



# development Research and Projects Centre (dRPC)

No 63B Sultan Road Nassarawa GRA, Kano

## REPORT OF ORGANISATIONAL ASSESSMENT OF CSOs IN KATSINA STATE

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Desert Encroachment Along  
Katsina-Daura Road, Katsina



Charcoal for sale at Kara Market,  
Katsina



## **Executive Summary**

In response to the performance gaps and challenges identified in farmers associations in the Mapping report of CSOs agriculture in Northwest Nigeria conducted by the development Research and Projects Centre (dRPC) for OXFAM/NOVIB in 2013, the dRPC developed an innovative project concept to build the capacity of famers associations in Katsina state to support the Improving the fuel wood balance project application to the European Union.

This report presents the finding of the organizational assessment of five famers associations identified by OXFAM/ NOVIB for engagement in the Improving the fuel wood balance project whose capacity is to be built by the dRPC.

The organizational assessment is aimed at establishing a baseline for the CSOs' existing management and institutional systems, procedures and structures in key areas of project management; financial management; monitoring and evaluation; sustainability; and gender planning and analysis.

was engaged to carry out capacity building programmes to strengthen the management and institutional systems and structures of five (5) selected farmers associations and civil society organizations (CSOs) so as to support afforestation and reforestation interventions in Katsina state.

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## Acronyms

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AFAN	All Farmers association of Nigeria.
CAC	Corporate Affairs Commission
CAREFOR	Care foundation for the reforestation of Katsina
CBO	Community Based Organisation
CSO	Civil Society Organizations
DG	Director General
dRPC	development Research and Projects Centre
GJK Fund)	Gidauniyar Jihar Katsina (Katsina Development
FOMWAN	Federation of Muslim Women in Nigeria
MAKH	Miyetti Allah/ Kautal Hore
M & E	Monitoring and Evaluation
NGO	Non- Governmental Organisation
WOPIN	Women for Peace in Nigeria
OCA	Organizational Capacity Assessment

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## 1.0 Introduction

This is the report of organizational assessment conducted for five farmer organizations in Katsina state. The assessment represents a baseline activity, carried out to constitute the evidence base for the design of the Organizational Capacity Building for Farmers Associations implementing Afforestation and Reforestation interventions in the state. The organizational assessment is aimed at establishing a baseline for the CSOs’ existing management and institutional systems,

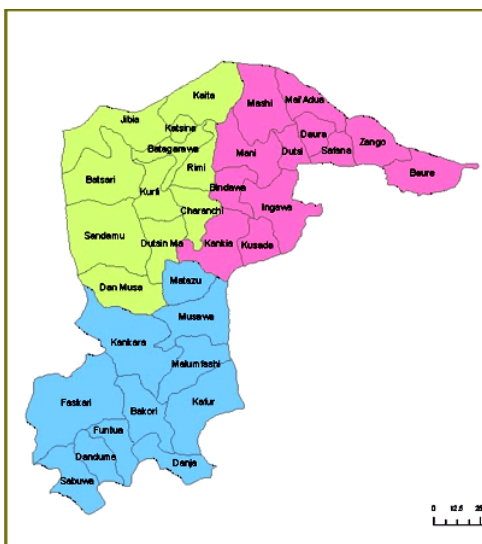
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procedures and structures in key areas of project management; financial management; monitoring and evaluation; sustainability; and gender planning and analysis.

### 1.1 Geographical location

Katsina State (North-Central Nigeria) with a land mass area of 24,192 square km, was carved out of the old Kaduna State in September 1989. The state is bounded in the north by Niger Republic, in the east by Kano State, in the south by Kaduna State and by Sokoto State in the west. According, to the

National Population Commission, Katsina state is the fifth most populated state in the country with a population of 6,483,429 (NPC, 2005). Katsina is characterized, largely by scrub vegetation with some wooded savanna in the south. There are 34 local government areas in the state. The indigenes are Hausa and Fulani with pockets of other ethnic groups such as the Ibos and Yorubas.



Katsina state is located in the semi-arid belt of Northern Nigeria, an agricultural region

challenged to produce enough output for human survival and sustainable livelihoods. Interviews with famers of this zone point to an overwhelming fear of shrinking grazing reserves and increasing rural crime such as cattle rustling, village raids and abduction of women in the state. A common scene in this state is that of moving herd traveling across the now dry riverbed of the River Yammama. The fear of rural banditry is giving rise to an increasing determination to denude forests close to rural settlements. As poverty increases and with 59% of the population living in poverty (World Bank Economic Outlook for Nigeria 2013) rural populations are turning to the land to engage in economic activities such as wood cutting; rope making; and charcoal production. Katsina state is now characterized as a zone of over-cultivation, over-fishing, and over-grazing. This combined with uncontrolled tree felling and bush burning have intensify the aridity in the state and contributes to producing a much drier climate.



## 1.2 PURPOSE AND OBJECTIVE

The purpose of the exercise was:

1. To assess organizational capacity of the farmer organization selected for engagement on the EU project in Katsina state
2. To ascertain performance gaps and challenges faced by the farmers' associations and to use such findings as a baseline for developing thematic areas for the Capacity Building training



Figure 2: Miyetti Allah/ Kautal Hore office along secretariat road Katsina

The organizational Capacity Assessment exercise was operationalized through an in-depth interview guide which aimed to obtain data on the associations in the domains of: gender and social inclusion; project management; M&E and

other key areas spelt out above. The inquiry was heavily guided by the OXFAM project to for 'Improving the fuel wood balance in Katsina state'. The specific objectives of the assessment were to:

1. Determine the current status of the organizations' capacity in key performance areas
2. Identify areas that need strengthening
3. Identify appropriate interventions and methodologies to address the capacity gaps
4. Develop an action plan to implement the interventions
5. Generate data for use in monitoring and evaluating the progress of the associations following the training

### 1.3 Scope and Limitations

The scope of the assessment was restricted to an organizational capacity assessment; no effort was made to assess the technical capacity of the associations to operationalize a fuel wood project. Regarding the issue of limitations, the major limitation faced was the lack of proper documentation and records which could serve as a means of verification for the information given by the groups. Only one organization, the Gidauniyar Jihar Katsina (Katsina Development Fund) GJK has records available for verification. There was also an issue lack of understanding of the project and some confusion of expectation about the processes to be followed before the actual commence of the project. This was clearly visible during the meeting where one of the representatives said: (S D Karofi from GJK)

*“We are tired of this your assessment assessment but we don’t see anything after this especially OXFAM, you keep coming at short notice and you don’t provide the funds or even results of the assessments you have done. We won’t say we are tired but we are getting there”*

### 1.4 Steps followed in the assessment exercise

The assessment was done in three stages

#### 1.4.1 Preparation and pre-testing of a structured interview guide

A five page interview guide (Appendix 1) which aimed at capturing organizational capacity in terms of organizational management, human resource, financial management, project performance and gender mainstreaming was developed, pre-tested and finalized.

#### 1.4.2. Interview administration with the Farmers’ Associations

The 5 associations were contacted through the contact details provided by OXFAM. On arrival in Katsina the team organized a meeting where all the 5

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CSOs were called together to discuss and share the strategy of how to go about making sure that the timing of the work plan is convenient for them. The meeting comprised of representatives of the CSOs and it was held in the FOMWAN office. They were all briefed by the team leader and agreed on the timing of the assessment visits, where each organization will be visited per day so as to have a comprehensive assessment of the Organisations.



Each organisation was visited in their offices and As a result a structured interview guide was administered and answers provided.

An interview session was then conducted between the senior staff/members of the organization (sometimes including Board members) and the dRPC project team consisting of 3 a financial management consultant; the gender officer and the Program Officer. The dRPC project team visited each of the organization in their state head office and adopted a participatory approach to ensure full and complete responses to all questions in the interview guide.

### **1.4.3. Data analysis and report writing**

The data collection phase was followed by entry and analysis using SPSS and report writing.

**Figure 3: Seedlings raised by Alh. Idris Mai Itace at Sandamu village during the year under the supervision of CAREFOR office for onward distribution to farmers during the rainy season**

## 2.0 Overview of the famers' associations

The five farmer organizations recommended by OXFAM-NOVIB are:

- i. Gidauniyar Jihar Katsina (Katsina Development Fund)
- ii. Miyetti Allah/ Kautal Hore
- iii. Women for Peace in Nigeria (WOPIN) Katsina state Chapter.
- iv. Federation of Muslim Women in Nigeria (FOMWAN)
- v. Campaign for Reforestation of Katsina (CAREFOR)

The rationale for selecting these organizations was as a result of their experience in afforestation and reforestation interventions as well as their



wide coverage of their activities in the state and their presence in all the local Government areas of Katsina.

### Gidauniyar Jihar Katsina

GJK was established in 1986 as state development fund. It later became independent and

registered as with Corporate Affairs Commission as Non Governmental Organization in 1991. It has a good reputation amongst development practitioners and has strong administrative links with the political elite in the State and even at federal level. GJK generates its own funds and has experience in microfinance project implementation. One of its main objectives of this association, relevant to the current project is the commitment to fight against desertification and to enlighten the people on tree planting and dangers of desertification. At the time of the assessment significant activities were not carried out in this area due to lack of funding.

### FOMWAN

FOMWAN is an umbrella body of Muslim Women Association with branches in all over the federation. The national body was registered with Corporate Affairs Commission in 1986. The Katsina state branch has its

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headquartered in Katsina town with sub-branches in all the 34 LGAS in the state. One aim in its mission is to improve the socio-economic status of the populace especially women, youth and children through training, provision of qualitative education, health and human services, micro-enterprises scheme and advocacy.

### WOPIN

Women for Peace in Nigeria (WOPIN) is a non-religious and non-profit making organization registered with Corporate Affairs Commission in 2006. It has members in all the 36 states of the country and has an active branch in Katsina town with membership all the state local government areas. One of its objectives of this association is to provide micro credit facilities to the poor and encourage the entrepreneurship among the women and the youth. WOPIN has experience working with women farmers and their organizations.

**Figure 4: Group of assessors (dRPC Team) in FOMWAN office with the Vice Amirah Hasiya and the Secretary Saadiya Nagogo**

### CAREFOR

Care foundation for the reforestation of Katsina

(CAREFOR) is a non-governmental organization registered with Corporate Affairs Commission in 2014 in response to the urgent need to combat desertification, threat to vegetation, climate and ecological resources, bush burning and other negative practices affecting Katsina. One of its main objectives is to awaken the people of Katsina state, and the Daura Diaspora to the enormity of the threat posed to human survival and human progress by deforestation and desertification. This association has worked with numerous farmer associations, individuals and government agencies in this area.



Miyetti Allah/ Kautal Hore MA/KH

Miyetti Allah/ Kautal Hore (MA/KH) is a socio-cultural organization made up mostly of Fulani herdsmen registered with Corporate Affairs Commission in 2011. It came about to address the issue of persistent farmers and cattle rearers conflict. This is also a countrywide origination and has established a state chapter in Katsina. MA/KH has been involved with different kinds of organizations made up of livestock farmers, nomads,



**Figure 6: The Executive Director of CAREFOR during a sensitization visit to the firewood market executives in Katsina**

herdsmen and pastoralists. One of its objectives is to contribute to the development of projects in Fulani communities to promote social development.

### **3.0 ORGANISATIONAL CAPACITY ASSESSMENT FINDINGS**

This section of the report presents findings and recommendations on the organizational capacity of the 5 associations.

## **4.1 RESULTS ANALYSIS**

### **4.1.1 Organizational management**

The indicators used to determine the organizational management capacity were in the assessment tool were - the coverage of the organization, existence of an active bank account in the name of the organization, existence of an annual budget and evidence of the association having received funds directly from government, an NGO, a donor on any

**Figure 7: The State Corrdinator of WOPIN , Hjiya Halima Bello and Program Officer Sani Audi answering questions during the assessment**

international organizations such as IFAD.

**Organizational coverage:** three of the organization assessed (FOMWAN, Myetti Allah /Kautal

The assessment found that two groups, Hore Socio Cultural Association and WOPI have a national structure while the remaining two organizations (Care For the Reforestation of Katsina state, Katsina State Development Fund) are only found in Katsina state

**Active bank account:** Four of the five groups assessed have an active bank account in the name of the organization and only one organization (Myetti Allah KautalHore Socio Cultural Association) was found not have a bank account in the name of the organization.

**Table 1: Existence of active bank account for selected famers associations in Katsina state**

	<b>Name of organization</b>	<b>Does this organization have an active bank account in the name of the organization?</b>
1	Care For the Reforestation of Katsina state	Yes
2	Federation of Muslim Women Associations of Nigeria, (FOMWAN).	Yes
3	Katsina State Development Fund	Yes
4	Myetti Allah KautalHore Socio Cultural Association	No
5	Women For Peace In Nigeria (WOPIN) Katsina Chapter	Yes

When asked why the organization did not have a bank account, the Secretary of MIYETTI Allah/Kautal Hore explained that:

***“We do not have a bank account because we have never, received funding from anywhere. We only get our funds from member’s contribution and this contribution is only collected when there is a problem to solve.”***



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**Existence of annual budget:** The assessment found that only two organizations (Care For the Reforestation of Katsina state and Katsina State Development Fund) have an annual budget which covers overhead expenses such as salaries, office maintenance, contribution to rent and other expenses such as construction of project site. While three organizations WOMEN FOR PEACE IN NIGERIA (WOPIN) KATSINA CHAPTER, Myetti Allah KautalHore Socio Cultural Association and Federation of Muslim Women Associations of Nigeria, (FOMWAN) reported that they did make an annual budget.

**Table 2: Associations with an annual budget**

	<b>Name of organization</b>	<b>Having an annual budget</b>
1	Care For the Reforstration of Katsina state	Yes
2	Federation of Muslim Women Associations of Nigeria, (FOMWAN).	No
3	Katsina State Development Fund	Yes
4	Myetti Allah KautalHore Socio Cultural Association	No
5	Women For Peace In Nigeria (WOPIN) Katsina Chapter	No

**Associations receiving funds directly from government, an NGO, a donor or any international organizations:** Only three organizations including Care For the Reforestation of Katsina state, Myetti Allah KautalHore Socio Cultural Association and Women For Peace In Nigeria (WOPIN) Katsina Chapter report that they have ever accessed funds from USAID, Katsina state government and Global fund respectively. The other two organizations Katsina State Development Fund and Federation of Muslim Women Associations of Nigeria, (FOMWAN) have never accessed funding from government, an NGO or any donor organization.

**Table3: Associations receiving funds directly from government, NGO or donor**

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	<b>Name of organization</b>	<b>EVER received funds directly from government, an NGO or a donor</b>
1	Care For the Reforestation of Katsina state	Yes
2	Federation of Muslim Women Associations of Nigeria, (FOMWAN)	No
3	Katsina State Development Fund	No
4	Myetti Allah KautalHore Socio Cultural Association	Yes
5	Women For Peace In Nigeria (WOPIN) Katsina Chapter	Yes

While commenting on this situation the Secretary of CAREFOR stated that:

*“We have a problem accessing funds as such we would be very glad to be trained in the area of proposal writing so that we can be able to compete with others, as we have a lot of ideas on tree planting for fuel wood which we cannot implement”*

#### **4.1.2. Human resources**

The indicators used for assessing human resource capacity of the associations includes presence of permanent staff versus volunteers or part-time members of the organization.

**Permanent Staff profile:** except for Katsina State Development Fund which has 19 staff, none of the other organizations have up to 10 members of staff. WOMEN FOR PEACE IN NIGERIA (WOPIN) KATSINA CHAPTER report that they have 5 members of staff; Myetti Allah KautalHore Socio Cultural Association report that have only 2 permanent members of staff; Care For the Reforestation of Katsina state has just one member of staff; and FOMWAN reports that they have no staff at all.

**Volunteer:** Significantly, the assessment found that organizations such as Myetti Allah KautalHore Socio Cultural Association relied wholly on volunteers with 200 volunteers in their workforce. WOMEN FOR PEACE IN NIGERIA (WOPIN) KATSINA CHAPTER; Care For the Reforestation of Katsina state; and Federation of Muslim Women Associations of Nigeria, (FOMWAN) have 18, 7 and 5 volunteers respectively. Katsina State Development Fund which had the highest number of staff (19) among the organizations does not have any volunteers.

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**Involvement of Association members in day to day administration:** The assessment found that the major source of human resource for Women For Peace In Nigeria (WOPIN) Katsina Chapter; and Federation of Muslim Women Associations of Nigeria, (FOMWAN) lies with the membership of the association. This suggest that these groups rely less on staff and volunteers but more on association membership. The other groups Katsina State Development Fund, Care For the Reforestation of Katsina state and Myetti Allah KautalHore Socio Cultural Association have 17, 13 and 12 members respectively engaged in the organizations.

Table 4: Associations staff strength, volunteers and members of the association

	<b>Name of organization</b>	<b>Staff strength</b>	<b>Volunteer</b>	<b>Association members involved</b>
1	Care For the Reforestation of Katsina state	1	7	13
2	Federation of Muslim Women Associations of Nigeria, (FOMWAN).	0	5	200
3	Katsina State Development Fund	19	0	17
4	Myetti Allah KautalHore Socio Cultural Association	2	200	12
5	Women For Peace In Nigeria (WOPIN) Katsina Chapter	5	18	355

The assessment team found that the structure and division of responsibilities within all the associations were not clearly defined and that volunteers were used as a convenient mechanism for having to employ full time staff. All the associations explained that a large wage bill would affect their survival. On the other hand, volunteers and membership involvement contributed to a culture of commitment and a strong sprit of activism in the organizations.

### 4.1.3. Financial management

The indicators used for assessing financial management include - use of a financial manual in the accounting practices of the association and having and use of a chart of accounts.

**Existence and use of a financial manual:** Only Katsina State Development Fund was found to have a financial manual which they used in their financial management; all four organizations do not have a financial manual.

**Table 5: Existence of financial manual**

	Name of organization	Financial Manual
1	Care For the Reforstration of Katsina state	No
2	Federation of Muslim Women Associations of Nigeria, (FOMWAN).	No
3	Katsina State Development Fund	Yes
4	Myetti Allah KautalHore Socio Cultural Association	No
5	Women For Peace In Nigeria (WOPIN) Katsina Chapter	No

**Existence of a chart of accounts:** The assessment found that all organizations have a chart of account which was said to be used to define each class of items for which money or the equivalent is spent or received and to organize the finances of the organization with segregated expenditures, revenue, assets and liabilities.

**Table 6. Existence of charts of account**

	Name of organization	Chart of Accounts
1	Care For the Reforestation of Katsina state	Yes
2	Federation of Muslim Women Associations of Nigeria, (FOMWAN).	Yes
3	Katsina State Development Fund	Yes
4	Myetti Allah KautalHore Socio Cultural Association	Yes
5	Women For Peace In Nigeria (WOPIN) Katsina Chapter	Yes

#### 4.1.4. Monitoring and Evaluation capacity

The indicator for measuring monitoring and evaluation capacity includes – the extent to which the organizations have a monitoring and evaluation manual and have designated M&E staff. While all organizations recognized the importance of M&E in implementing projects their responses pointed to the fact that this function was viewed difficult and the responsibility of the funder.

**Having an M&E manual:** The assessment found that the Katsina State Development Fund to be the only organization with a monitoring and evaluation manual which it uses in measuring project performance to identify the impact of projects; compare costs to the benefits of a project; determine if a project is achieving its results; and assist market future projects. The other four organizations do not have a monitoring and evaluation manual.

**Table 7: Existence of an M&E manual in the association**

	<b>Name of organization</b>	<b>M and E manual</b>
1	Care For the Reforstration of Katsina state	No
2	Federation of Muslim Women Associations of Nigeria, (FOMWAN).	No
3	Katsina State Development Fund	Yes
4	Myetti Allah KautalHore Socio Cultural Association	No
5	Women For Peace In Nigeria (WOPIN) Katsina Chapter	No

**Presence of a designated M&E officer:** Two of the organizations assessed, (Federation of Muslim Women Associations of Nigeria and WOPIN have a member who volunteers as a dedicated M & E While Katsina State Development Fund has a designated staff with responsibilities for setting up and/or implementing M&E systems. The other three organizations (Care For the Reforstration of Katsina state, Myetti Allah KautalHore Socio

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Cultural Association and Women For Peace In Nigeria Katsina Chapter) do not have a designated M&E staff.

**Table 8: Organizations with a designated M&E officer**

	<b>Name of organization</b>	<b>M and E officer</b>
1	Care For the Reforstration of Katsina state	No
2	Federation of Muslim Women Associations of Nigeria, (FOMWAN).	Yes
3	Katsina State Development Fund	Yes
4	Myetti Allah KautalHore Socio Cultural Association	No
5	Women For Peace In Nigeria (WOPIN) Katsina Chapter	No

FOMWAN Amirah explained this situation by saying that:

*“We don’t have any of the policy documents you are looking for, this is because we have never been asked and we don’t really know about them much, but we need you to help us put it in place”*

**4.1.5. Gender profile**

The indicators used for gender mainstreaming in this assessment includes the gender distribution of staff, members, or volunteers.

For organizations such as Federation of Muslim Women Associations of Nigeria, with exclusively women members and Myetti Allah Kautal Hore Socio Cultural Association with exclusively male members the gender distribution of the associations’ human resources mirror their membership with a 100% female and 100% male staff strength. The Katsina State Development Fund also has a 100% male staff strength. However, WOPIN KATSINA CHAPTER has a mixture of male and female among the volunteers, staff and members while and Care For the Reforestation of Katsina state has a mixed staff. None of the associations had a gender policy. This is presented in the table below.

Table 8: Gender distribution of staff

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	Name of organization	Volunteers		Staff		Members	
		Male	Female	Male	Female	Male	Female
1	Care For the Reforstration of Katsina state	6	1	1	0	11	2
2	Federation of Muslim Women Associations of Nigeria, (FOMWAN).	0	5	0	0	0	200
3	Katsina State Development Fund	0	0	19	0	16	1
4	Myetti Allah KautalHore Socio Cultural Association	200	0	2	0	8	4
5	Women For Peace In Nigeria (WOPIN) Katsina Chapter	8	10	2	3	100	255

## 5.0 SUMMARY OF FINDINGS

### 5.1 CSO ranking

Findings from the assessment were used to rank the associations base on the five organizational capacity areas employed. The responses of the organizations drawn from the questionnaire were subjected to statistical analysis. Using a ten point's score line, organizations were rated (with specific indicators) on the basis of organizational management, human resource, financial management, project performance and gender mainstreaming. With a total point of 50, organizations who scored between:-

1. One to twenty (1-20) were considered as “budding”
2. Twenty one to forty (21-30) were considered as “emerging”
3. Forty one to fifty (41-50) were considered “matured”.

This was based on a weighting system in which FOMWAN emerged to have the lowest ranking and the Katsina State Development Fund the highest ranking.

The ranking pointed to the fact that two of the organizations - Federation of Muslim Women Associations of Nigeria; and Myetti Allah KautalHore Socio

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Cultural Association had the least capacity and could be characterized as “budding” organizations.

On the other hand, Care For the Reforestation of Katsina state; and Women For Peace In Nigeria (WOPIN) Katsina Chapter were characterized as “emerging” organization. The Katsina State Development Fund emerged as a mature association with 34 points.

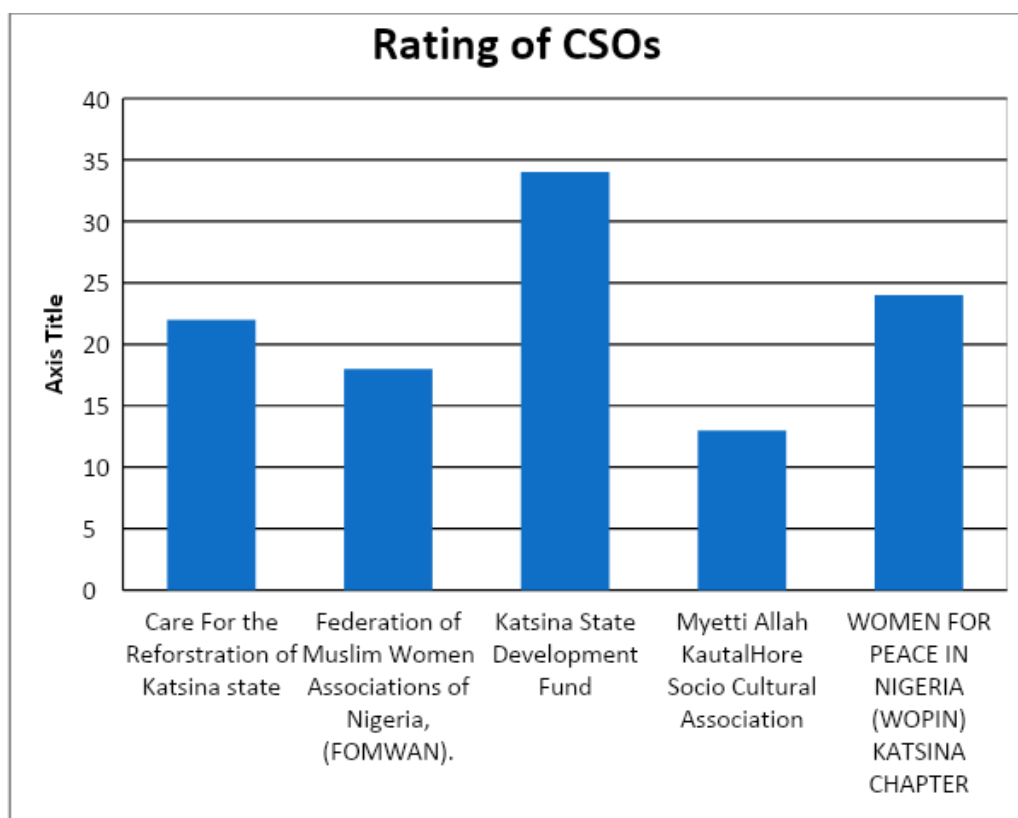


Figure 8: Graph showing the rating of CSOs.

### 5.2 Implications for the Capacity Building training

Having identified some of the capacity among the five groups documented in their Organizational management, Human resource, Financial management, Project performance, Gender mainstreaming, the following recommendations are made as the best point of intervention;



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- Organizations should be assisted in the development of sustainability plans
- Issues of gender imbalance among organizations should be addressed
- Manuals that will ensure organisational effectiveness so as to make the organizations viable and donor compliant should be developed for the organizations
- Accountants and financial officers of the organizations should be trained on internationally accepted standards of procurement, auditing, financial reporting guides and financial manuals.
- The Capacity of the organizations should be built on project cycle management and results based management
- Capacity of the organizations should be built on monitoring and evaluation
- A standard monitoring and evaluation manual to track project performance should be developed for all organizations
- Development of gender and youth policy
- Finally the Board and Management should be targeted for leadership training where leadership skills and succession plans will be imparted.

## **6.0 CONCLUSION and RECOMMENDATIONS**

### **5.0 CONCLUSION**

As a result of this assessment that was carried out by dRPC it was discovered that apart from the GJK or Katsina development fund all the other organizations have performed averagely in the assessment. However, it was concluded that all the organizations are still either budding or emerging organizations and not matured, so are in need of capacity building. This is to improve their performances, viability and leadership among farmer organizations so to improve the fuel wood balance of their communities.

In conclusion, dRPC believes that organisational assessment results have a wide variety of uses. For instance, they can be used by an organisation to build its capacity, to validate its work, to promote dialog with funders or partners and to help devise its strategies for the future. However, to ensure that results of the organisational assessment are used, their use must be planned for by the organisation from the onset of the assessment, as well as considered throughout the implementation phase and even once reports

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have been submitted and disseminated. Considering the above the following recommendations are made;

#### 5.1 RECOMMENDATIONS

The dRPC recommends that a structured approach should be adopted to identified opportunities of the organisations to address their constraints and embark on capacity building & mentoring strategies that would strengthen mission fulfilment and, at the same time, conform to OXFAM's development objective. Such an approach should be captured in a SMART organisational capacity development plan (CDP), giving priority to the above-indicated capacity areas for urgent attention & immediate action, respectively.

It is recommended that dRPC's CDP focus on actions necessary to put in place:

- A capacity building training to develop and/or strengthen the associations' financial management and control systems to improve accountability and efficient resource management in line with generally accepted accounting principles and best practices. Also to support the development of financial management, procurement and internal controls manuals.

This can clearly be seen in their responses to some of the question on financial documents. For example when FOMWAN officials were asked about chart of accounts and finances the Vice *Amirah* (President) responded,

***“What is a chart of accounts, we don't know what it is but we have project accounts in different banks and we also don't have a financial policy document”***

- Training workshops to be organized on project cycle and result based management and also on Monitoring and evaluation capabilities to track project performance
- To ensure organisational effectiveness all documented policies should be developed together with the organisations and a mentoring strategy should be adopted, where supervisory visits will be carried out to ensure compliance. Mentoring is to be done together with dRPC and the OXFAM project staff. The documented policies suggested include:
  - i. Financial management, procurement and internal control Manual

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- ii. Gender and youth policy manual
- iii. Admin and human resource manual
- iv. Monitoring and Evaluation manual.

In response to the questions on organisational by the assessors on the kinds of operational manuals available in the organisations some of them responded thus:-

The secretary of MIYETTI ALLAH/ KAUTAL HORE responded that:

*“Presently all our documents are in the Chairman’s house and some are with me, this is because we are moving to this office newly and we don’t have where to keep them. So I need to call the Chairman for any documents but we do not have any of these documents you are saying, except the constitution and certificate of registration.”*

While CAREFOR responded when asked about what kind of training do they require and they said:

*“We are interested in all the trainings proposed since it will improve our performance as an organisation.”*

And FOMWAN responded

*“all the trainings that you have stated here in your questionnaire we are interested in and even more if there is any room.”*

## REFERENCES

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2. (<http://www.katsinastate-lgac.com/history.html>) accessed on the 16<sup>th</sup> November 2014
3. (<http://africanclimate.net/en/node/6853>) accessed on the 16<sup>th</sup> November 2014

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4. <http://www.ngex.com/nigeria/places/states/katsina.htm>
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6. Organizational Capacity Assessment of EAFF member organization (Summary Report April 2014) Report of the Eastern Africa Farmers' Federation (EAFF). Nairobi Kenya.

## APPENDIX

### APPENDIX 1 : Persons Interviewed

S N	GIDAUNI YA	CAREF OR	WOPIN	FOMWAN	MIYETI ALLAH
1	Alh. Dauda Karofi (Director General)	Abdullahi Ahmed (Vice Chairman)	Haj. Halima Dangiwa Bello (Chairperson)	Haj. Asiya Lawal (Vice Amira I)	Sani Mashi (Secretary)

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2	Dahiru Abubakar (Secretary)		Sani Umar Audi (Program Officer)	Haj. Safiya Nagogo (Secretary)	Hadiza Muhammad (Gender Specialist)
3	Yakubu Zinari (Accountant)				

## APPENDIX 2: Organisational Interview guide/Questionnaire



**development Research and Projects Centre (dRPC)**

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Nassarawa GRA, Kano State  
drpc20022002@yahoo.com  
Phone/Fax: 07030353438*

### INTERVIEW GUIDE TO ASSESS THE ORGANIZATIONAL CAPACITY OF 5 CSOs

To participate in an Oxfam Sustainable livelihoods project

1. Full name of the association.
2. Is the association registered or not?
3. Form of registration?..... Year registered?..... Which agency registered with? .....
4. Contact person's full name, designation, address, e-mail and telephone number?
5. Is the organization a branch of a national association or is it only to be found in the state?

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6. Does this organization have a constitution? If yes, can we have a copy please? (Please ensure that you collect a copy)
7. If not, why not and do you have any other guiding documents/charter?
8. What have been the main activities of the association since 2010 and who are your main beneficiaries? The core activities are in areas of:

Areas of activities	Average Numbers of Male Beneficiaries of your programs and type of beneficiary (eg. youth, LGA etc)	Average Number of Female Beneficiaries of your programs and type of beneficiary (eg. youth, LGA etc)

9. Current Number and gender of staff and members of the organization?

Gender	Members of the organization	Staff of the organization	Volunteers of the organization
Male			
Female			
Total			

9. Are any of the staff/volunteers paid a salary? .....  
If yes, from what source and what is the highest and lowest salary paid?

Staff - Highest Salary:.....(Source)    Lowest Salary:.....(Source)

Volunteers - Highest Salary:.....(Source)    Lowest Salary:.....(Source)

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SN	Description	Highest salary	Source	Lowest salary	Source
1	STAFF				
2					
3	VOLUNTEER				

11. What provisions does this organization have to consult female members or is there any provision made in the association to consult women?

12. Has the association ever been consulted by the Federal, State or Local government on any aspect of agriculture policy or implementation of a program?

When did Consultation take place	Over what issue, policy or program?	What was the outcome of the consultation?

13. Has the organization ever taken the initiative to submit memoranda or recommendations to government on an agricultural issue? ( ) Yes ( ) No

14. If yes please tell me the details?

15. Has this organization EVER received funds directly from government, an NGO or a donor on any international organizations such as IFAD? If yes, please share the details.

How much funds did you receive?	From which funder?	What year did you receive this funds and what was the life of the project?	For what project and activities?

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16. What did you LIKE and how did the organization BENEFIT from grants with agricultural international development organizations?

17. What did you NOT like and how did your organization NOT benefit from grants with agricultural international development organizations?

18. Which agricultural international development organizations do farmers associations in this state LIKE working with best?

19. Which agricultural international development organization do farmers associations in this state DO NOT LIKE working with?

20. Has this organization ever implemented a commercial agricultural project before? If yes, please give details?

21. What are some of the difficulties of implementing commercial agricultural project in this state?

22. Did any member/s of this organization receive training while participating in internationally funded project? ( ) Yes ( ) No

23. Have any member of your organization receive any training by any organization in agriculture in the past 3 years?

24. If yes, tell us about this training?

Name or post of staff who participated in the training?	When and where was the training?	What was the training on?



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25. What areas would this organization like training to be conducted in currently?

Area	What precise area would your staff need training in?
Organizational areas (eg. fund raising, developing systems, being able to train staff, conflict resolution and internal democracy etc)	
Financial areas (eg. budgeting, funds management etc)	
Technical areas (sustainable agriculture, new agricultural techniques etc)	
Program management (eg. monitoring and evaluation, proposal development etc.)	

26. Do you have any special recommendations about how you would want the training to be conducted?

27. Who would you like to be trained in your organization or in organizations affiliated to your organization?

28. Organizational Capacity:-

Does this organization have the following	Yes	No
a. Annual Budgets		
b. Financial Manual		
c. Chart of Accounts		



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d. M&E manual		
e. A designated M&E officer		

29. What other organizational policies does this organization have? (apart from the ones above)

.....

.....

.....

30. Does this organization have an active bank account in the name of the organization?  
( ) Yes ( ) No,

31. If no, why not?

32. What is your vision for this organization in the next 5 years?

Thank you for your time.

**APPENDIX 3:- TEAM OF ASSESORS**

1. Ballama Mustafa .....Program Officer
2. Nazir Kurfi ..... Financial Expert
3. Zainab Muhammad .....Gender Specialists
4. Abdulhamid Inuwa..... dRPC staff

**APPENDIX 4:-**