported MSA during this past year. We thank you all.

- MacArthur Foundation
- USAID/JSI
- NMEMS

- PPFN
- GLRA
- Comic Relief
- HDA
- VSO

MSA

11. Statement of Income and Expenditure

FOR THE YEAR ENDED JUNE 30, 2012

	Note	2012 N	2011 N
GRANTS	1	91,487,092	77,988,552
Direct Costs	2	<u>86,351,772</u>	<u>56,623,015</u>
Gross Surplus/(Loss)		5,135,320	21,365,537
Administrative Expenses		<u>(20,229,315)</u>	<u>(37,519,050)</u>
		(15,093,994)	(16,153,513)
Other Income		<u>8,530,396</u>	<u>25,000,902</u>
		(6,563,598)	8,847,389
Interest and Similar Charges		<u>(498,359)</u>	<u>(505,077)</u>
(DEFICIT) / SURPLUS FOR THE YEAR		<u>(7,061,958)</u>	<u>8,342,312</u>

BALANCE SHEET

AS AT JUNE 30, 2012

	Notes	2012 N	2011 N
FIXED ASSETS			
Investments	3 4	10,070,071 133,018	9,733,571 133,018
CURRENT ASSETS			
Debtors and Prepayments	5	19,852,721	12,340,493
Cash and Bank Balances	6	<u>7,725,776</u>	<u>7,600,489</u>
		<u>27,578,497</u>	<u>19,940,982</u>
CURRENT LIABILITIES			
(Amount Falling Due within One Year)			
Creditors and Accruals	7	17,997,161	3,000,000
Bank Overdraft	8	<u>3,947,456</u>	<u>3,808,645</u>
		<u>21,944,617</u>	<u>6,808,645</u>
NET CURRENT ASSETS		<u>5,633,879</u>	<u>13,132,337</u>
		15,836,968	22,998,926
(Amount falling due after more than one year)			
Term Loan	9	<u>(810,000)</u>	<u>(910,000)</u>
		<u>15,026,968</u>	<u>22,088,926</u>
FINANCED BY:			
Accumulated Fund	10	<u>15,026,969</u>	<u>22,088,926</u>

MMSA