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# PrOpCom

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Making Nigerian Agricultural Markets Work for the Poor

**Monograph Series Vol. 41**

## **Organizational and Capacity Building Needs of the Three Agricultural Mechanization Fora**

**By**

**New Nigeria Foundation (NNF)**

**January 2009**

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**Report on**

**Organisational and Capacity Building Needs of the Three  
Agricultural Mechanisation Fora**

**Presented to  
PrOpCom**

**by**

**New Nigeria Foundation (NNF)**

**January 2009**

# **Organisational and Capacity Building Needs of the Three Agricultural Mechanisation Fora**

## **1. Introduction**

In pursuance of deliverable 5 of the contract 'Strengthening of the Three Agricultural Mechanization Zonal Fora' which requires NNF to determine the organisational and capacity needs of the three fora/networks, an organisational and capacity assessment of the networks was undertaken. The results of the assessments were then used to determine the needs of the networks.

## **2. Methodology**

Organizational assessment of the networks was conducted using a modified/adapted form of McKinsey Capacity Assessment Grid. The grid is a tool designed to help assess organizational capacity of non-profit organizations. It involves assessing the organisation (the networks in this case) under seven elements of organisational capacity and their components. The seven elements are aspiration, strategy, organisational skills, human resources, systems and infrastructure, organisational structure, and culture. The grid requires the assessor to describe and score the organisation on each element of organisational capacity. The scores are between 1 and 4, 1 being for the lowest level and 4 being for the highest level. Although not a scientific tool, the score provides some idea of the level of the organisation with respect to the elements.

The assessment of the networks and the identification of the description and score for each element in the tool was conducted using information obtained from personal observations during several interactions/meetings held with the networks (individual members, the executive and other members), curriculum vitae of key members of the networks particularly the members of the executives, the constitutions of the networks, minutes of the meetings of the executive committees, the workplans of the networks and other documents obtained from the networks. The NNF team involved in the facilitation of the activities of the networks held series of internal discussions to agree on the description and scores in the grid.

## **3. Results and Discussion**

### **3.1 Kano-Kaduna Network**

The result of the organisational and capacity assessment of the Kano-Kaduna network is presented in Table 1 and the organisational and capacity needs are presented in Table 2. The network is new but the leadership seems to be determined to make the best of the opportunity presented in the network to improve the agricultural mechanization value chain in the states. There is clear commitment on the part of the leadership to mobilise the membership towards achieving the plans of the network. The experiences of critical members with the activities of PrOpCom in Kano state seems to provide some level of confidence to the members that it is possible to make a difference through the network. The assessment shows that the

Kano-Kaduna network has a lot to do yet to become effective in achieving its goals. Table 2 provides recommendations on steps that need to be taken to strengthen the network and ways in which these can be accomplished. The activities identified in the workplan will be useful in getting the network to achieve its aim of improving the agricultural mechanization value chain in the northern part of the country particularly in Kano and Kaduna states.



**Table 1: Capacity and Organisational Assessment of the Kano-Kaduna Network**

SNo	Element of Organizational Capacity	Description	Score of the Network (1-4)	
1.	<b>Aspirations</b>	Mission	There is an expression of reason for the organization's existence but no clear mission	2
		Vision clarity	There is no statement of vision for the organisation	1
		Vision boldness	There is no statement of the vision of the organisation exists.	1
		Over arching goals	There are no set goals or means of achieving such	1
2.	<b>Strategy</b>	Overall strategy	The network has developed a work plan and sustainability analysis as strategy for achieving its aims and objectives.	2
		Goals and performance targets	The network has some realistic targets in some vital areas related to its aspirations but without clear milestones.	2
		Programme relevance and integration	Planned programme are well linked to the aspirations of the network.	2
		Programme growth and replication	The network has the potential to scale up and replicate some of its programmes. No clear plan to effect the scale up.	1
		New programme development	The network lacks the ability to create new programmes at present.	1
		Funding model	The network is yet to develop a robust strategy for generating enough funds for its activities. It relies on annual dues, levies etc by members. The network is dependent on limited funds from some members and external donors.	1
3.	<b>Organization skills</b>	Performance management	There are no measures put in place to measure performance of the network or executive committee. The network is just starting up. No performance evaluation carried out yet.	1
		Planning	There is basic knowledge of players, some ability to develop strategic plan. There is very limited financial planning. There is opportunity to leverage on capabilities in the technology centres.	2

SNo	Element of Organizational Capacity	Description	Score of the Network (1-4)
	Fund raising and revenue generation	The network has weak fund raising skills. It has some internal revenue generation strategies such as annual dues, levies, and registration fees.	2
	External relationships building and management	There is limited use of partnerships and little involvement of local community in the network. There is however the potential to partner with other organizations and networks that some of the members are currently involved in.	1
	Other organizational skills	The network generally lacks advocacy, public relations and marketing skills. There is little or no ability to influence policy-making. Measures have been put in place in the constitution to eliminate implicated legal issues.	1
4.	<b>Human resources</b>	Staffing levels	There are no staff employed by the network at the moment.
		Board composition	The trustees of the network are yet to be effectively on ground. Good diversity of fields of practice and representation of most constituencies- academia, private, public.
		Board involvement and support	The trustees do not have any involvement in the network but have promised to support it.
		Management team and staff	The members of the executive committee have very limited experience in managing this type of forum and has limited track record of experience managing similar organizations.
5.	<b>Systems and infrastructure</b>	Planning systems	Planning is done as need arises. Decision making process is fairly well organised. The executive committee acts on behalf of the network.
		Financial operations management	Financial activities are transparent and clearly documented. Provision for internal and external financial audit documented in constitution.
		Human resource management	There is no incentive system in place. There is no formal systems to capture and document internal

SNo	Element of Organizational Capacity	Description	Score of the Network (1-4)	
		knowledge. There are no staff to be administered. The network is administered from the private office of the chairman.		
	Physical and technological infrastructure	Inadequate physical infrastructure, temporary office space located within the organization managed by the chairman of the network steering committee. There is limited use of computers. The network does not have a website. There is no telephone, fax or postal facilities dedicated to the network.	1	
6.	<b>Organizational structure</b>	Board governance	There is a clear statement of trustees functions	3
		Organizational design	Some of the organizational entities are clearly defined. Roles and responsibilities are clearly spelt out in the constitution.	3
		Inter-functional coordination	There are generally good interactions within the network. There is high level of information sharing.	3
		Individual job design	Positions exist for major key roles. Major positions are well defined in the constitution.	2
7.	<b>Culture</b>	Performance as shared value	Value system is emerging. The executive seems to be determined to achieve high level of performance.	2
		Shared references and practices	Common set of basic values references and practices exists among stakeholders within the network.	2

**Table 2: Organizational and capacity building needs of Kano-Kaduna Network**

S/N o	Organizational and capacity building needs of the forum	Ways of addressing the needs through the joint efforts of stakeholders	Roles that can be facilitated by PrOpCom to support and partner with the network
1	Registration with CAC	Executive committee to hire lawyer to process registration	
2	Identify office/institution that will provide temporary office space (with basic office facilities including furniture, computers etc.)	TADCCO has offered office space to the network. Office facilities will be purchased by the network and obtained from member institutions	

S/N o	Organizational and capacity building needs of the forum	Ways of addressing the needs through the joint efforts of stakeholders	Roles that can be facilitated by PrOpCom to support and partner with the network
		particularly TCs.	
3	Update databases of stakeholder groups including fabricators, processors, dealers, etc. Database will include name, address, staffing, registration status, facilities, products, & other relevant issues	Some information already exists. Executive to design registration form to capture needed information. Information will be processed using appropriate computer package.	Provide computer package and training on its use.
4	Prepare documents for website (domain name and web content) and engage web designer to develop website for the network	Executive to engage web designer.	
5	Training of the executive on team building and management to include: <ul style="list-style-type: none"> <li>o Meeting management</li> <li>o Team building &amp; Group dynamics</li> <li>o Leadership skills and development</li> <li>o Communication skills</li> <li>o Conflict prevention and management</li> <li>o Advocacy</li> </ul>	Training institution to be contracted to conduct training.	PrOpCom can provide support for training.
6	Detailed training needs assessment of stakeholder groups	Training needs assessment already undertaken for fabricators and processors by PrOpCom. Executive to source funds to undertake needs assessment for other stakeholders.	PrOpCom can provide support for detailed needs assessment of some of the stakeholder groups.
7	Undertake training to deal with identified critical needs/gaps.	TCs in the network to be used to undertake training of stakeholder members on quarterly basis.	

### **3.2 Lagos-Ogun-Oyo Network**

The result of the organisational and capacity assessment of the Kano-Kaduna network is presented in Table 3 and the organisational and capacity needs are presented in Table 4. The network is new but there are some key players in the agricultural value chain who belong to the network and can make a difference in the effectiveness of the network. The assessment shows that the Lagos-Ogun-Oyo network has a lot to do yet to become effective in achieving its goals. Table 4 provides recommendations on steps that need to be taken to strengthen the network and ways in which these can be accomplished. The activities identified in the workplan will be useful in getting the network to achieve its aim of improving the agricultural mechanization value chain in the western part of the country particularly in Lagos, Ogun and Oyo states.

If provided with proper leadership, this network has the opportunity of impacting substantially on the agricultural value chain in the zone. There are very many technology centres in the zone, many individual fabricators and processors who can impart substantially on the agricultural value chain. Many members of the network are members of other networks/organizations that are related in certain ways to agricultural mechanization thereby providing some opportunity for creating synergy and collaboration.

### **3.3 Enugu-Ebonyi-Abia Network**

The result of the organisational and capacity assessment of the Enugu-Ebonyi-Abia network is presented in Table 5 and the organisational and capacity needs are presented in Table 6. The network is new but there are some key players in the agricultural value chain who belong to the network and can make a difference in the effectiveness of the network. The assessment shows that the Enugu-Ebonyi-Abia network has a lot to do yet to become effective in achieving its goals. Table 4 provides recommendations on steps that need to be taken to strengthen the network and ways in which these can be accomplished. The activities identified in the workplan will be useful in getting the network to achieve its aim of improving the agricultural mechanization value chain in the western part of the country particularly in the eastern zone of the country [particularly Enugu, Ebonyi and Abia states.

The network has the potential of impacting substantially on the agricultural value chain in the zone. There are very many technology centres in the zone, many individual fabricators and processors who can impart substantially on the agricultural value chain.

**Table 3: Capacity and Organisational Assessment of the Lagos-Ogun-Oyo Network**

SNo	Element of Organizational Capacity	Description	Score of the Network (1-4)	
1.	<b>Aspirations</b>	Mission	There is an expression of reason for the organization's existence but no clear mission	2
		Vision clarity	There is no statement of vision for the organisation	1
		Vision boldness	There is no statement of the vision of the organisation exists.	1
		Over arching goals	There are no set goals or means of achieving such.	1
2.	<b>Strategy</b>	Overall strategy	The network has developed a work plan and sustainability analysis as strategy for achieving its aims and objectives.	2
		Goals and performance targets	The network has some realistic targets in some vital areas related to its aspirations but without clear milestones.	2
		Programme relevance and integration	Planned programme are well linked to the aspirations of the network.	2
		Programme growth and replication	The network has the potential to scale up and replicate some of its programmes. There is no clear plan to effect the scale up.	1
		New programme development	The network lacks the ability to create new programmes at present.	1
		Funding model	The network is yet to develop a robust strategy for generating enough funds for its activities. It relies on annual dues, levies etc. by members. The network is dependent on limited funds from some members and donors.	1
3.	<b>Organization skills</b>	Performance management	There are no measures put in place to measure performance of the network or executive committee. The network is just starting up. No performance evaluation carried out yet.	1
		Planning	There is basic knowledge of players, some ability to develop strategic plan. There is very limited financial planning. There is opportunity to leverage on capabilities in the technology centres within the	2

SNo	Element of Organizational Capacity	Description	Score of the Network (1-4)
		coverage area of the network.	
	Fund raising and revenue generation	The network has weak fund raising skills. It has some internal revenue generation strategies such as annual dues, levies, income from transactions, and registration fees.	2
	External relationships building and management	There is limited use of partnerships and little involvement of local community in the network. There is however the potential to partner with other organizations and networks that some of the members are currently involved in.	1
	Other organizational skills	The network generally lacks advocacy, public relations and marketing skills. There is little or no ability to influence policy-making. Measures have been put in place in the constitution to eliminate implicated legal issues.	1
4.	<b>Human resources</b>	Staffing levels	There are no staff employed by the network at the moment.
		Board composition	Names of potential members of Board of trustees have been suggested but their consent have not been fully received.
		Board involvement and support	The trustees do not have any involvement in the network.
		Management team and staff	The members of the executive have no experience in managing this type of forum.
5.	<b>Systems and infrastructure</b>	Planning systems	Planning is done as need arises. Decision making process is fairly well organised. The executive committee acts on behalf of the network.
		Financial operations management	Financial activities are transparent and clearly documented. Provision for internal and external financial audit documented in constitution.
		Human resource management	There is no incentive system in place. There is no formal system to capture and document internal knowledge. There are no staff to be administered. The

SNo	Element of Organizational Capacity	Description	Score of the Network (1-4)	
		network is administered from the public office of the chairman.		
	Physical and technological infrastructure	Inadequate physical infrastructure, office space located within the premises of ARCEDEM where the chairman of the network steering committee works. There is limited use of computers. The network does not have a website. There is no telephone, fax or postal facilities dedicated to the network.	1	
6.	<b>Organizational structure</b>	Board governance	There is a clear statement of trustees' functions	3
		Organizational design	Some of the organizational entities are clearly defined. Roles and responsibilities are clearly spelt out in the constitution.	3
		Inter-functional coordination	There are generally good interactions within the network. There is high level of information sharing.	3
		Individual job design	Positions exist for major key roles. Major positions are well defined in the constitution.	2
7.	<b>Culture</b>	Performance as shared value	Value system is emerging. The executive have some potential to achieve high level of performance.	1
		Shared references and practices	Common set of basic values, references and practices exists among stakeholders within the network.	2

**Table 4: Organizational and capacity building needs of Lagos-Ogun-Oyo Network**

S/No	Organizational and capacity building needs of the forum	Ways of addressing the needs through the joint efforts of stakeholders	Roles that can be facilitated by PrOpCom to support and partner with the network
1	Registration with CAC	Executive committee to hire lawyer to process registration	
2	Identify office/institution that will provide temporary office space (with basic office facilities including furniture, computers etc.)	ARCEDEM has offered office space to the network. Office facilities will be purchased by the network and obtained from member institutions	



S/No	Organizational and capacity building needs of the forum	Ways of addressing the needs through the joint efforts of stakeholders	Roles that can be facilitated by PrOpCom to support and partner with the network
		particularly TCs.	
3	Update databases of stakeholder groups including fabricators, processors, dealers, etc. Database will include name, address, staffing, registration status, facilities, products, & other relevant issues	Some information already exists. Executive to design registration form to capture needed information. Information will be processed using appropriate computer package.	Provide computer package and training on its use.
4	Prepare documents for website (domain name and web content) and engage web designer to develop website for the network	Executive to engage web designer.	
5	Training of the executive on team building and management to include: <ul style="list-style-type: none"> <li>o Meeting management</li> <li>o Team building &amp; Group dynamics</li> <li>o Leadership skills and development</li> <li>o Communication skills</li> <li>o Conflict prevention and management</li> <li>o Advocacy</li> </ul>	Training institution to be contracted to conduct training.	PrOpCom can provide support for training.
6	Detailed training needs assessment of stakeholder groups	Training needs assessment already undertaken for fabricators and processors by PrOpCom. Executive to source funds to undertake needs assessment for other stakeholders.	PrOpCom can provide support for detailed needs assessment of some of the stakeholder groups.
7	Undertake training to deal with identified critical needs/gaps.	TCs in the network to be used to undertake training of stakeholder members on quarterly basis.	

**Table 5: Capacity and Organisational Assessment of the Enugu-Ebonyi-Abia Network**

<b>SNo</b>	<b>Element of Organizational Capacity</b>		<b>Description</b>	<b>Score of the Network (1-4)</b>
1.	<b>Aspirations</b>	Mission	There is an expression of reason for the organization's existence with clear mission	3
		Vision clarity	Although there is no statement of vision for the network, there are plans to develop one.	2
		Vision boldness	There is no statement of the vision of the organisation exists.	1
		Over arching goals	There are no set goals or means of achieving such	
2.	<b>Strategy</b>	Overall strategy	The network has developed a work plan and sustainability analysis as strategy for achieving its aims and objectives. The strategy is however not easily actionable.	2
		Goals and performance targets	The network has some realistic targets in some vital areas related to its aspirations but without clear milestones.	2
		Programme relevance and integration	Planned programme are well linked to the aspirations of the network.	2
		Programme growth and replication	The network has the potential to scale up and replicate some of its programmes. There is no clear plan to effect the scale up.	1
		New programme development	The network lacks the ability to create new programmes at present.	1
		Funding model	The network is yet to develop a robust strategy for generating enough funds for its activities. It relies on annual dues, levies etc by members. The network is dependent on limited funds from some members and external donors.	1
3.	<b>Organization skills</b>	Performance management	There are no measures put in place to measure performance of the network or executive committee. The network is just starting up. No performance evaluation carried out yet.	1
		Planning	There is basic knowledge of players, some ability to develop strategic plan. There is very limited financial	2

SNo	Element of Organizational Capacity	Description	Score of the Network (1-4)
		planning. There is opportunity to leverage on capabilities within the technology centres around the network coverage area.	
	Fund raising and revenue generation	The network has very weak fund raising skills. It has some internal revenue generation strategies such as annual dues, levies, and registration fees.	1
	External relationships building and management	There is limited use of partnerships and little involvement of local community and technology centres in the network. There is however the potential to partner with other organizations and networks that some of the members are currently involved in.	1
	Other organizational skills	The network generally lacks advocacy, public relations and marketing skills. There is little or no ability to influence policy-making. There are no measures put in place in the constitution to eliminate implicated legal issues.	1
4.	<b>Human resources</b>	Staffing levels	There are no staff employed by the network at the moment.
		Board composition	The trustees of the network are yet to be fully composed.
		Board involvement and support	Since no trustees have been composed, there is no relationship with the network.
		Management team and staff	The team has no experience in managing this type of forum.
5.	<b>Systems and infrastructure</b>	Planning systems	Planning is done as need arises. Decision making process is fairly well organised. The executive committee acts on behalf of the network.
		Financial operations management	Financial activities are transparent and clearly documented. Provision for internal and external financial audit documented in constitution.
		Human resource management	There is no incentive system in place, no formal systems to capture and document internal knowledge. There is no staff to be administered. The network is

SNo	Element of Organizational Capacity	Description	Score of the Network (1-4)	
		administered from the public office of the secretary of network.		
	Physical and technological infrastructure	Inadequate physical infrastructure. Management of the network meets in the office of the secretary of the network. The network has no computers. The network does not have a website. There is no telephone, fax or postal facilities dedicated to the network.	1	
6.	<b>Organizational structure</b>	Board governance	There is a clear statement of trustees' functions	3
		Organizational design	Some of the organizational entities are clearly defined. Roles and responsibilities are clearly spelt out in the constitution.	3
		Inter-functional coordination	There is some interactions within the network but little coordination among members.	1
		Individual job design	Positions exist for major key roles. Major positions are well defined in the constitution.	2
7.	<b>Culture</b>	Performance as shared value	The value system is emerging. The executive has the potential to achieve high level of performance.	1
		Shared references and practices	Common set of basic values, references and practices exists among stakeholders within the network.	2

**Table 6: Organizational and capacity building needs of Enugu-Ebonyi-Abia Network**

S/No	Organizational and capacity building needs of the forum	Ways of addressing the needs through the joint efforts of stakeholders	Roles that can be facilitated by PrOpCom to support and partner with the network
1	Registration with CAC	Executive committee to hire lawyer to process registration	
2	Identify office/institution that will provide temporary office space (with basic office facilities including furniture, computers etc.)	RMRDC office in Enugu is being used as a meeting point on temporary basis. Executive committee will liaise with TCs and others to identify appropriate office space.	
3	Create database of stakeholder groups	Executive to design registration form	Provide computer package and

S/No	Organizational and capacity building needs of the forum	Ways of addressing the needs through the joint efforts of stakeholders	Roles that can be facilitated by PrOpCom to support and partner with the network
	including fabricators, processors, dealers, etc. Database will include name, address, staffing, registration status, facilities, products, & other relevant issues	to capture needed information. Information will be processed using appropriate computer package.	training on its use.
4	Prepare documents for website (domain name and web content) and engage web designer to develop website for the network	Executive to engage web designer.	
5	Training of the executive on team building and management to include: <ul style="list-style-type: none"> <li>o Meeting management</li> <li>o Team building &amp; Group dynamics</li> <li>o Leadership skills and development</li> <li>o Communication skills</li> <li>o Conflict prevention and management</li> <li>o Advocacy</li> </ul>	Training institution to be contracted to conduct training.	PrOpCom can provide support for training.
6	Detailed training needs assessment of stakeholder groups	Executive to source funds to undertake needs assessment for other stakeholders.	PrOpCom can provide support for detailed needs assessment of the stakeholder groups.
7	Undertake training to deal with identified critical needs/gaps.	TCs in the network to be used to undertake training of stakeholder members on quarterly basis.	