
Organizational Capacity Assessment of EAFF member organization

SUMMARY REPORT

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Report of the Eastern Africa Farmers' Federation (EAFF)

Eastern Africa Farmers Federation

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Acronyms

ACT	Agricultural Council of Tanzania
CAK	Co-operative Alliance of Kenya
CAPAD	Confede'ration des Associations des Producteurs Agricoles pour le De'veloppement
COOCENKI	Cooperative Centrale Du Nord-Kivu
EAFF	Eastern Africa Farmers Federation
FOPAC	Fèdèration des Organisations Producteurs du Congo au Nord-Kivu
IMBARAGA	Syndicat Des agri-eleveurs du Rwanda
INGABO	Syndicat Rwandais des Agriculteurs et Eleveurs
KENAFF	Kenya National Farmers' Federation
KLPA	Kenya Livestock Producers Association
LOFEPACO	Ligue Des Organisations Des Fèmmes Paysannes Du Congo
MVIWATA	Mtandao wa Vikundi Vya Wakulima wa Tanzania
NFO	National Farmer Organization
NHIF	National Health Insurance Fund
NSSF	National Social Security Fund
NUCAFE	National Union for Coffee Agribusinesses and Farm Enterprise
OCA	Organizational Capacity Assessment
PIN	Personal Identification Number
SFOAP	Support to Farmer Organizations in Africa Program
SYDIP	Syndicat De Defense Des Interests Paysans
TFC	Tanzania Federation of Co-operatives
UCA	Uganda Co-operative Alliance
UNFFE	Uganda National Farmers Federation

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Overview of Eastern Africa Farmers' Federation membership.



Figure 2: Eastern Africa

Democratic Republic of Congo, Djibouti, Eritrea, Ethiopia, Kenya, Rwanda, South Sudan, Tanzania and Uganda. The role of EAFF is to champion the concerns and interests of farmers in Eastern Africa by addressing issues related to markets, productivity, capacity, information and regional integration. EAFF has its head office in Nairobi City, Kenya and works through satellite offices through its member organizations.

The Eastern Africa Farmers' Federation (EAFF) is a regional membership-based non-governmental organization founded in 2001. It was incorporated as a society in 2005 under the Societies Act, Laws of Kenya. Its membership consists of national level farmer organizations such as cooperative societies, commodity associations and women farmer organizations drawn from ten countries in the Eastern Africa including Burundi,

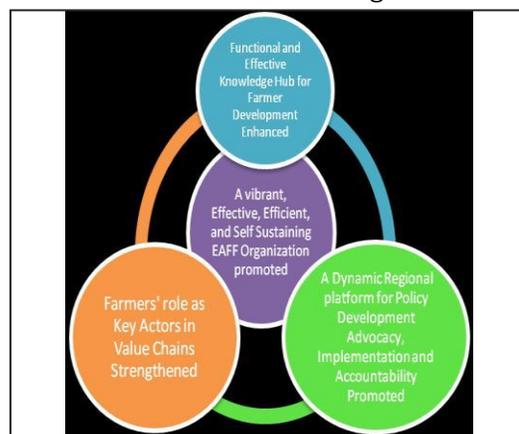
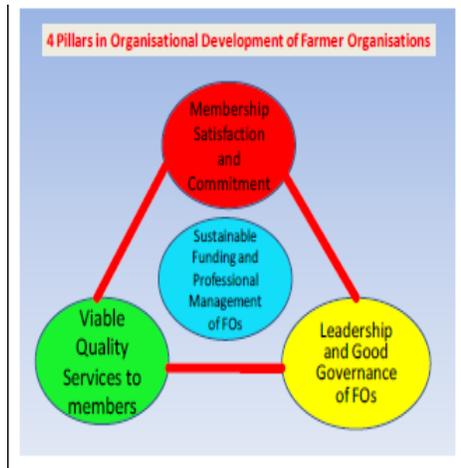


Figure 1: EAFF Strategic Plan (2012-2020)

The Organizational Capacity Assessment

This report contains the findings and recommendations of an organizational capacity assessment (OCA) for the Eastern Africa Farmers' Federation (EAFF) membership. The OCA was undertaken through a guided self-assessment at workshops held in Rwanda, Uganda, Kenya and Tanzania. The workshop participants comprised of four participants from each of the 16 member organizations comprising of finance officers, administration officers/HR officer, Programme Officers and Leaders/CEOs. In some cases we there were Monitoring and Evaluation officers represented. The training comprised of 23 women and 36 men. The workshops were facilitated by the EAFF secretariat (finance officer, Administration officer, programs & gender officer and monitoring and evaluation in house consultant).

The organizational Capacity Assessment exercise was based on the EAFF strategic plan majorly focusing on the pillar EAFF vibrant, self-sustained, Efficient and Effective. The trainings stressed that it was important for the next 8 years to focus on the EAFF strategic plan 2012-2020 for economic service delivery to members and also achieve the 80:20 approach for sustainability. This was heavily guided by the ongoing initiative on strengthening farmer organizations through Knowledge Management and Learning strategy where one of the pillars focuses on sustainable funding and professional Farmer organizations.



The objectives of the assessment was to

- 📊 determine the current status of EAFF's membership organizational capacity and identify areas of that need strengthening
- 📊 identify appropriate interventions for the capacity gaps and develop an action plan to implement the interventions, and
- 📊 generate data for use in monitoring and evaluating the progress of an organization in its journey to excellence and sustainability.
- 📊 Collect baseline data on gender mainstreaming at membership level in terms of addressing inequality.

Methodology

The assessment was done in a five step methodology as outlined below

- 📊 Step I Individual assessment: Each participant scored all capacity areas with justification of their scores
- 📊 Step II Group assessment on dynamics of an ideal farmer organization: Participants were clustered into 4 groups leadership, finance, programs/monitoring and evaluation and Administration/HR to discuss the key indicators of an ideal farmer organization.
- 📊 Step III Group Assessment: Based on the indicators of an ideal farmer organization, participants worked in organizational groups to score the current status of their organization with justification.
- 📊 Step IV Group institutional plan development: At organizational level, the participants developed action plans that identified priority areas for change, corrective measures to be

implemented by NFO, capacity support areas for EAFF intervention, responsible staff and estimated completion dates.

 Step V EAFF Board: The final report will be presented to EAFF CEO and thereafter to the Board for approval.

Areas of assessment

1. Governance and Legal structure: The indicators being assessed were issues on vision and mission, legal requirements, organizational structure, board composition and responsibility and succession planning.
2. Financial Management and internal control systems: The indicators being assessed were; financial systems, financial controls, financial documentation, financial reporting, audit expenditure and cost sharing
3. Program management: The indicators under assessment were; donor compliance requirements, sub award management (optional), technical reporting, stakeholder involvement and culture and gender.
4. Project performance management: The indicators being assessed were; monitoring, evaluation, standards, supervision and field oversight and support
5. Organizational Management: The indicators being assessed were strategic planning, workplan development, change management, knowledge management and learning, opportunity development and internal communications.
6. Human resource systems: The indicators being assessed were staff job descriptions, recruitment and retention, staffing levels, personnel policies, staff time management, staff and consultant history, staff and salary benefits policy, staff performance management, management and staff diversity, policy on volunteers (optional) and Branding and Marking (optional).
7. Administration and procurement systems: The indicators being assessed were Operational policies and procedures, travel policies and procedures, procurement and fixed asset controls

Scoring

The areas of assessment were scored from 1-4 where:

Score 1: basic capacity

score 2: moderate capacity

Score 3: high capacity

Score 4: Excellent Capacity (ranking only used under governance and financial management)

Results per capacity area

Governance and legal structure

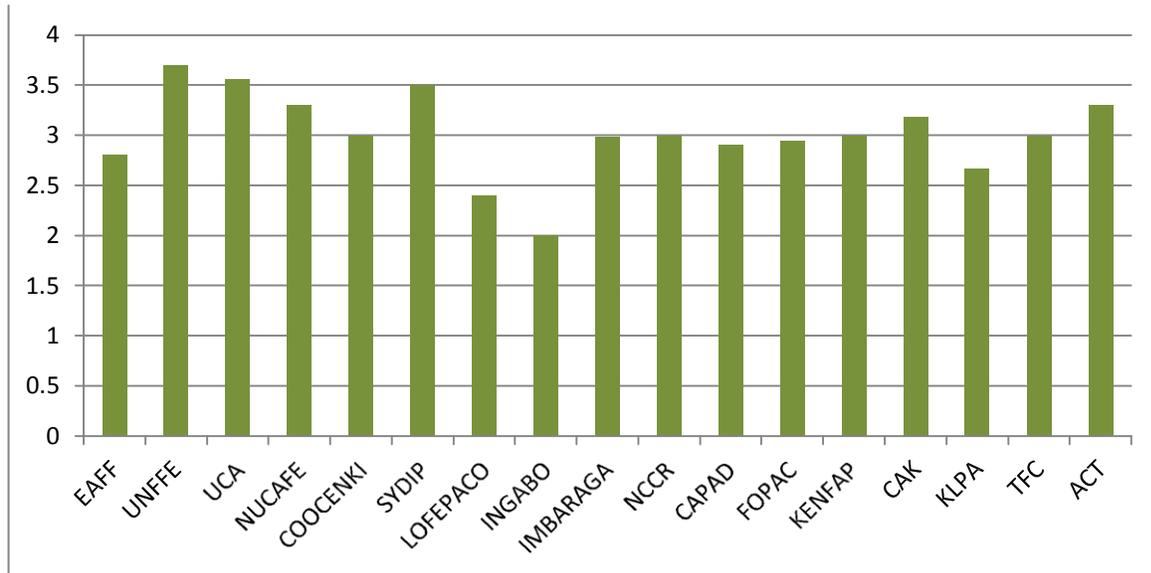


Figure 3: Results on Governance and legal structure

Results Interpretation:

The governance and legal structure looked into various aspects on vision and mission of the organization, legal structure and compliance, organizational structure, board composition and responsibility, and succession planning. From the scores as depicted in the graph above, the capacity of EAFF members in Governance and Legal structure ranges from basic capacity to almost excellent capacity.

EAFF Intervention sought

To address the capacity gaps on governance, the following interventions by EAFF were proposed

- ✓ Assist in the development of sustainability plans.
- ✓ Support development of internal and external communication plan
- ✓ Train the members in organization management/corporate governance
- ✓ Address issues on gender imbalance
- ✓ Training of leaders on their supervisory and monitoring and evaluation roles.
- ✓ Training on change management and succession planning on leadership.

Financial Management, internal control and procurement systems

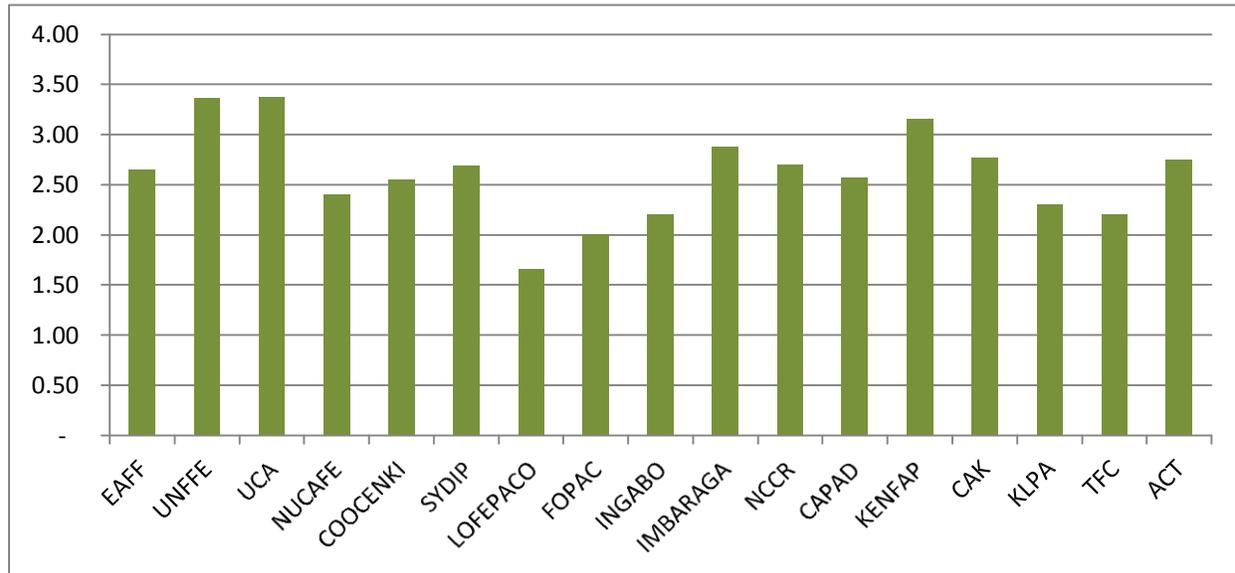


Figure 4: Results on financial management

Results Interpretation

In terms of financial management, internal control and procurement systems the issues under discussion were financial systems in place within organizations, financial controls, financial documentation, financial reporting, audit expenditure, cost sharing, fixed asset control and procurement. The capacities of EAFF members greatly varied as per the graph above.

EAFF intervention sought

To address the capacity gaps. Organizations proposed the various interventions by EAFF

- ✓ Capacity building in Cost sharing principles, sustainability tools, fixed assets controls, supervisory monitoring and financial software
- ✓ Staffing especially the finance department
- ✓ Training on internationally accepted standards of procurement, auditing, financial reporting.
- ✓ Updating and reviewing of procedure manuals using the EAFF developed manuals as a guide.
- ✓ Develop a manual that guides financial reporting and donor compliance
- ✓ Organize exchanges between finance officers of different organizations to encourage peer learning and supervision.

Program and performance management

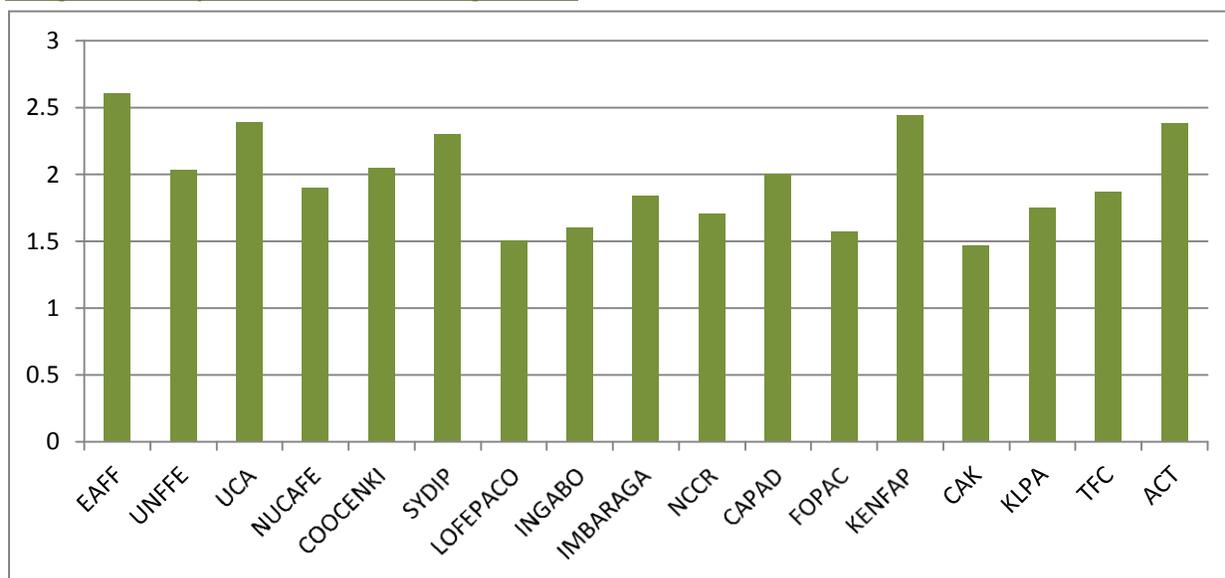


Figure 5: Results on program management

Results interpretation

In terms of programme and performance management, the issues under discussion ranged from understanding donor compliance requirements, sub award management principles, technical reporting, stakeholder involvement and issues of culture, gender issues, field oversight and support and monitoring and evaluation.

Members ranked between basic and moderate capacity with most organizations having low capacity on monitoring and evaluating impact.

EAFF intervention

The capacity gaps identified were proposed to be addresses as follows by participants

- ✓ Capacity building on project cycle management, results based management, gender mainstreaming and monitoring and evaluation to both staff and leaders
- ✓ Development of gender and youth policy
- ✓ Capacity building on grant management, sub awards, donor compliance and supervision
- ✓ Online tools for Monitoring and Evaluation

Organizational management and efficiency

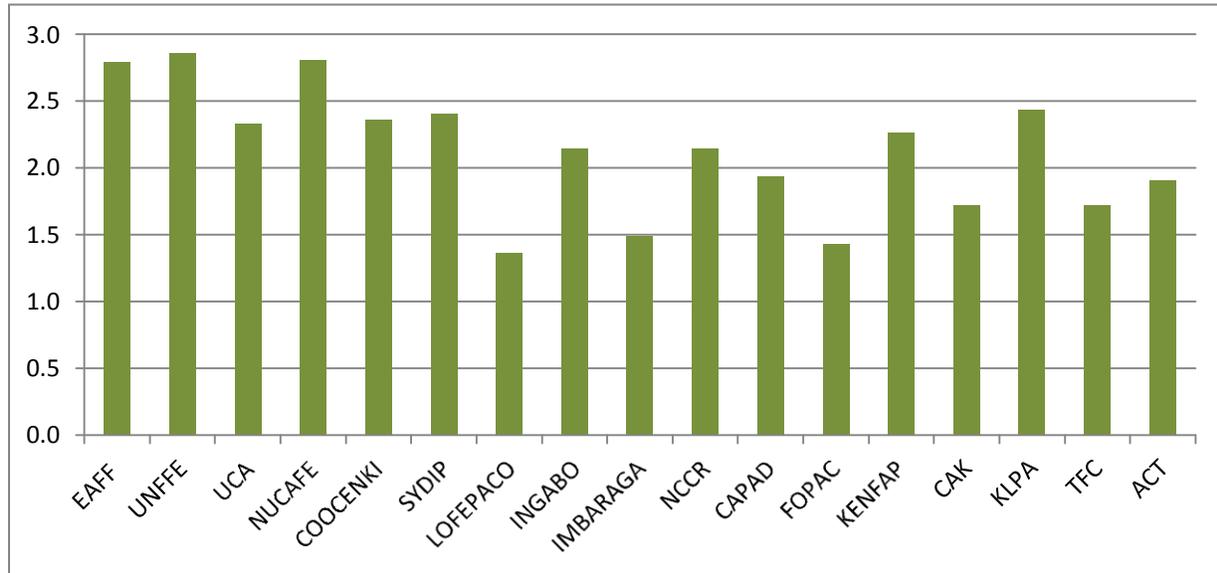


Figure 6: Results on organizational management

Result interpretation

Organizational management and sustainability is a key factor in terms of enhancing organizational performance. The key issues under discussion were if the organization had a strategic plan that was developed successfully ensuring stakeholder involvement, workplans, change management, knowledge management, opportunity development, internal communication and Decision Making.

The scores depicted very varied capacities within EAFF member organizations.

EAFF intervention

Participants proposed to address the capacity gaps as follows:

- ✓ Capacity building of staff and leaders on change management, business plan development, communication and documentation of good practices.
- ✓ Development of change management policy
- ✓ Exchange visits and mentoring among leaders

Human Resource and Administration systems

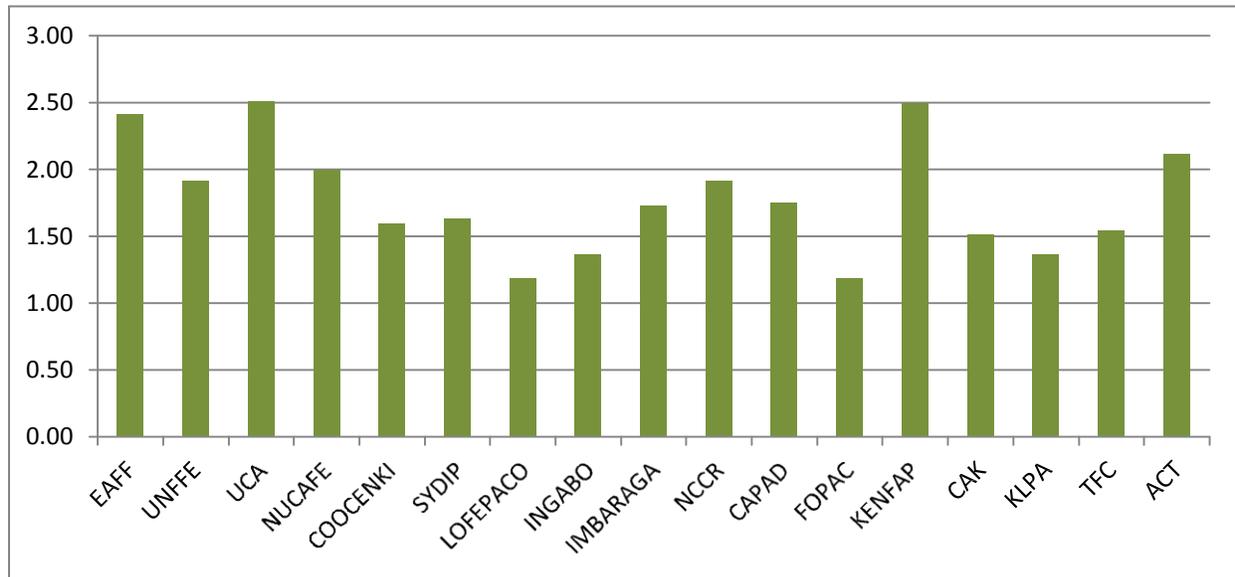


Figure 7: Results on human resources and administration

Results of intervention

The Human and administration systems analyzed various components within the organization; these were travel policies and procedures, operational policies and procedures, staff job descriptions, recruitment and retention, staffing levels, personnel policies, staff time management, staff and consultant history, staff and salary benefits policy, staff performance management, management and staff diversity, use of volunteers and interns to cover staffing gaps and visibility.

To most organizations, this is the capacity area that was ranked lowest. Based on the components under this capacity area, the major issues were around documentation of the procedures, consistent application of existing guidelines and communication of the same to staff.

EAFF intervention

The capacity gaps identified were proposed to be addresses as follows by participants

- ✓ Gender assessment in Farmer organizations in terms of staffing
- ✓ Capacity building plan for Staff in strategic management, coaching and mentoring.
- ✓ Develop an EAFF overall visibility plan to be adopted by members.
- ✓ Provide support for team building and strategic review meetings among leaders and staff.

THE INDICATORS OF AN IDEAL FARMER ORGANIZATION

Introduction

As part of the OCA process, one key objective was to come up with the indicators of an ideal farmer organization which would serve as a bench mark for the EAFF members who can in turn adopt the same for their national members.

Methodology

The participants were grouped in their areas of specialization i.e. Finance, Human Resource and Administration, Program and performance management and Governance & legal structure.

COMPONENT	STANDARDS FOR IDEAL FARMER ORGANIZATIONS
FINANCE	
Financial management and internal controls	<p>Controls</p> <ul style="list-style-type: none"> ✓ Internal checks ✓ Properly documented procedures that are adhered to ✓ Accounting and finance management manuals should be in compliance with internationally accepted standards ✓ Proper segregation of duties <p>Financial documentation</p> <ul style="list-style-type: none"> ✓ Good standard filing system: accessible, adhered to, known by all <p>Financial reporting</p> <ul style="list-style-type: none"> ✓ Functional financial reporting system ✓ Proper data entry ✓ Segregation of duties ✓ Shared with decision makers quarterly <p>Audit</p> <ul style="list-style-type: none"> ✓ Change external auditors every five years ✓ Annual audits ✓ Follow accepted international accounting standards <p>All staff should know about relevant financial systems</p>
Administration	<p>Operational policies, systems and procedures</p> <ul style="list-style-type: none"> ✓ Reviewed and updated regularly at least once every 3 years ✓ Well documented and communicated to all staff
Procurement	<ul style="list-style-type: none"> ✓ The procurement procedures adopted should be benchmarked against internationally accepted standards but tailor made to suit individual organizations. ✓ Proper checks, controls and well documented processes strictly adhered to

	<ul style="list-style-type: none"> ✓ Procurement committee in place
Fixed assets control	<ul style="list-style-type: none"> ✓ Asset register updated at least every 3 months. ✓ Clearly documented policies on use of assets
HUMAN RESOURCE SYSTEMS	
Job description	<ul style="list-style-type: none"> ✓ Documented roles and responsibilities of staff ✓ Documented reporting and supervision channels
Recruitment and retention	<ul style="list-style-type: none"> ✓ Documented guidelines for recruitment ✓ Guidelines on motivation, rewards, promotions
Personnel policies	<ul style="list-style-type: none"> ✓ Documented clearly and appropriate ✓ Known by all staff ✓ Reviewed and updated
Staff records	<ul style="list-style-type: none"> ✓ Certified qualification documents ✓ Certified legal documents (ID, PIN, NSSF, NHIF, etc) ✓ Staff references and next of kin ✓ Contracts and job description ✓ Performance review reports ✓ Leaves, insurance, payroll, pay slip
Staff salaries and benefit policies	<ul style="list-style-type: none"> ✓ Written policies
GOVERNANCE & LEGAL STRUCTURE	
Vision & Mission	<ul style="list-style-type: none"> ✓ Vision and mission that is understood by all members and guides the organization
Legal Structure	<ul style="list-style-type: none"> ✓ Should meet legal requirements such as registration, permits, taxes and regulatory requirements
Organizational Structure	<ul style="list-style-type: none"> ✓ Documented organizational structure ✓ Documented communication mechanisms at all levels of the organization
Leadership structure	<ul style="list-style-type: none"> ✓ Fair representation by gender, age, socio economic status and geographic coverage. ✓ Documented leadership roles and responsibilities ✓ Documented succession and change management plan ✓ Gender Policy
PROGRAM MANAGEMENT	
Technical reporting	<ul style="list-style-type: none"> ✓ A standardized reporting format for farmers organization- guided by output, impact, indicators and strategic plan

	✓
Monitoring & evaluation	✓ Documented M & E strategy aligned and measured against strategic plan
Standards	✓ Benchmark auditing, financial systems and reporting, human resource management, procurement against international standards
Strategic planning	<ul style="list-style-type: none"> ✓ Strategic plan ✓ Should have an M & E plan to track implementation of strategic objectives
Opportunity development for sustainability	<ul style="list-style-type: none"> ✓ Organizational should have business/fundraising plans with set target ✓ Exit strategy/sustainability plan for projects