Maison de la Société Civile
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CIVICUS
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Gouvernance au sein des OSC du Bénin et viabilité financière

Summary

Nowadays, Civil Society Organizations (CSO's) are widely recognized as full actors of development. They are noted for theircapacity to reach, represent and defend the vulnerable and socially excluded. They give them the means to act and may emerge as agents of social change.

We must, however, recognize that the full participation of CSO's in different areas of public life depends on several factors that can facilitate or inhibit their actions or initiatives. Because of this, it turned out important that we support the self-assessment of CSO's in order to enable them to be or to remain true actors of development.

The World Alliance for Citizen Participation (CIVICUS) understood it so well that it developedthe Civil Society Index - Rapid Assessment (CSI-RA): a participatory self-assessment tool. Its implementation enables us to make a diagnosis of civil society. Better still, it gives us necessary information to apprehend the most significant identified weaknesses and leads to the development of an action plan. The implementation of the CSI-RA should help to correct the noted deficiencies.

In Benin, la Maison de la Société Civile (the House of civil society) (MdSC), considering its mission, its status and its experience on the ground, was chosen to coordinate this process. MdSC worked closely on this project withthe West African Civil Society Institute (WACSI). A report bringing out a certain number of findings, challenges and areas for actions was produced. The quintessence of this report is presented in this volume structured around two elements : the synoptic presentation of the findings of the study and the action plan resulting from it. The study calls for a strengthening of the efforts aiming at promoting conducive environment for CSO's in Benin and an enhancement of their capacities to assist them to play their role more efficiently of independent actors of development.

I would like to seize this opportunity to reiterate the gratitude of the MdSC to all the stakeholders who took part in the implementation of the CSI-RA in Benin, more specifically the advisory group, project partners, consultants, colleagues, collaborators. Our gratitude also goes out to you, the reader. Your criticism, comments and other support will help CSO's to play the role assigned to them.

foreword

Gouvernance au sein des OSC du Bénin et viabilité financière

In a context of democratization and economic poverty, Beninese civil society strives to assert itself by initiating various actions. It operates in an environment that enables the implementation of its activities and a self-promotion tool in form of the Maison de la Societé Civile (Civil Society House) (MdSC). MdSC is an association under Beninese law whose goal is to help establish a society in which Civil Society Organizations (CSOs) are more involved in the process of targeting, monitoring and assessing development policies and programs. In this regard, it strives to empower CSOs through capacity building.

The World Alliance for Citizen Participation (CIVICUS), which also works to strengthen citizen action and civil society throughout the world, including through its Civil Society Index-Rapid Assessment (CSI-RA) tool, established a partnership with MdSC and the West Africa Civil Society Institute (WACSI), a regional capacity building organization based in Accra, to assess the state of Beninese civil society. This partnership is part of a much broader process covering the West African region and involving Benin, Ghana, Liberia, Nigeria, Sierra Leone and Senegal. The CSI-RA is in its pilot phase.

In Benin, after the CSI-RA adaptation workshop held from June 5-6, 2013, CSOs decided to focus the process on two key issues : internal governance and CSOs' access to resources. For that purpose, a national study was conducted from July 4-19, 2013 in the twelve regions of Benin. The study was both quantitative and qualitative. Fifty per cent (50 %) of all CSO's registered in the directory of MdSC were involved in the survey.

The results of this study, which focuses on the needs and problems of Beninese CSOs, revealed that nearly two out of three CSOs (63.9 %) are tenants in buildings that house them and 67.3 % of CSOs belong to a network which gives them institutional and financial support as well as capacity building opportunities. Further, seven out of ten CSOs (69.6 %) have a gender policy.

Likewise, the study brings out the fact that about one respondent in five (19 %) is female. The results also reveal that about three respondents out of five are leading technical managers : Directors/Executive Secretaries (61.6 %) of CSOs. Less than one respondent out of five is Chairman of a Board (18.6 %). This proportion is slightly higher (19.8 %) for the last group of respondents who are either in the technical team or board of directors. Nearly eight respondents in ten (79.4 %) are aged 35 or

older. For the most part, they have a higher education qualification (73.8 %). Finally, the majority (80 %) of the surveyed CSOs are five years old or older.

Graphic 1: Proportion of CSOs actors who benefited from additional trainings besides their educational background, according to place of residence, level of education, types of respondants and departments
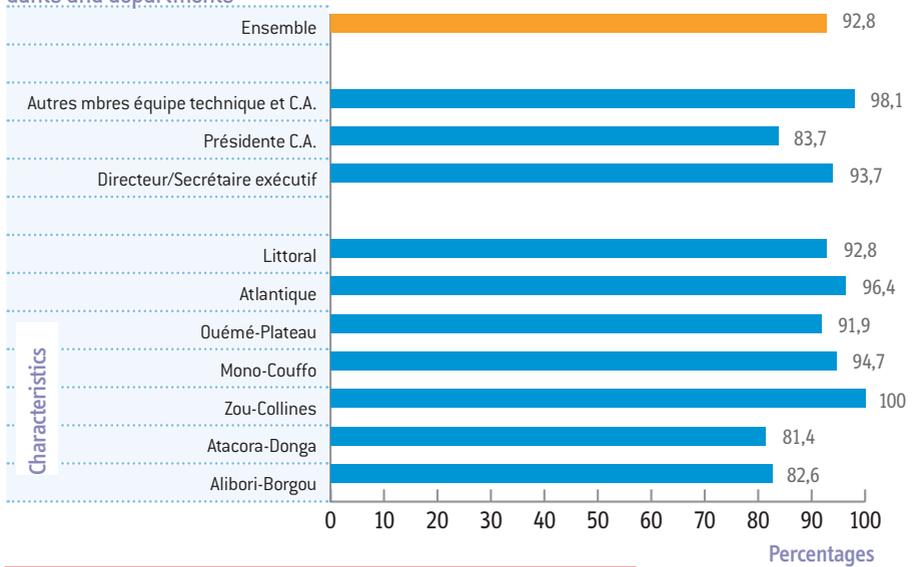

The educational background and trainings received by the representatives of the surveyed CSOs are very diverse. Some of them studied economics, planning, business management, banking, management and project management (15.4 %). Others studied law (11.4 %), social sciences, psychology and philosophy (7.8 %), geography (4.9 %) and medicine (3.4 %). Nearly 15 % of the respondents are artisans, artists, paramedics, theologians, etc. 6.5 % of those questioned received no vocational training. However, almost all of civil society actors (92.8 %) have received additional trainings. This proportion varies according to the department where CSOs are based, the categories of stakeholders, the level of education, and the seniority of CSOs.

Specific training programs attended by the members of CSOs deal, for the most part, with conflict management (83 %) ; community living (48.8 %) project management and management tools (45.9 %) ; human resource management (40.2 %) ; strategic planning (36.5 %) ; monitoring and evaluation (35.7 %), and to a lesser extent, leadership, mobilizing resources and associations self-diagnosis.

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Most CSOs (90.1 %) asserted that they know the sources of funding for CSOs in Benin. As far as supporting local partners are concerned, MdSC (77.6 %), municipalities (50.2 %) and the Beninese Government (47.5 %) were the most cited funding sources by the respondents. The average term of funding CSOs is one year. Partners that funded CSOs in the 18 months preceding the survey are: local partners (municipalities, traders, etc.) (20.9 %), the Beninese Government (17.8 %), MdSC (15.5 %), the European Union (14.7 %), GIZ (14 %), the World Bank (11.6 %), USAID (8.5 %), Swiss Cooperation (8.5 %), and the Belgian Technical Cooperation (7.5 %).

Generally, only 31.9 % of CSOs state that they know the assessment criteria of donors. One third of them (33.3 %) find these criteria too strict.

Graphic 2 : Proportion of CSOs actors who consider the problem of technical skills as an internal factor affecting CSOs, according to the place of residence and the department
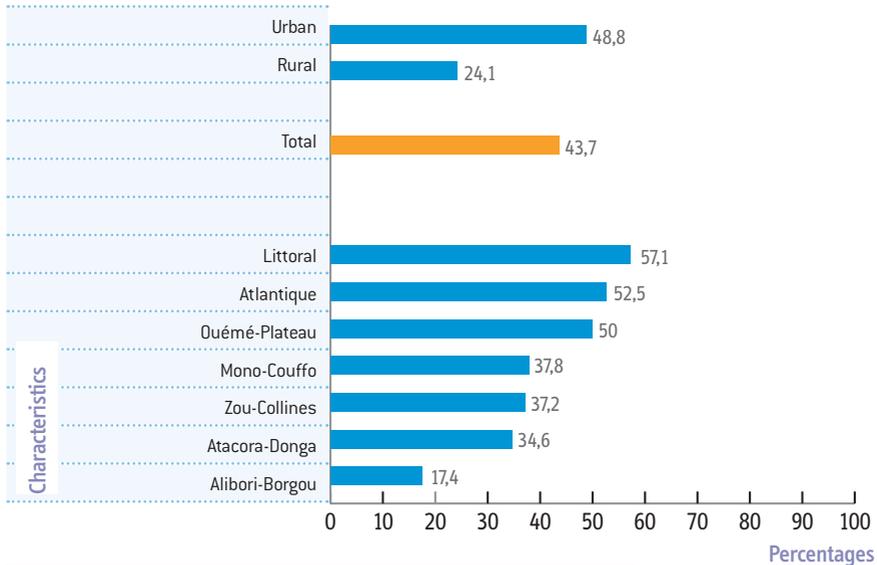

Lack of technical skills (43.7 %), poor governance (38 %), problems of leadership (31.6 %), staff turnover (38.1 %), conflicts of jurisdiction between bodies (19.8 %), and the non-specialization of CSOs (17.5 %) are the main internal factors impeding the emergence of CSOs and pointed out by those questioned. The problem of leadership within CSOs is perceived more by young people and women.

The main external factors that disrupt CSOs' life in Benin are the global economic crisis (55.5 %), the lack of financial means (52.5 %) and the political environment which is not motivating.

In Benin, eight out of ten CSOs (81.7 %) assert that they hold their General Assemblies on time in their respective associations. Almost all of them stated that they held their last General Assemblies a year or less ago. By and large, three quarters (76.8 %) of CSOs said that their statutory bodies function properly, and the proportion of CSOs producing annual reports is 87.5 %. The proportion is higher among NGOs (91.1 %) than associations (76.9 %).

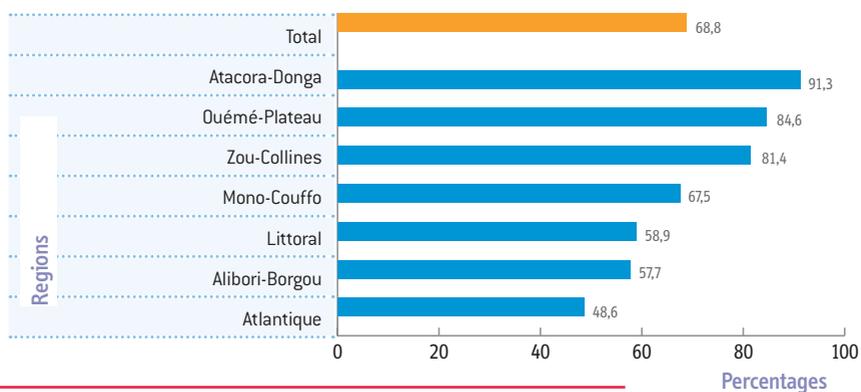Graphic 3 : Proposed measures to fight corruption within CSOs
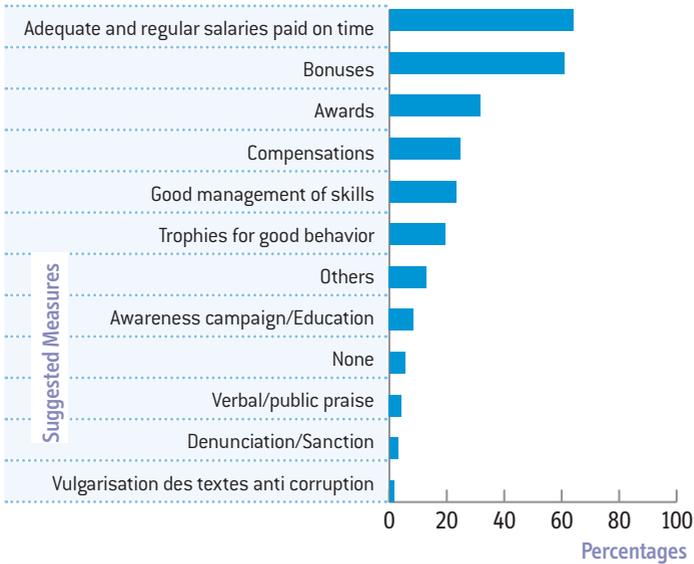
The majority of CSOs (84 %) stated that corruption is real within the Beninese civil society community. Measures currently taken to avoid corruption range from confer-ring honors to giving compensations including verbal praise. The proposed measures to fight corruption are mainly paying regular and adequate salaries (63.9 %), paying bonuses and allowances (60.8 %), awards (31.6 %), and compensations (24.7 %).

The quality of governance within CSOs depends on their management tools. The survey reveals that about three quarters of CSOs (71.1 %) have a cash book, more than half (61.2 %) a log of program operations and 58.9 % a bank book and a procedures manual. However, only one CSO out of five (19.8 %) uses an accounting software. Furthermore, nearly seven CSOs out of 10 (68.8 %) have heard of the Benin CSO Charter and more than three quarters (77.9 %) assert that they apply it. However, some of the people who have heard of the CSO Charter do not have the document.

"We have heard of it, but I have never received a copy. (the national Charter of Civil Society)." [Man, 54 years old, southern Benin]

Graphic 4 : Level of information of CSOs on the Charter according to the regions

Region	Percentage
Total	68,8
Atacora-Donga	91,3
Ouémé-Plateau	84,6
Zou-Collines	81,4
Mono-Couffo	67,5
Littoral	58,9
Alibori-Borgou	57,7
Atlantique	48,6

Almost all of the surveyed CSOs expressed the need to be trained in writing project proposals. To be more specific, the concerns of the respondents on this point are related to the methodology of writing projects, writing styles, budget proposal, and how to elaborate the logical framework and problem tree of a project.

The most serious and perceived challenges for Beninese CSOs include mobilizing resources (95 %), capacity building of the actors (59.1 %) and governance (12.5 %).

With regard to the main observations made by the study, three main recommendations were made by the representatives of CSOs and member entities of the CSI-RA advisory group in Benin. These include :

- Contributing to the improvement of internal governance of CSOs.
- Increasing the intervention capacities of CSOs at technical level with regard to mobilizing resources.
- Improving the environment of intervention of CSOs.

These recommendations were translated into an action plan whose main content is described below :

1. INTRODUCTION

The existence of an active civil society, able to constructively contribute to development policies and initiatives, is essential to the progress of a democratic system. "Civil society therefore plays a key role in promoting peace and resolving conflicts. By expressing the concerns of citizens, Civil Society Organizations (CSO's) prove to be important in society, where they implement initiatives that strengthen participatory democracy. They embody the growing demand for transparent and accountable governance"[1]. That is why, Maison de la Société Civile (MdSC, House of Civil Society), the appropriate framework of expression for Beninese CSO's, through its partnership with the World Alliance for Citizen participation (CIVICUS) and the West African Civil Society Institute (WACSI), has conducted the project for Civil Society Rapid Assessment (CSI-RA) which focused on the study of the internal governance of CSO's in Benin, and their financial viability. This document presents the action plan taking into account the results of the study, as prelude to the presentation.

1.1 Objectives and results

Objectives

The aim of this document is to develop an action plan based on the results and recommendations of the study on governance of CSO's and their financial viability.

Specifically, we must (i) define actions necessary to the effective implementation of the recommendations of the study on governance of CSO's and their financial viability ; (ii) develop an action plan for the implementation of these recommendations.

Expected results

At the end, it is expected that : (i) actions necessary to the effective implementation of the recommendations of the study will be defined, (ii) a plan of action for the recommendations of the study will be developed.

1.2 Methodological approach

The drawing up of this action plan is mainly based on the translation of the recommendations into strategic objectives, results and concrete actions to be implemented.

The recommendations were turned into strategic objectives. These objectives integrate the points raised in the recommendations. In other words, there is a consistent relationship between the recommendations and the strategic objectives. Once these objectives were set, they have been defined in terms of outcomes and activities to be carried out in order to achieve the desired changes.

2. ANALYSIS OF THE OUTCOMES AND DEVELOPMENT OF A PLAN OF ACTION

2.1 Analysis of the outcomes

The analysis of the aforementioned outcomes revealed factors indicated in Table 1.

Table I : Identified Factors

	Strengths	Weaknesses
1	Existence of internal control body within CSO's	CSO's are not audited by external firms of auditors
2	Existence of suitable statutory documents within CSO's	CSO members' failure to comply with the procedure manual
3	Existence of efficient management tools within CSO's (Cash book, log of operations, bank book, procedures manual)	Lack of competent human resources within CSO's
4	Application of the content of the Charter by CSO's	Low capacity of CSO's to mobilize financial resources.
5	Existence of a capacity building plan within some CSO's	Nonexistence of aninformation mechanism on the potential sources of fundingfor CSO's
6	Respect of equity between men and women with regard to training within CSO's	Low technical capacity of CSO's (writing a project ; budgeting ; strategic planning ; knowledge of criteria by which donors select projects)
7		Low capacity of the leaders of CSO's networks to motivate the members
8		Poor governance within CSO's
9		Existence of corrupt practices within CSO's

Table I : Identified Factors

	Opportunities	Threats
1	Existence of technical and financial partners (the European Union, USAID, Plan-Bénin, CTB, GIZ, embassies, international organizations, etc.)	Lack of financial means of some donors
2		The global economic crisis
3		Unconducive political environment

A cross and coherent analysis of the identified factors, revealed three main negative factors (weaknesses and threats) influencing the performance of the Beninese civil society : (i) problems relating to the quality of internal governance of CSO's, (ii) problems relating to the response capacity of CSO's and (iii) problems connected with the operating environment of CSO's. This is why the recommendations made by the study have been gathered into three main categories to solve the problems raised by the study. These include :

- supporting better internal governance of CSO's;
- enhancing the response capacity of CSO's;
- improving the operating environment of CSO's;

To make the recommendations operational, we need to turn these into concrete actions to be developed on the ground. That is why they have been defined in terms of objectives, outcomes and activities. Table II below summarizes the translation of these recommendations.

▶ 2.2 Logical framework of the actionplan resulting from the study on the internal governance of CSO's and their financial viability

The logical framework developed from the aforementioned recommendations is summarized in Table II.

Tableau II : Cadre logique du plan d'action

Strategic Objectives	Outcomes	Performance indicators	Activities
SO1 : Improving the internal governance of CSO's	O1.1 : Adequate management tools are developed for CSO's	I1O1.1 : By the end of 2015, at least 50 % of CSO's have adequate managementtools	A1.1.1 : Organizing a workshop to identify the needs of CSO's with regards to management tools
			A1.1.2 : Developing management tools for CSO's
			A1.1.3 : Monitoring the development of management tools for CSO's
			A1.1.4 : Validating the management tools for CSO's
	O1.2 The management tools are effectively used by CSO's	I1O1.2 : By the end of 2017, at least 75% of CSO's disposing of tools use them effectively	A1.2.1 : Training CSO's in using the tools
			A1.2.2 : Applying the management tools
			A1.2.3 : Monitoring and assessing the use of the management tools

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Strategic Objectives	Outcomes	Performance indicators	Activities
	01.3 : Practical measures to motivate CSOactors are put in place and effectively implemented	I101.3 : By the end of 2017, practical measures to motivate CSO's actors are put in place and effectively applied	A1.3.1 : Raise CSO's awareness of the anticorruption law
			A1.3.2 : Defining practical criteria to motivate the best CSO's actors
			A1.3.3 : Identifying the best CSO's actors
			A1.3.4 : Encouraging the best CSO's actors
			A1.3.5 : Defining practical criteria for the CSO's to be awarded
			A1.3.6 : Advocacy to the government, universities for the mobilization of voluntary institutional support in favor of CSO's
			A1.3.7 : Organizing ceremonies of awards for the best CSO's
	01.4 : The management and leadership skills of CSO's leaders are strengthened	I101.4 By the end of 2015, the management and leadership capacities of CSO's are strengthened	A1.4.1 : Recruiting consultants to train CSO's leaders in HR management, leadership and good governance
			A1.4.2 : Organizing a capacity building workshop for CSO's leaders in HR management, leadership and good governance

Strategic Objectives	Outcomes	Performance indicators	Activities
SO2 : Strengthening CSO's capacities in mobilizing resources	O2.1 : Sources of funding for CSO's are identified	I102.1 : By the end of 2015, at least 50 % of CSO's know about potential sources and conditions of project funding by donors	A2.1.1 Strengthening CSO's capacities in conducting research on internet, visiting the website of MdSC to look for sources of funding
			A2.1.2 : Developing a directory on the areas of focus of the TFPs as well as their conditions of funding.
			Informing CSO's about potential TFPs and their conditions of funding.
	O2.2 : CSO's capacities in mobilizing resources are strengthened	I102.2 : By the end of 2016, at least 50 % of strengthened CSO's have noticed an increase of at least 40 % of their financial resources. I102.2 : By the end of 2016, at least 50 % of strengthened CSO's have bought or built their headquarters	A2.2.1 : Strengthening the technical capacities of CSO's on mobilization strategy, financial resources management and writing projects
			A2.2.2 : Support CSO's in writing projects and finding sources of funding
			A2.2.3 : Support CSO's in buying or building their headquarters
SO 3 : Strengthening CSO's technical capacities	O31 : Modules on technical capacity building are developed for CSO's	I103.1 : By the end of 2015, capacity building materials for CSO's in strategic planning, monitoring and evaluation, and budgeting are available	A3.1.1 : Recruiting consultants to develop training modules for CSO's on drawing up a strategic plan, budget preparation, monitoring and evaluation
			A3.1.2 : Validating training modules for CSO's on drawing up a strategic plan, budget preparation, and monitoring and evaluation

Strategic Objectives	Outcomes	Performance indicators	Activities
	O3.2: The capacities of CSO's in developing a strategic plan, budgeting and monitoring and evaluation are strengthened	I103.2: By the end of 2016, at least 50 % of CSO's develop by their own a budget, a strategic plan and monitor and assess their activities	A3.2.1: Organizing capacity building workshops on strategic planning for CSO's
			A3.2.2: Organizing a training workshop on budgeting for CSO's
			A3.2.3: Organizing training workshops on monitoring and evaluation for CSO's
SO 4: Make the political environment enablingfor the activities of CSO's	O4.1: Lobbying and advocacy activities are developed and directed at the authorities and TFPs	I104.1: By the end of 2017, at least 10 lobbying and advocacy activities are developed and directed at authorities	A4.1.1: Preparing advocacy and lobbying materials
			A4.1.2: Mobilizing the media on the application of the agreement
			A4.1.3: Organizing advocacy and lobbying activities to authorities and TFP
	O4.2: The provisions in the Charter of CSO's and the principles of Istanbul are known and applied by CSOs	I104.2: By the end of 2015, at least 75 % of CSO's know about the provisions of the Charter and the principles of Istanbul of which at least 50 % apply them	A4.2.1: Editing prospectus of awareness on the Charter of CSO's
			A4.2.2: Distribute prospectus on the Charter of CSOs
			A4.2.3: Increase CSO's awareness of the importance of the Charter
			A4.2.4: Editing a prospectus on the principles of Istanbul
			A4.2.5: Raise CSO's awareness of the principles of Istanbul

2.3 Multiannual plan of action resulting from the study on the internal Governance of CSO's and their financial viability

The plan of action for the implementation of the recommendations is drawn up in Table III.

Table III :Multiannual plan of action

Outcomes	Performance indicators	Activities	Main actor	Stakeholders	Period			
					A1	A2	A3	A4
RO1.1 : Adequate management tools are developed for CSO's	I1O1.1 : By the end of 2015, at least 50% of CSO's have adequate management tools	A1.1.1 : Organizing a workshop to identify the needs of CSO's regarding management tools	MdSC	CSO's, resourceful persons and TFPs	X			
		A1.1.2 : Developing management tools for CSO's	MdSC	Consultants	X	X		
		A1.1.3 : Monitoring the development of management tools for CSO's	MdSC	CSO's, Consultants, resourceful persons and TFPs	X	X		
		A1.1.4: Validating the management tools for CSO's	MdSC	CSO's, Consultants, resourceful persons and TFPs		X		
O1.2 : The management tools are effectively used by CSO's	I1O1.2 : By the end of 2017, at least 75% of CSO's disposing of tools use them effectively	A1.2.1 : Training CSO's in using the tools	MdSC	Consultants, CSO's, TFPs		X		
		A1.2.2 : Applying the management tools	CSO's	MdSC		X	X	X
		A1.2.3 : monitoring and assessing the use of the management tools	MdSC	CSO's, PTFs		X	X	X

Outcomes	Performance indicators	Activities	Main actor	Stakeholders	Period			
					A1	A2	A3	A4
01.3. : : Practical measures to motivate CSO's actors are put in place and effectively implemented	I101.3 : By the end of 2012, practical measures to motivate CSO's actors are put in place and effectively applied	A1.3.1 : Raise CSO's awareness of the anticorruption law	MdSC	CSO's, Consultants, and TFPs		X	X	X
		A1.3.2 : Defining practical criteria to motivate the best CSO's actors	MdSC	CSO's, Consultants, et TFPs		X		
		A1.3.3 : Identifying the best CSO's actors	MdSC	CSO's, Consultants, et TFPs		X	X	X
		A1.3.4 : Encouraging the best CSO's actors	MdSC	CSO's et TFPs				X
		A1.3.5 : Defining practical criteria for the CSO's to be awarded	MdSC	CSO's, Consultants, et TFPs		X		
		A1.3.6: Advocacy to the government and universities for the mobilization of voluntary institutional supports in favor of CSO's	MdSC	CSO's, government, universities and TFPs		X	X	X
		A1.3.7: Organizing ceremonies of awards for the best CSO's	MdSC	CSO's and TFPs				X
01.4 : The management and leadership skills of CSO's leaders are strengthened	I101.4 : By the end of 2015, the management and leadership capacities of CSO's are strengthened	A1.4.1 : Recruiting consultants to train CSO's leaders in HR management, leadership and good governance	MdSC	Consultants CSO's TFPs		X		
		A1.4.2 : Organizing a capacity building workshop for CSO's leaders in HR management, leadership and good governance	MdSC	Consultants CSO's TFPs		X		

Outcomes	Performance indicators	Activities	Main actor	Stakeholders	Period			
					A1	A2	A3	A4
02.1 : Sources of funding for CSO's are identified	I1O2.1 : By the end of 2015, at least 50% of CSO's know about potential sources and conditions of project funding by donors	A2.1.1 Strengthening CSO's capacities in conducting research on internet, visiting the website of MdSC to look for sources of funding	MdSC	Consultant, TFP		X	X	
		A2.1.2 :Developing a directory on the areas of focus of the TFP as well as their conditions of funding.	MdSC	Consultant, TFP		X		
		A2.1.3 :Informing CSO's about potential TFPs and their conditions of funding.	MdSC	CSO's, TFPs			X	
R2.2 : les capacités des OSC sont renforcées en mobilisation des ressources	I1O2.2 : By the end of 2016, at least 50% of strengthened CSO's have bought or built their headquarters	A2.2.1 : Strengthening the technical capacities of CSO's on mobilization strategy, financial resources management and writing projects	MdSC	Consultant, CSO's, TFPs		X	X	
		A2.2.2: Support CSO's in writing projects and finding sources of funding	MdSC	Consultant, CSO's, TFPs		X	X	
		A2.2.3: Support CSO's in buying or building their headquarters	MdSC	Consultant, CSO's, TFPs		X	X	X
03.1 : Modules on technical capacity building are developed for CSO's	I1O3.1 : By the end of 2015, capacity building materials for CSO's in strategic planning, monitoring and evaluation, and budgeting are available	A3.1.1 : Recruiting consultants to develop training modules on drawing up a strategic plan, budget preparation, and monitoring and evaluation for CSO's	MdSC	MdSC, Consultants		X		
		A3.1.2 : Validating training modules on drawing up a strategic plan, budget preparation, and monitoring and evaluation for CSO's	MdSC	CSO's, intermediaries of MdSC, TFPs, CPSC, Trainers		X		

Outcomes	Performance indicators	Activities	Main actor	Stakeholders	Period			
					A1	A2	A3	A4
O3.2 : The capacities of CSO's in developing a strategic plan, budgeting and monitoring and evaluation are strengthened	I103.2 : By the end of 2016, at least 50% of CSO's develop by their own a budget, a strategic plan and monitor and assess their activities	A3.2.1 : Organizing capacity building workshops on strategic planning for CSO's	MdSC	CSO's, intermediaries of MdSC, TFPs, CPSC, Trainers		X	X	
		A3.2.2 : Organizing a training workshop on budgeting for CSO's	MdSC	CSO's, intermediaries of MdSC, PTFs, Trainers		X		
		A3.2.3 : Organizing training workshops on monitoring and evaluation for CSO's	MdSC	OSC, intermediaries of MdSC, TFPs, Trainers		X		
O4.1 : Lobbying and advocacy activities are developed and directed at the authorities and TFPs	I104.1 : By the end of 2017, at least 10 lobbying and advocacy activities are developed and directed at the authorities	A4.1.1 : Preparing advocacy and lobbying materials	MdSC	CPSC, TFPs, the Media		X		
		A4.1.2 : Mobilizing the media on the application of the agreement	MdSC	CPSC, TFPs, the Media		X	X	
		A4.1.3 : Organizing advocacy and lobbying activities to authorities and TFP	MdSC	CPSC, TFPs, the Media			X	X

Outcomes	Performance indicators	Activities	Main actor	Stakeholders	Period			
					A1	A2	A3	A4
O4.2 : The provisions in the Charter of CSO's and the principles of Istanbul are known and applied by CSO's	I104.2 : By the end of 2015, at least 75% of CSO's know about the provisions of the Charter and the principles of Istanbul of which at least 50% apply them	A4.2.1 : Editing prospectus of awareness on the Charter of CSO's	MdSC	CPSC, TFPs, CSO's		X	X	
		A4.2.2 : Distribute prospectus on the Charter of CSO's	MdSC	TFPs, CSO's, CPSC			X	X
		A4.2.3 : Increase CSO's awareness of the importance of the Charter	MdSC	TFPs, CSO's, CPSC			X	X
		A4.2.4 : Editing prospectus on the principles of Istanbul	MdSC	TFPs, CSO's			X	X
		A4.2.5 : Raise CSO's awareness of the principles of Istanbul	MdSC	TFPs, CSO's, CPSC			X	X

The study on the internal governance and financial viability of CSO's, utilizing the Civil Society Rapid Assessment (CSI-RA) methodology, was carried out with the joint support of CIVICUS and WACSI thanks to a funding of OSIWA. The study gives us useful pieces of information and guidelines on actions to be taken in support of CSO's in Benin.

It highlighted problems and aspirations related to many aspects of the life of Beninese CSO's, especially internal governance and the issue of financial viability. Specifically, the study helped to :

- Describe Civil Society Organizations;
- Determine the levels of knowledge of Civil Society actors concerning technical and financial partners as well as their requirements;
- Identify factors connected with access to resources by Civil Society Organizations (CSO's) in Benin;
- Describe the perception and practice of governance within CSO's in Benin;

The report on Civil Society Rapid Assessment by CIVICUS in Benin highlights the need to move as quickly as possible towards the implementation of an action plan in order to bring innovative solutions to the challenges identified by the study.

We must therefore mobilize the necessary means to implement the actions defined in this plan, in order to obtain the expected results and meet the set objectives. Thus, the internal governance of CSO's could be improved, and their capacities in the areas of mobilization of resources and management of human resources enhanced. Moreover, the institutional environment will give more incentives to CSO's to develop their activities .

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TOOLS DESIGN AND DATA ANALYSIS

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AMEGNIKOU Désiré

ADIFFON Ninon

REPORT

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AMEGNIKOU Désiré	AZONSI Marie
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DATA COLLECTION

CHABI IMOROU Adul Ramane	LANVINON Omer
GOUDA ADAM Foulératou	de SOUZA Geneviève
FACIA Eudes	ZANTAN Colombe
N'KUE Marthe	AIKPE Mariette
ADIFFON Ninon	KPANOU Estelle
LODJO Prisca	MEDEDA Serge
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DATA ENTRY APPLICATION AND DATA CLEANING

TOKOU Augustin

DATA ENTRY

WILKEY Cyprienne	Codja Christelle

MANAGEMENT

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