

JOINT IMPACT ASSESSMENT OF CTA'S SUPPORT TO EAFF



(2003-2013)

Joyce Wanjiru and Paul Gamba

INCLUDING:

- Brief on the Capacity-centred Impact Pathway Analysis (CciPA) model
- Abstracts on nine studies

Ibrahim Khadar, Tarikua Woldetsadick, Jan Brouwers and Eunike Spierings

About EAFF

The Eastern African Farmers Federation (EAFF) was launched in 2001. It is registered under the registrar of societies act. The formation of the organization came out of the conviction and foresight by the founding leaders to address issues of interest to farmers at all levels i.e. national, regional, continental and at global level. Its establishment was championed by national farmers' organizations from Kenya, Tanzania, Uganda, Rwanda and DR Congo to respond to the felt need to get organized at regional level. EAFF is a non-political, non-profit and a democratic organization of all farmers of Eastern Africa. Its role is to voice legitimate concerns and interests of farmers of the region with the aim of enhancing regional cohesiveness and social-economic status of the farmers

About CTA

The Technical Centre for Agricultural and Rural Cooperation (CTA) is a joint international institution of the African, Caribbean and Pacific (ACP) Group of States and the European Union (EU). Its mission is to advance food and nutritional security, increase prosperity and encourage sound natural resource management in ACP countries. It facilitates access to information and knowledge; supports evidence-based, multi-stakeholder development of agricultural policies and strategies; promotes inclusive value chain development and use of ICTs; and strengthens the capacities of agricultural and rural development institutions and communities. CTA pursues these goals through two programmes -- Policies, Markets and ICTs (PMI) and Knowledge Management and Communication (KMC) and a unit responsible for promoting organisational learning -- the Learning, Monitoring and Evaluation (LME) Unit.

About the Joint Impact Assessment Reports

CTA initiated this joint impact study with the aim of promoting learning for development impact with its long-term ACP partner organisations and networks. The study has been carried out in two phases between October 2012 and June 2015, with the first phase that was completed in 2014, involving nine partners: CaFAN and CARDI in the Caribbean region, and ANAFE, EAFF, FANRPAN, IPACC, KENAFF, RTN and RUFORUM in Africa. The second phase, which was launched in 2014, concerned five partners: NARI and SPC in the Pacific region, and AFRACA, PROPAC and WOUGNET in Africa. Close to 50 ACP and EU experts participated in the study.

A key achievement of the joint impact study is that the LME Unit has successfully spearheaded the development and application of an innovative impact assessment methodology, referred to as the Capacity-centred Impact Pathway Analysis (CcIPA) model, with support from CDI-WUR, ECDPM, and MDF and the nine ACP partner organisations and networks involved in the first phase. The study has provided baseline information for future impact studies and also identified opportunities for organisational capacity development. CTA and its partners are committed to sharing the lessons from this joint study widely. The joint impact study represents one of the various forms of evaluations and impact assessments which CTA undertakes to generate information necessary for learning, accountability and decision-making.



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Acronyms

ACP	African, Caribbean and Pacific Countries	EU	European Union
ANAFE	The African Network for Agriculture, Forestry and Natural Resources Education	FARA	Forum on Agricultural Research in Africa
ASARECA	Association for Strengthening Agricultural Research in Eastern and Central Africa	FANRPAN	Food, Agriculture and Natural Resources Policy Analysis Network
AU	African Union	FAO	Food and Agricultural Organization of the United Nations
AU-IBAR	African Union Inter-African Bureau for Animal Resources	IGAD	Inter-Governmental Authority on Development
CaFAN	Caribbean Farmers Network	ILRI	International Livestock Research Institute
CAK	Cooperative Alliance of Kenya	IPACC	The Indigenous People of Africa Coordinating Committee
CARDI	Caribbean Agricultural Research and Development Institute	KENAFF	Kenyan National Federation of Agricultural Producers
COMESA	Common Market for Eastern and Southern Africa	KENFAP	Kenya National Federation of Agricultural Producers
CTA	Technical Centre for Agriculture and Rural Cooperation	LME	Learning, Monitoring and Evaluation
EABB	East African Biomass Board	RTN	Rwanda Telecentres Network
EABC	East African Business Council	RUFORUM	Regional Universities' Forum for Capacity Building in Agriculture
EAC	East African Community		
EAFF	Eastern Africa Farmers Federation		
EAGC	East African Grain Council		
ECGLC	Economic Community of the Great Lakes Countries		

Executive Summary

The report of the in-depth phase of the joint impact assessment of CTA support to the Eastern Africa Farmers Federation (EAFF) is one of the last steps in a series of activities intended to offer an opportunity for evaluating the mutual co-operation between the two institutions.

CTA was formed under the Lome Convention and Cotonou Agreement involving the European Union and African, Caribbean and Pacific (ACP) countries. CTA's mandate is to develop and provide services that improve access to information and knowledge on agricultural and rural development and to strengthen the information and knowledge management and policy capacity of ACP organisations and networks.

EAFF is a regional farmers' organisation whose role is to voice legitimate concerns and articulate farmer's interests with respect to markets, productivity, capacity building and information, aimed at enhancing their social economic status and cohesiveness. EAFF focuses on farmer empowerment on a regional scale through lobbying and advocacy for favorable pro-poor policies and strengthening national farmer organisations. It promotes regional agricultural trade through market appropriation, improvement of value chain management, promotion of farming as a business, and entrepreneurship.

The deliverables in the collaboration between CTA and EAFF with partnership agreements valued at 262,953 Euros between 2007 and 2012 included a communication plan, web 2.0 and media strategy, website development, training of staff, development of social media tools, conferences and policy papers on climate change and bio-energy.

This collaboration was therefore the subject of the joint impact assessment.

The key stages of the joint impact assessment included the quick scan, medium-term review meeting, and this in-depth study. The quick scan was conducted using the CTA developed Capacity-centred Impact Pathway Analysis (CcIPA) model.

The results of the quick scan revealed that the main elements of collaboration were accomplished, resulting in increased visibility for EAFF and its members, increased and effective collaboration and communication on the web, and increased aptitude on the application of the social media tools that facilitate interaction and sharing of knowledge. It also resulted in increased and visible debate on climate change and bio-energy.

Under the five capabilities (5Cs) model, EAFF scored highly on the various capabilities including internal and external domains, implementation of project activities, engagement and influence in networks, governance structure, vision, strategy and people. EAFF also recorded new initiatives such as building a knowledge hub and contracting a media consultant to develop a communication strategy and other public relation activities that offered increased visibility.

“The impact of these developments has been that more of EAFF’s member organisations are relying on the internet and website for their functions.”

At the same time, EAFF experienced unexpected impacts such as the adoption of the CTA financial management system, improved proposal writing skills, improved project management and reporting, as well as improved human resource capacity through involvement in CTA re-organisation and conference planning meetings.

Observed shortcomings of CTA projects captured from the quick scan included short and uncertain durations, long lags in disbursement of approved funds, and over-emphasis on tangible products that constrained proposals intended to tackle policy issues due to the elusive nature of policy influencing.

In the mid-term review workshop, in which the results of the quick scan were presented, EAFF chose to conduct its in-depth study on three elements. These elements were: skills enhancement through short-term training for staff and members, with focus on Web 2.0 and social media tools; policy advocacy/communication tools; and capability to relate in view of EAFF’s visibility and expansion of its networks and alliances.

From the first area of study, the in-depth study showed that CTA/EAFF cooperation resulted in the creation of the EAFF website and increased hits, especially between 2012 and 2013. The impact of these developments has been that more of EAFF’s member organisations are relying on the internet and website for their functions. This cooperation has impacted EAFF, especially through the material/wealth creation impact category, given that it had to acquire and utilise information technology hardware. On the social capital/technical empowerment impact

category, the second area of study showed that increased use of communication tools for policy advocacy purposes encouraged the increased involvement of organisations such as the East African Legislative Assembly (EALA). The formation of the East African Biomass Board (EABB) and the adoption of various pieces of legislation at regional and national levels showed empowerment and increased political capital. This area of study also recorded increased mobilisation of resources, especially new funding for the purposes of advancing climate change and bio-energy issues in the region.

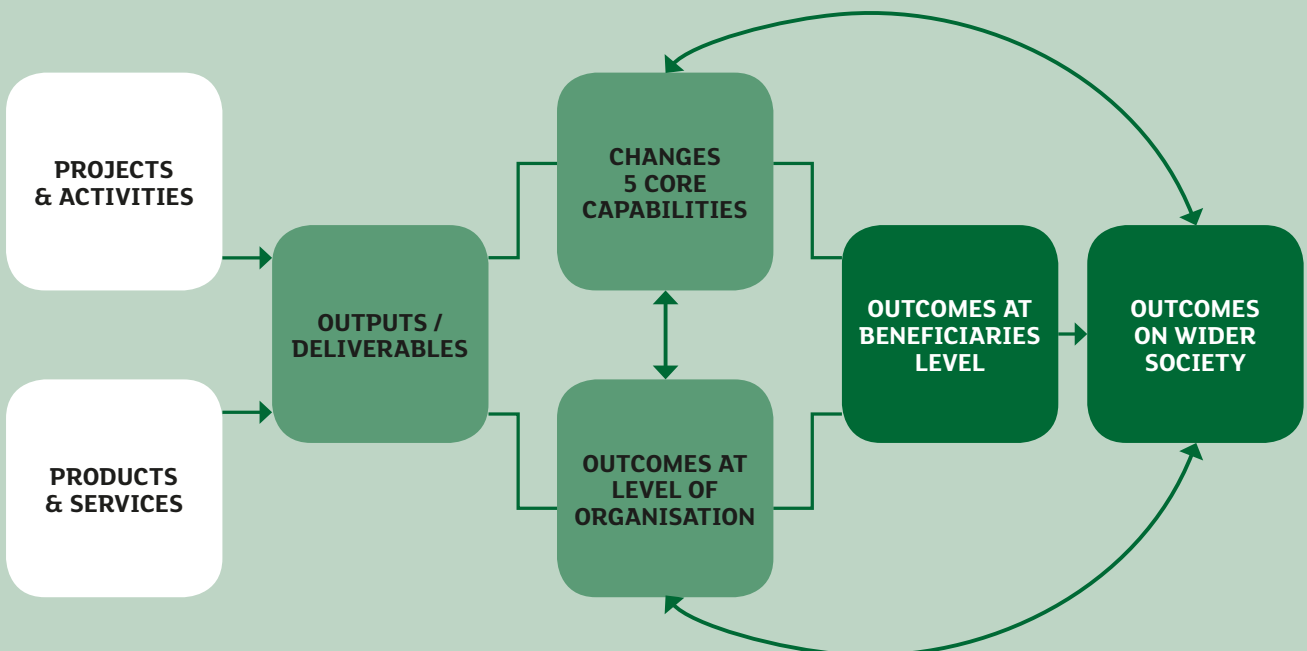
The third study area, derived from the Five Capabilities (5Cs) model, was based on EAFF’s shift in strategic focus toward service delivery orientation. The impact of this shift in focus was expressed through a similar adjustment of EAFF’s member organisations’ strategic focus which shows increased human capital/technical empowerment. EAFF also recorded increased social capital by the increased number of alliances, networks and partnerships it developed over the period. In particular, EAFF developed functional relations with the East African Business Council (EABC), East African Grain Council (EAGC), the Forum on Agricultural Research in Africa (FARA) and Access Agriculture, among other institutions.



PART A: THE JOINT IMPACT ASSESSMENT

(THIS SECTION COMBINES THE QUICK SCAN REPORT
AND THE IN-DEPTH REPORT OF THE CdIPA STUDY)

The Capacity-centred Impact Pathway Analysis Model







INTRODUCTION & BACKGROUND

1

1.1 About EAFF

The EAFF was formed in 2001 as a non-political, non-profit and a democratic apex organisation for all farmers in Eastern Africa. Its role is to voice legitimate concerns and interests of farmers in the region on issues such as markets, productivity, capacity building and information, with an aim of enhancing regional cohesiveness and the social-economic status of farmers.

The Federation, apart from voicing views and demands of farmers on cross-cutting issues, also endeavors to promote regional integration of farmers through trade and collaboration between member states as well as expanding its member states. EAFF is strategically oriented towards farmer empowerment on a regional scale through lobbying and advocacy for favorable pro-poor policies and strengthening farmers' organisations to play their rightful role. It promotes regional agricultural trade through market appropriation, improvement of value chain management, promotion of farming as a business and entrepreneurship.

EAFF supports the principles of sustainable agricultural development for food security and sovereignty, improved livelihoods of rural communities, environmental and biodiversity conservation. In voicing the concerns of farmers, EAFF aims to improve their socio-economic status through the promotion of regional integration, appropriate information exchange, enhancement of the role of women and youth in agriculture, promotion of sympathetic understanding and collaboration, and enactment of the states' commitments in protocols and agreements.

“It promotes regional agricultural trade through market appropriation, improvement of value chain management, promotion of farming as a business and entrepreneurship.”

1.2 EAFF organisational structure

In Eastern Africa, 80% of the producers are small-scale. EAFF realised that to individually support small-scale farmers in agriculture production and rural development would practically be impossible because it would be expensive and unsustainable. Therefore, the best approach to supporting small-scale farmers and ensuring that they participate as key stakeholders is through their organisations at country and grassroots level. The initial membership of EAFF was confined to Kenya, Tanzania and Uganda. However, its membership has since grown to include 10 countries serving 20 million small-scale farmers. The additional countries include: Burundi, Democratic Republic of Congo, Djibouti, Eritrea, Ethiopia, Rwanda and more recently, South Sudan. Membership for EAFF is open to Eastern Africa countries with a focus on the East African Community (EAC), the Common Market for Eastern and Southern Africa (COMESA) and the Intergovernmental Authority on Development (IGAD).

Vision, mission and goals

EAFF's mission is to represent, lobby and advocate for Eastern Africa farmers interests and build their capacities to become well-recognised and pro-active partners in policy formulation, implementation and review in agriculture and trade-related issues in relevant forums. Its vision is to be a prosperous and cohesive farming community in Eastern Africa.

The EAFF has goals directed to both the region and respective national farmers' organisations. In terms of the region the goals are:

- To comprehensively understand agricultural-related policy issues at the regional level.

- To effectively engage with policymakers (esp. EAC, COMESA, ECGLC, AU etc) at the regional and continental level in the formulation, implementation and review of agricultural policies.
- To build the capacity of EAFF leadership and management in policy lobbying and advocacy.

Goals for the EAFF national farmers' organization are:

- To comprehensively understand agricultural-related policy issues at the national level.
- To effectively engage with policymakers (members of parliament, ministry officials etc) at the national level in the formulation, implementation and review of agricultural policies.
- To build the capacity of the leadership, management and staff in lobbying and advocacy.

EAFF also has a set of mandates and core functions:

- Regional farmer empowerment through lobbying and advocacy for pro-poor policies.
- Facilitation of trade through promotion of regional integration and entrepreneurship.
- Enhancement of food security, food sovereignty and poverty alleviation.
- Information management including appropriate packaging and dissemination.
- Active engagement of women and youth in agricultural development.
- Natural resources and biodiversity conservation.

1.3 Strategic objectives

Partners and policy institutions

In furthering its vision, mission and goals, EAFF has been and continues to work with several partners and engage major policy institutions in the region. Over the last few years, EAFF has expanded its partners to include AGRA, AGRITERRA, ASARECA, CTA, DFID, FAO, FARA, GIZ, IFAD, IFPRI, ILC, ILRI, SCC, SDC, USAID and the World Bank among others. Many of these partners support EAFF's work in various ways including funding and technical capacity development. EAFF has also continued to engage regional, continental and global policy institutions including the Alliance for Commodity Trade in Eastern and Southern Africa, COMESA, EAC, IGAD, the New Partnership for Africa's Development (NEPAD) and the World Trade Organization.

Initially EAFF was guided only by strategic aims but in 2008 the first full strategic plan (2008-2011) which focused on advocacy for visibility and policy articulation became operational. A new strategic plan with the aim of guiding operations to effectively respond to the demands of stakeholders was developed to guide the organisation until 2020. Four strategic goals were identified from the challenges and opportunities that EAFF faces, the vision of the impact which the organisation would like to realise, and the functions required to be performed at different levels in order to produce the desired impact. The four strategic goals were identified as follows:

- A dynamic regional platform for advocacy for policy development, implementation and accountability.
- Functional and effective knowledge hub for farmer development.
- Strengthening farmers as key actors in the value chains.
- EAFF that is vibrant, self sustained, effective and efficient as an organisation.

The above strategic goals comprise EAFF's response to the challenges and demands of stakeholders as informed by the current and perceived opportunities. Specifically, the goals will assist EAFF in moving towards the direction of commercialisation of the agriculture sector and service delivery to members.

1.4 About the Uganda National Farmers Federation (UNFFE)

The UNFFE is the largest non-governmental farmers' organisation in Uganda. Farmers from all over Uganda founded this organisation in 1992 with the objective to mobilise the farming community and voices under one independent umbrella organisation. It started as the Uganda National Farmers Association and changed to a federation in 2002 to embrace various commodity associations and service providers.

UNFFE represents over 6 million farmers across Uganda. Membership has grown from 39 district farmer associations in 1992 to 91. Parish farmer associations are the lowest unit with registered individual farmers as members. All UNFFE branches have sufficient capacity and are institutionally sound with operational offices run by farmer coordinators at district and sub-county level, whereas parish farmer associations are run by parish extension link farmers.

Vision and mission

UNFFE's vision is to empower farmers through strong farmers' organisations. Their mission is to promote favourable policies for farmer empowerment and strengthen farmer organisations.

1.5 Strategic objectives

UNFFE's strategic objective is to increase competitiveness through agro-processing and marketing. Agricultural marketing in Uganda is currently constrained by a lack of market facilities, information and infrastructure. Rural areas lack essential facilities such as strong, spacious, safe and hygienic storage facilities and adequate road infrastructure. This calls for:

- Support to agriculture and agri-business.
- Quality assurance, standardisation and certification.
- Establishment of a policy to guide the growth of the organic sub-sector.

Proposals for specific enterprise intervention

To overcome the constraints afflicting the coffee industry in the country, UNFFE recommended that the government should:

- Review the Uganda Coffee Development Authority (UCDA) statute and the National Agricultural Research Organisation (NARO) Act with the aim of empowering UCDA as a facilitating agency aimed at addressing constraints in biological research, production and also applying best regulatory practices with clear funding mechanisms of the links in the supply chain.

To revamp the flower industry UNFFE recommended that the government:

- Reduce taxes on aviation fuel, and introduce a subsidy of at least US\$0.40 on airfreight costs or a compensation package for the industry to cover for the loss of profits in order to make the industry more competitive in the region.

- Expedite the completion of the fuel pipeline from Mombasa, Kenya, to Uganda to ease the cost of fuel that is driven high by increased transportation costs.

The sugar industry continues to be one of the largest tax payers in Uganda, behind the fuel, communications, breweries and banking sectors. Sales of locally produced sugar have been depressed since June 2007 and it is suspected that this has occurred because transit sugar has been smuggled back into Uganda after export.

UNFFE has recommended that the government should:

- Formulate a sugarcane policy that regulates the market and empowers cane farmers/ growers to negotiate fair prices and protect the industry that is currently flooded with contraband sugar smuggled from foreign countries and sold at cheaper prices.
- Introduce sugar milling zones, within a 35 km radius of each mill, and encourage jaggery millers to operate in their own zones, similar to provisions made for the cotton industry, and register jaggery millers for VAT.

Proposals to mitigate constraints in the delivery of rural financial services to farmers

Remedies fronted by UNFFE to mitigate the constraints in the delivery of rural financial services include:

- Improving the availability of microfinance and increasing agricultural loan guarantees by commercial banks in rural areas.
- Through the Implementing Prosperity for All programme, UNFFE asked the government to enable it to put up and operate silos. UNFFE could start with a few and see how they perform, especially in improving storage conditions and thus boosting marketing.



- A strong piece of legislation on the regulation of institutions ought to be put in place to curb frequent financial mismanagement and theft of savings and funds in financial institutions.
- Sensitisation on what to borrow, where to borrow from, why to borrow, how to pay, and for how long, would improve transparency of financial institutions and their rates and charges which hamper rational consumer choices.
- Implementation of a system to complement financial services with insurance services (appropriate products).
- Ensuring that the Prosperity for All programme encourages women to take up leadership roles (at least 2/3 of leadership positions should be women) in savings and credit cooperatives (SACCO). This numerical strength, if buttressed by capacity building and other efforts that lead to women's ability to access and effectively utilise financial services and effectively participate in Prosperity for All, will lead Uganda in the right direction. Research has shown that microfinance in women dominated groups works better and is more sustainable as compared to their male dominated groups.
- Hastening the enactment and operation of the land policy. There is also need for simplifying land title acquisition procedures.
- More arrangements for contract farming for particular crops, especially niche crops, including cocoa, Irish potatoes and cotton, should be arranged. The government should intensify the hunt for more investors who could consume those niches' crops as raw materials, which would boost demand for the crops and make contract farming more rewarding.

1.6 About Cooperative Alliance of Kenya (CAK)

CAK is the national apex organisation for Kenya's cooperative movement. Its membership consists of over 14,000 registered cooperatives. CAK was registered in December 2009 under the 2004 Co-operative Societies Act (CAP 490), to replace the Kenya National Federation of Cooperatives which had the key objective of promoting the development of the cooperative movement in Kenya.

The formation of CAK was a response to the need by the cooperative movement to have a single voice in addressing its concerns on the national and international stage.

CAK's primary role is to lobby and advocate for a favorable legal and policy environment. CAK also has the role of collaboration, networking, representation and the promotion of the growth and development of the cooperative movement.

Vision and mission

Its vision is to be the voice and national guardian of the cooperative movement in Kenya with a mission to represent, fulfill and to further the interests of members.

“CAK's primary role is to lobby and advocate for a favorable legal and policy environment.”

1.7 CAK organisational structure

Figure 1: CAK Organisational structure



1.8 Strategic objectives

In developing its strategic plan, CAK had to consider the main values that would drive the strategic plan. Eight areas of key concerns were identified:

- Lobbying and advocacy
- Networking and collaboration
- Research and development
- CAK institutional development
- Programmes and projects
- ICT
- Membership growth
- Enterprise risk management

1.9 Objectives of the Joint Impact Assessment

This evaluation was initiated by CTA with the aim of contributing to learning for development impact within CTA and its ACP partner organisations and networks like ANAFE. The overall expected results from this study were:

- Learning opportunities identified for improving organisational capacity development practices in CTA and its partners (i.e. concrete/practical lessons).
- Inputs obtained for immediate use in the project cycle management practices (e.g. baseline data for future impact studies and formulation/revision of CTA's partnership strategy).
- An adapted and easily accessible methodology for future impact studies.

THE QUICK SCAN

2

2.1 THE LOGICAL FRAMEWORK ANALYSIS OF EAFF

The deliverables and outputs associated with CTA's support to EAFF are outlined below. These were studied using the logical framework that presents deliverables, outputs and outcomes at EAFF and for direct beneficiaries, and broader implications.

2.1.1 Development of EAFF communication plan and policy positions

The most notable activity supported by CTA was managing communication for advocacy by smallholder farmers' organisations in Eastern Africa. The outputs of this support at the level of the partner organisation were the design and implementation of a coherent and harmonised communication framework and plan for advocacy purposes. This led to the development of policy positions, proposals and messages.

EAFF's communication plan laid out the basis for its activities including the development of telecentres as communication and linkage hubs, an emphasis on communication through partners and linkage programmes, and the establishment of a centralised knowledge and communication centre.

Outcomes for direct beneficiaries of partner organisations/networks were well developed, understood and documented policy positions for the national and regional levels on climate change and bio-fuels. These positions were published and availed on EAFF's portal and through media briefings. Similarly, outcomes with broader implications included enabling an exchange of data analyses and proposals, better interaction with the wider policy environment and strengthened networking among various actors.

2.1.2 Development of EAFF website

In this deliverable, the main activities supported by CTA revolved around the development of the EAFF website, including training of EAFF staff on Web 2.0, development of social media tools and e-learning.

The outcomes at EAFF due to the development of social media tools ranged from increased visibility for EAFF and its members, collaboration and communication on the web and increased knowledge on applications that facilitate interactions, and obtaining, changing and sharing knowledge.

At the same time, the ability to reach out to a much wider audience through social media tools ensured that the benefits to society increased due to the improved sharing of knowledge. These activities ultimately resulted in the development of EAFF's media strategy that ensured a more consolidated and coordinated approach.

2.1.3 EAFF climate change and bio-energy conferences

CTA facilitated EAFF's climate change and bio-energy conferences. These enabled EAFF to produce policy position papers on climate change and bio-energy. As a result of these conferences, EAFF's relationship with its partners including the Pan African Climate Justice Alliance (PACJA), ASARECA, FAO's Climate Change Mitigation Unit and Oxfam Tanzania was strengthened given that all these organisations provided technical capacity to support the development of the EAFF position and consequently improved EAFF's capacity.

CTA'S technical contribution in the design, layout and production of newsletters and reports, and corresponding technical capacity building for EAFF, were key outcomes at the partner level. Aside from technical capacity building, another major outcome was evident when the EAC took up the challenge of advancing the climate change agenda in the region.

Outcomes with broader implications for society occurred through increased and visible debate on climate change and bio-energy issues due to the improved understanding brought about by the conferences.

2.1.4 Unexpected impacts at EAFF from interaction with CTA

There were a number of unexpected impacts at EAFF arising from the interaction with CTA. These include:

- Adoption of CTA financial management system.
- Improved proposal writing skills and consequently higher funding rates.
- Improved reporting by project officers and corresponding efficiency in project management.
- Involvement in CTA re-organisation and conference planning meetings that have contributed to human resource capacity development with respect to planning and organising conferences.

2.1.5 EAFF's cross-cutting and process issues

The following observations were made with regard to CTA funded project activities:

- CTA programmes are in many cases too short and uncertain to effect meaningful change.
- There is often a long lag between proposal acceptance and disbursement of funds that slows down implementation.
- CTA officers appear to work in silos as observed from various interaction with individual officers that reveal little prior consultation.
- There focus on tangible results means that policy proposals have limited chances of funding due to the elusive nature of policy changes.

2.1.6 Analysis of CTA support to EAFF

EAFF has experienced and recorded increased influence on policy issues in the region as a result of the support received from CTA with respect to documentation and communication. This was achieved mainly through more specific, targeted, well packaged and communicated messages. However some activities were not implemented in a timely fashion due to delays in processing and disbursement of funds. EAFF however has grown and generally become more efficient in its service provision from CTA support.

2.1.7 Analysis of CTA support to UNFFE

a) Proposals for specific enterprise intervention

To overcome the constraints afflicting the coffee industry in the country, UNFFE recommended that the government should:

- Review the Uganda Coffee Development Authority (UCDA) statute and the National Agricultural Research Organisation (NARO) Act with the aim of empowering UCDA as a facilitating agency aimed at addressing constraints in biological research, production and also applying best regulatory practices with clear funding mechanisms of the links in the supply chain.

To revamp the flower industry UNFFE recommended that the government:

- Reduce taxes on aviation fuel, and introduce a subsidy of at least US\$0.40 on airfreight costs or a compensation package for the industry to cover for the loss of profits in order to make the industry more competitive in the region.
- Expedite the completion of the fuel pipeline from Mombasa, Kenya, to Uganda to ease the cost of fuel that is driven high by increased transportation costs.

The sugar industry continues to be one of the largest tax payers in Uganda, behind the fuel, communications, breweries and banking sectors. Sales of locally produced sugar have been depressed since June 2007 and it is suspected that this has occurred because transit sugar has been smuggled back into Uganda after export. UNFFE has recommended that the government should:

“The sugar industry continues to be one of the largest tax payers in Uganda, behind the fuel, communications, breweries and banking sectors.”

- Formulate a sugarcane policy that regulates the market and empowers cane farmers/ growers to negotiate fair prices and protect the industry that is currently flooded with contraband sugar smuggled from foreign countries and sold at cheaper prices.
- Introduce sugar milling zones, within a 35 km radius of each mill, and encourage jaggery millers to operate in their own zones, similar to provisions made for the cotton industry, and register jiggery millers for VAT.
- Implementation of a system to complement financial services with insurance services (appropriate products).
- Ensuring that the Prosperity for All programme encourages women to take up leadership roles (at least 2/3 of leadership positions should be women) in savings and credit cooperatives (SACCO). This numerical strength, if buttressed by capacity building and other efforts that lead to women's ability to access and effectively utilise financial services and effectively participate in Prosperity for All, will lead Uganda in the right direction. Research has shown that microfinance in women dominated groups works better and is more sustainable as compared to their male dominated groups.

b) Proposals to mitigate constraints in the delivery of rural financial services to farmers

Remedies fronted by UNFFE to mitigate the constraints in the delivery of rural financial services include:

- Improving the availability of microfinance and increasing agricultural loan guarantees by commercial banks in rural areas.
- Through the Implementing Prosperity for All programme, UNFFE asked the government to enable it to put up and operate silos. UNFFE could start with a few and see how they perform, especially in improving storage conditions and thus boosting marketing.
- A strong piece of legislation on the regulation of institutions ought to be put in place to curb frequent financial mismanagement and theft of savings and funds in financial institutions.
- Sensitisation on what to borrow, where to borrow from, why to borrow, how to pay, and for how long, would improve transparency of financial institutions and their rates and charges which hamper rational consumer choices.
- Hastening the enactment and operation of the land policy. There is also need for simplifying land title acquisition procedures.
- More arrangements for contract farming for particular crops, especially niche crops, including cocoa, Irish potatoes and cotton, should be arranged. The government should intensify the hunt for more investors who could consume those niches' crops as raw materials, which would boost demand for the crops and make contract farming more rewarding.

c) Outcomes

The deliverables, outputs and outcomes discussed are based on past support provided to UNFFE by CTA since there was no current direct support. This support included development of the initial UNFFE website, production of subject materials on audio tapes as well as provision of producer (cereals and grains) and input price information. The main activities supported by CTA were implemented under the strengthening UNFFE communication system project.

The outcomes of this support at UNFFE included increased visibility, improved communication and improved support among members. Outcomes at the direct beneficiaries level were:

- Increased feedback from members.
- Setting the basis for the development of the warehouse receipt system.
- Improved service delivery.



The outcomes with broad implications that were realised through indirect beneficiaries included:

- Improved trade in agricultural commodities.
- Increased rural incomes.
- Increased awareness on issues affecting farmers.

d) Recommendations for UNFFE

UNFFE's recent effort to improve relations with partners has recorded increased success due to consistent and efficient project management. However, UNFFE has not performed very well in negotiating with partners as a result of low bargaining power attributed to poor project management and service delivery in the past.

2.1.8 Analysis of CTA support to CAK

CAK did not have any projects directly funded by CTA but was involved in many activities through invitation/support by EAFF. The outcomes at the direct beneficiaries of these activities included:

- Development and adoption of a new strategic plan.
- Increased petitions from members to take up advocacy issues.

a) Recommendations

CAK's interaction with EAFF through CTA's support has resulted in the recognition of its advocacy efforts especially due to its increased capacity to recognise, identify and intervene in cooperative policy issues of concern.

CAK will therefore require support in policy and legislative processes particularly in documentation and communication of issues. This forms the basis for an in-depth study.

“UNFFE has not performed very well in negotiating with partners as a result of low bargaining power attributed to poor project management and service delivery in the past.”

2.2 The 5 Core Capabilities Of EAFF

EAFF was assessed using the Five Capabilities (5Cs) model. The results of the assessments are presented below.

2.2.1 Capability to act and commit

The domains that constitute the capability to act and commit are leadership and management, organisational commitment and decision-making structures, and governance.

EAFF rated itself 18 out of 20 in this capability. The high score was mainly recorded in organisational commitment and decision-making structures/mechanisms. The establishment of various committees of the board for improved oversight as well as provision for regular staff meetings, where critical issues are discussed in a free atmosphere, were sighted as the main evidence for improved decision-making structures and governance.

Organisational commitment was witnessed in view of the equipping of staff with up-to-date facilities including laptops, printers, wireless internet and other ICT-related gadgets for improved efficiency.

While the leadership and management domain was not rated as high in this capability, it was noted that the appointment of staff and assignment to tasks on merit contributed to the ability to manage projects effectively and liaise with stakeholders.

2.2.2 Capability to adapt and self-renew

The external environment, internal environment and monitoring and evaluation constituted the domains of this capability in which EAFF scored highly, recording 19 out of 20.

For the external environment, the high score was justified on the basis that EAFF ensures it remains closely linked to external actors by providing e-Learning opportunities to its staff through short courses. This exposure enhances the sharing of information via newsletters, social media, emails and websites that maintains links with external actors. This is also evident through EAFF's sponsorship and accommodation of staff time spent on training in IT, for instance the training on Web 2.0 that has opened avenues for more effective utilisation of social media tools and the internet.

The internal environment has also been enhanced by the development, implementation and availing of a human resource policy document for reference. This document lays out EAFF's human resource operational guidelines and provides for staff performance appraisals based on tasks, prepared work plans and accomplishments. The human resource policy also offers clear guidelines for internal communication including agreed protocols for dispute resolution.

Monitoring and evaluation received the lowest rating. It was noted that while individual project officers are required to conduct monitoring and evaluation within the parameters of their specific projects, EAFF has yet to develop an overall monitoring and evaluation framework. However, the communication officer has an events and meetings calendar which is updated daily and distributed weekly to staff members.

“EAFF considered itself quite effective going by its impressive record on successfully implemented projects.”

This is also uploaded on to the website and assists the project officers in tracking their projects.

2.2.3 Capability to deliver products and services

The domains constituting this capability include implementation of activities/projects, project activity initiation or phasing out/termination and quality assurance mechanisms. Overall, EAFF rated itself highly on this capability due to its previous performance on past projects.

Regarding implementation of activities/projects, EAFF considered itself quite effective going by its impressive record on successfully implemented projects. EAFF also rated itself highly in project/activity initiation or phasing out/termination and quality assurance mechanisms. The high ratings are attributed to the fact that all project managers and officers are appointed or assigned according to capability, merit and specialisation and therefore have the technical competence, skills and confidence that assure effective delivery on assigned projects. Similarly, the availing of required resources (equipment and logistical support) to staff has contributed to the effectiveness in these domains.

The high rating in this capability is supported by the increased recognition of EAFF as a credible, strong and professional regional organisation for consultation in the region. Invitations to represent smallholder farmers in Eastern Africa at regional and continental forums have been increasing.

The high rating for quality assurance is supported by the existence of regular and effective performance appraisals that assures the quality of EAFF's work.

2.2.4 Capability to relate

The capability to relate consists of the level of engagement and influence of the organisation in networks, alliances and collaborative efforts, and the organisation's mandate and visibility/credibility/reputation.

EAFF scored highly (15 out of 15) in all the domains of this capability due to its effective involvement and engagement with civil society organisations, regional economic communities, research institutions and development partners. This was demonstrated by its proven ability to influence policy agendas in the region such as in EAC where it influenced the climate change and bio-fuels agenda. EAFF has also acquired observer status in many of the regional policymaking institutions including EAC, IGAD and COMESA.

EAFF staff are often invited to various workshops or seminars whereby a lot of interaction and networking take place. The high rating is also attributed to new initiatives by EAFF especially in building the knowledge management hub and contracting a media consultant. Consequently EAFF has gained more visibility through exposure in international, regional and local media. The foregoing developments have enabled EAFF acquire a stronger mandate and operate at the same level with its partners.

2.2.5 Capability to achieve coherence

The domains that constitute the capability to achieve coherence consist of governance structure, vision and strategy, and people. EAFF rated itself highly in all the domains (15 out of 15).

Regarding governance structure, EAFF is proud of having a clear organisational hierarchy that is known to staff and offers a working environment that is flexible enough for staff to operate while permitting them to be responsible for their projects, work and actions, thereby limiting management interventions. The governance structure is further supplemented by the human resource policy that guides staff in their operations, communication and relations.

The goal, vision, mission and strategic objectives are well documented in the EAFF strategic plan and are known to staff at all levels, thereby providing a road map. The content of the strategic plan is often referred to during staff appraisals.

A conducive working environment and great team work is cited as the main contributor to the high rating in the people domain of the capability.



2.3 The 5 Core Capabilities Of UNFFE

2.3.1 Capability to act and commit

In this capability, UNFFE rated itself highly (19 out of 20). However, the high ratings were recorded on organisational commitment and decision-making structures/mechanisms, while leadership and management received a relatively low rating.

The high rating for organisational commitment was based on the observation that project implementation history shows a success rate greater than 80% given UNFFE's inherent capacity at managing projects in cooperation with member organisations and that the staff are fully engaged in the organisation's work.

Regarding decision-making structures/mechanisms, the high rating was predicated on the fact that there is a clear decision-making mechanism through revamped management committees that often hold meetings and consultative discussions that provide for regular decision-making. Leadership and management received a relatively lower rating attributed to frequent changes in management that slowed down progress.

There are new initiatives in the organisation's commitment domain that include appealing to new development partners through sharing of concept notes, discussions and solicited visits.

2.3.2 Capability to adapt and self renew

Overall, UNFFE rated itself highly (19 out of 20) on this capability. With regards to the external environment, UNFFE maintains contract agreements, Memorandum of Understandings and other modern means of communication based on ICTs such as mobile phones, emails and Skype. UNFFE also has a culture of sharing and discussing proposals among staff and subjects them to internal reviews. The high internal environment rating is supported by the existence of self assessment structures including annual self appraisals.

The M&E rate was based on the absence of an M&E manual or an overall evaluation framework for the institution. It was noted that M&E exercises are conducted within projects and that baseline data is often unavailable and, where available, is project based given the high costs involved in establishment. There is therefore a need for an overall M&E framework for the institution that is not project based but derived from the strategic plan.

2.3.3 Capability to deliver products and services

UNFFE again rated itself highly on all the domains in this capability. The implementation of activities/projects was highly rated because of the high qualifications, experience and skills of project implementation staff. UNFFE enhances the proficiency of its project staff through regular training that ensures staff improve their competence to deliver even as they progress.

“UNFFE has become more transparent, knowledgeable and continues to instill trust and confidence in its partners.”

The high rating for project/activity initiation and phasing out/termination was informed by the observation that all resolutions and recommendations are documented. These include records of farmer council meetings, project management reviews and financial accounts among others.

A rigorous but open performance appraisal system has been put in place by the board that requires regular assessment to establish strong and weak points and corresponding complement or remedial measures prior to renewal of contracts.

As a result of the transformation at UNFFE, its activities were recognised by the government and consequently incorporated in relevant government institutions at board levels.

2.3.4 Capability to relate

While UNFFE rated itself highly in this capability (19 out of 20), the mandate domain was rated relatively low. Regarding the level of engagement and influence of their organisation in networks, alliances and collaborative efforts UNFFE rated itself highly on the basis that it has:

- Structures that run up to the parish level, with a parish farmers association being the lowest unit with registered individual farmers as members.
- Branches that have sufficient capacity and are institutionally sound with operational offices run by farmer coordinators at district and sub-county level, whereas parish farmer associations are run by parish extension link farmers.

- Developed a wide network of partnerships that is still growing and that includes EAFF, SCC, Agriterro, the European Commission, Vi Agroforestry, Triaz and government departments among others.

UNFFE's relatively low rating for its mandate was predicated on the observation that in most cases its partners hold the upper hand in negotiations but offer it the opportunity to make a decision. This was attributed to a turbulent period experienced recently. However, UNFFE has become more transparent, knowledgeable and continues to instill trust and confidence in its partners.

Visibility/credibility/reputation was rated highly due to the development of a new draft communication strategy that aims at availing UNFFE's profile and thereby improving visibility and communication.

2.3.5 Capacity to achieve coherence

UNFFE rated itself highly in all the domains in this capability. In the governance structure domain, UNFFE considers its revamped management and effective management committees and its ability to attract increased partners as contributing to the high rating. The new management has clearly articulated its vision and strategy to the staff and this forms the basis for the high rating for vision and strategy. Regarding the people domain, UNFFE rates itself highly due to the provision of an amiable working environment, clear staff regulations and regular board meetings.

2.4 THE 5 CORE CAPABILITIES OF CAK

The co-operative movement has a solid footprint in agriculture, the bedrock of Kenya's economy. There are about 4,414 registered agricultural cooperatives, with a membership of over 1.8 million accounting for over 90% of production in coffee, cotton, pyrethrum, sugarcane, tea, dairy, and fisheries.

The movement has a membership of over 8.9 million Kenyans with over 12,400 registered cooperatives. Considering an average family of four members it is estimated that the cooperative movement impacts 32 million Kenyans. Indeed the Ministry of Co-operative Development estimates that 80% of Kenya's population derives their income either directly or indirectly through cooperative activities. A further 5,628 cooperatives are SACCOs with more than 6 million members accounting for 30% of national savings.

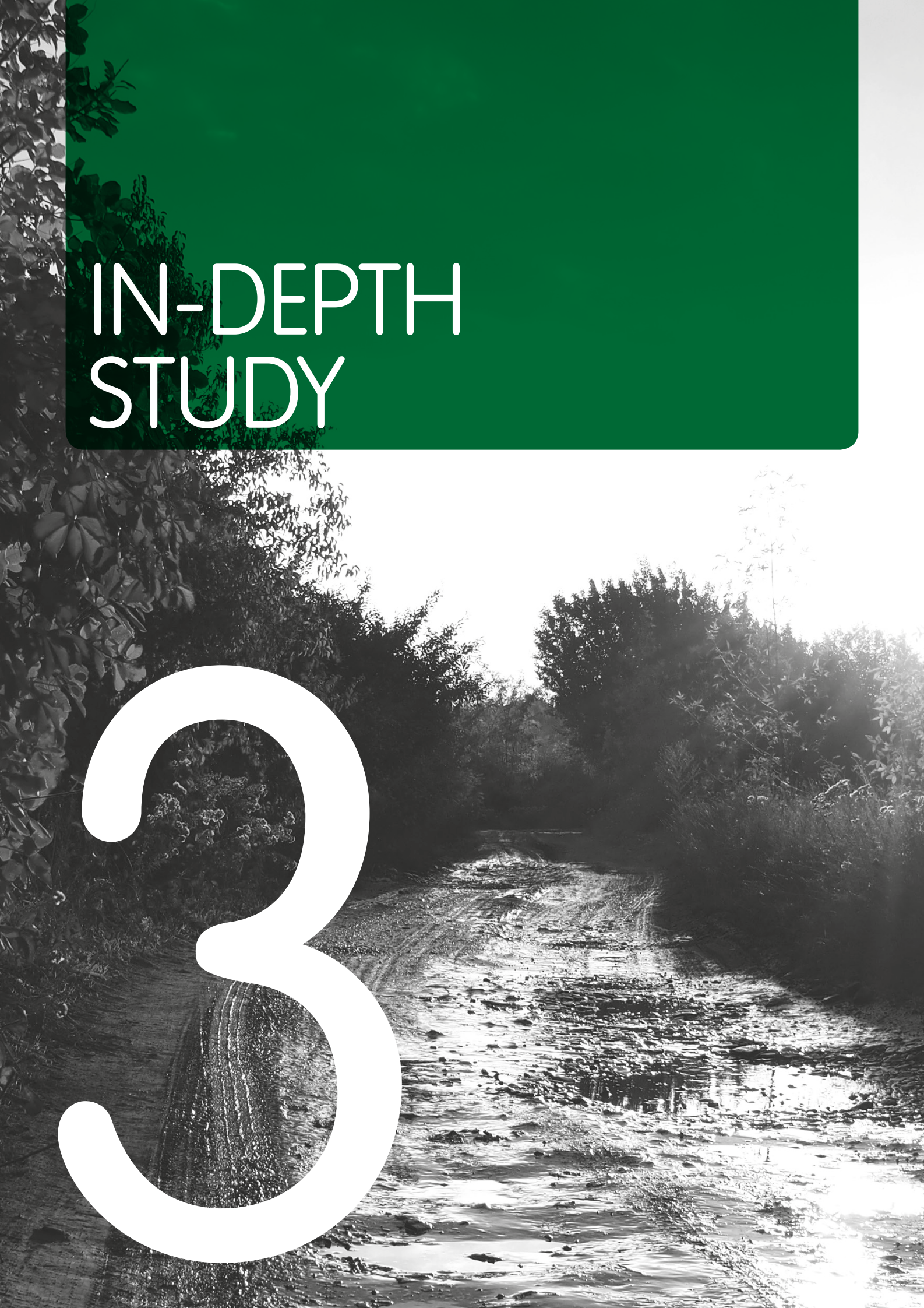
The movement boasts an annual turnover of around Kshs. 436 billion (US\$4.4 billion) equivalent to 45% of national GDP. The movement has played a key role in financial deepening and intermediation. Cooperatives have mobilised savings of over Kshs. 230 billion, accounting for 31% of the gross national savings while providing affordable credit of over Kshs. 184 billion to members.

“Considering an average family of four members it is estimated that the cooperative movement impacts 32 million Kenyans.”



IN-DEPTH STUDY

3



3.1 Sampling frame and key questions

As a direct consequence of the Terms of Reference provided by CTA in October 2012 as well as the findings of the quick scan and the mid-term review meeting, EAFF chose to focus on the following main areas for its in-depth study:

- Skills enhancement – short-term training for staff and member organisations with focus on Web 2.0 and social media.
- Policy advocacy/communication tools.
- Capability to relate in view of EAFF's visibility and expansion of its networks and alliances.

The in-depth study focused on EAFF as an institution and attempted to consolidate the achievements with respect to the selected areas of study, staff and member organisations and the corresponding impacts where quantifiable.

The categories and dimensions of impact assessed in the in-depth study are: material wealth/wealth creation; empowerment/political capital; social capital; human/technical capital; and environment/sustainable use of resources. These will be discussed in the context of the chosen EAFF study areas. This process is summarised in Table 1.

“The in-depth study focused on EAFF as an institution and attempted to consolidate the achievements with respect to the selected areas of study, staff and member organisations and the corresponding impacts where quantifiable.”

The in-depth study used a variety of tools including check lists, personal interviews, internet searches and document reviews to facilitate data collection. The in-depth study was however confined to EAFF and mostly utilised secondary data due to the limited time and resources.

The discussions that follow are conducted within the study areas extracted from the above matrix and are fashioned along identifying changes that occurred, the change process, evidence for the change and where possible quantification of the changes.

Table 1: Impact categories and dimensions according to EAFF's selected areas for in-depth study

Impact category (dimensions of impact)	Description of impact dimensions according to the selected areas for in-depth study		
	Study Area 1: Skills enhancement on Web 2.0 and social media	Study Area 2: Policy advocacy and communication tools	Study Area 3: Capability to relate
Material wealth/ wealth creation (resources, tools and equipment mobilised)	EAFF acquired and deployed new ICT equipment and commissioned related infrastructure (website and Social media) that facilitated more efficient service delivery.	EAFF and member organisations attracted funding in new areas.	Member organisations generated/attracted new funding, including increased government funding resulting in more projects and beneficiaries.
Empowerment/ political capital (policy, cultural)	Disseminated policy relevant information, including policy briefs that resulted in new policies.	Policies changed, adopted, revised or implemented at national and regional levels.	Increased roles and responsibilities for EAFF and member organisations.
Social capital (visibility, networking and influential relationships)	Increased presence/ recognition, expanded and new type of mandates. New Organisations have become important partners.		Increased number of contacts, greater sharing of information and links with new networks established.
Human capital/ technical empowerment (change on professional discourse, competences, platform)	Increased number of staff with new skills and knowledge at EAFF and member organisations.	Knowledge sharing platform operationalised and made functional, resulting in expanded knowledge base.	Thematic focus of EAFF and member organisations changed to embrace more current challenges.
Environment/ sustainable use of resources (conservation, Climate change mitigation)		Resources better monitored and protected.	Increased involvement in climate change and mitigation issues.

3.2 Co-operation between EAFF and CTA

As a result of the common goals with CTA, especially the third strategic goal, EAFF secured 1.5 year project financing from CTA to:

- develop a communication advocacy plan;
- develop materials for policy advocacy, i.e. Voice of EA farmers newsletter/calendars etc., and gain training on various website management tools; and
- hold workshops to develop positions on climate change and bio-fuels.

It is this co-operation between CTA and EAFF that forms the basis of the current study.

The joint impact assessment study was conducted under the auspices of CTA's Learning, Monitoring and Evaluation (LME) unit and is intended to provide both EAFF and CTA with the benefits of understanding their past and current collaboration. It is specifically designed to delineate the impact of CTA's support to EAFF and its beneficiaries.

The study offers an opportunity for CTA to re-focus interventions and support, and possibly reveal new forms of partnering that enhance organisational capacity development while at the same time increasing development impact. Furthermore, the study is opportune for CTA because the findings will feed into the ongoing formulation of its partnerships strategy. Similarly EAFF can also draw on the findings to revise their capacity development efforts and approaches to partnerships.

The guiding principles of the joint impact assessment study as outlined by LME included participatory, self-assessment oriented and practical learning experience. The overall objective was defined as: "To contribute to learning for development impact within CTA and its ACP partner organisations and networks".



For CTA, the main purpose of the study was to clarify and better understand impact pathways of supported partnership projects while for EAFF it was intended to better understand the change brought about by the collaboration and how it was brought about.

The expected results of the joint impact assessment study are:

- learning opportunities for improving organisational capacity development practices in CTA and EAFF identified (concrete/practical lessons);
- inputs obtained for immediate use in project cycle management practices (e.g. baseline data for future impact studies and formulation/revision of CTA's partnership strategy); and
- an adapted and easily accessible methodology for future impact studies.

The joint impact assessment study was designed to be conducted in four phases as follows:

- (i) planning phase;
- (ii) quick scan and mid-term review phase;
- (iii) in-depth study phase;
- (iv) follow-up phase.

The planning phase, quick scan and mid-term review have already been conducted. The results of the quick scan and mid-term review were initially presented at the mid-term review workshop that was held in Harare, Zimbabwe from 10th to 12th June 2013.

During the workshop, topical areas of key relevance to EAFF were identified and agreed to form the subject of the in-depth study. Later in October 2013, a narrative report of the quick scan was submitted and subsequently an inception report outlining the areas for in-depth study was furnished.

“During the workshop, topical areas of key relevance to EAFF were identified and agreed to form the subject of the in-depth study. ”

3.3 FINDINGS: IMPACT OF SELECTED ACTIVITIES

3.3.1 Effects of skills enhancement with a focus on Web 2.0 and social media

EAFF's mission of representing, lobbying and advocating for Eastern Africa farmers' interests and building their capacities is well expressed in its strategic goals.

These goals include:

- A dynamic regional platform for policy development advocacy, implementation and accountability.
- Functional and effective knowledge hub for farmer development.
- Strengthening farmers as key actors in value chains.
- EAFF to be a vibrant, effective, efficient and self-sustaining organisation.

From these strategic goals it is clear that ICT has a central role to play in EAFF's business strategy, especially in ensuring that there is improved flow of information to members.

EAFF also recognises that it needs to move away from being a passive recipient of information to being a knowledge hub, an acknowledgement that is amply expressed in its strategic goal.

To realise EAFF's objectives, an emphasis on the selected area of study with respect to skills enhancement through short-term training for staff and members, with focus on Web 2.0 and social media, remains critical. It is recognised that the use and careful application of Web 2.0 and social media technologies will significantly improve EAFF information gathering and delivery activities, facilitate timely information dissemination and generally improve service delivery and operational efficiencies.

It is noted that at the start of the intervention there was no baseline established. However, some statistics exist that give an indication of the situation. The ICT status in developing countries, including Eastern Africa, is still at the development stage.



“Low internet usage and penetration in Eastern Africa is mitigated by the observation that the region is also experiencing one of the highest growth rates of ICT.”

Table 2: Internet usage and penetration in Eastern Africa

Internet users, population and Facebook statistics for Africa					
2012 Q2					
African countries	Population (2012 Est.)	Internet users Dec-00	Internet users 30-Jun-12	Penetration % population	Internet % Africa
Burundi	10,557,259	3,000	176,040	1.70%	0.10%
Congo, Dem. Rep.	73,599,190	500	915,400	1.20%	0.50%
Djibouti	774,389	1,400	61,320	7.90%	0.00%
Ethiopia	87,302,819	10,000	960,331	1.10%	0.60%
Kenya	43,013,341	200,000	12,043,735	28.00%	7.20%
Rwanda	11,689,696	5,000	818,048	7.00%	0.50%
South Sudan	10,625,176	n/a	100	0.00%	0.00%
Tanzania	46,912,768	115,000	5,629,532	12.00%	3.40%
Uganda	33,640,833	40,000	4,376,672	13.00%	2.60%
Total EAFF region	318,115,471	374,900	24,981,178	7.85%	

Source: Internet World Stats – www.internetworldstats.com/stats1.htm (June 30th, 2012)

Table 3: Logical framework summary for Web 2.0 and social media tools intervention

Activity	Outputs/deliverables	Outcomes
Development of EAFF website and training on Web 2.0	EAFF website developed and launched	Increased visibility of EAFF and its members
Development of social media tools	Social media tools created on EAFF website	Collaboration and communication on the web
e-learning for EAFF staff	Staff trained on Web 2.0 and social media	Increased knowledge on applications that facilitate interactions, obtaining, exchanging and sharing knowledge
Development of Web 2.0 and social media strategy	Web 2.0 and social media strategy developed	An organised, planned and systematic approach to website and social media usage

For instance, it is observed that internet penetration and usage in Eastern Africa is quite low. This situation can be extrapolated to EAFF and its member organisations, especially National Farmers Organisations (NFOs), and is affirmed by statistics from the region as presented in Table 2.

Low internet usage and penetration in Eastern Africa is mitigated by the observation that the region is also experiencing one of the highest growth rates of ICT. This has been accelerated by increased convergence of internet and mobile phone technologies to the extent that the fastest growing segment of internet access in Eastern Africa is through mobile phone handsets. This presents an opportunity for EAFF to expand its reach using Web 2.0.

EAFF's CTA supported intervention was based on the need to expand EAFF's reach and coverage of its member organisations' information requirements. The intervention on Web 2.0 and social media therefore included the development of EAFF's website, and training of staff and member organisations on Web 2.0 and social media tools. This was later expanded to include the development of EAFF's Web 2.0 and social media strategy.

Changes attributed to the intervention

The changes that occurred as a result of the interventions related to Web 2.0 and social media tools in EAFF are captured in the logical framework summary below (Table 3) that was first developed during the quick scan phase of the joint impact assessment study.

3.3.2 Effects of policy advocacy/communication tools

EAFF's mission is to represent, lobby and advocate for Eastern Africa farmers' interests and build their capacities. EAFF's mission is further given expression in its core mandate and function, particularly the first mandate: regional farmer empowerment through lobbying and advocacy for pro-poor policies. This mandate, and core function, is implemented through activities embedded in EAFF's strategic goal to promote a dynamic regional platform for policy development, advocacy, implementation and accountability. The expected achievements include: developing adequate capacity for policy advocacy, analysis and implementation; harmonisation of policies for synergy; governments' adherence to commitments; and the development of policy frameworks for diverse entities including co-operatives and pastoralists. The key activities to be implemented under this strategic goal include, establishing a functional unit for the policy portfolio within the EAFF Secretariat, conducting policy studies with a regional dimension, advocating for various policy positions, and developing and disseminating periodic policy advocacy and communication materials.

It was generally observed that there was a lack of a coherent framework for effective communication and advocacy, limited awareness among East African smallholder farmers' concerns and views on critical agricultural issues, and insufficient engagement of East African smallholder farmers and their organisations in national and regional agricultural policy issues.

These constraints could only be mitigated by making policy advocacy/communication tools a key element of EAFF's business strategy.

This intervention was intended to strengthen EAFF's capacity to enhance agricultural and rural development (ARD) policies in East Africa by stimulating and providing for effective means for its member organisations to articulate policies that have a regional bearing. More specifically, the intervention aimed to assist EAFF members to network and share experiences on best practices on ARD policy engagement among themselves and with other stakeholders, and equip EAFF members with latest information on themes related to ARD policies.

The main activity under this intervention was managing communication for advocacy for smallholder farmers' organisations in Eastern Africa.

This intervention, did not have the benefit of an established baseline. Nonetheless some observations can be made that can serve as a basis for indicating the situation before the intervention. Prior to this intervention, many policy-related workshops were held without corresponding avenues for following through to accomplish desired actions. This implied that little came out of such workshops apart from the proceedings that were not designed for use as a policy advocacy or communication tool. It is known that a majority of policymakers have constrained patience especially with regard to documents that have not been synthesised or from which policy issues have not been filtered.

This intervention equipped EAFF and its member organisations to develop skills in policy advocacy and the use of communication tools to effectively deliver policy statements by establishing a mechanism for following up through policy positions, policy briefs, statements and presentations to key policymakers and their respective institutions, both regionally and nationally.

Changes attributed to the intervention

The changes that have taken place due to this intervention will be discussed according to the impact categories enumerated in the CcIPA model. The specific changes are as indicated in the logical framework summary (Table 4) as initially discussed under the quick scan phase of the study.

The logical framework summary shows that the policy advocacy/communication tools intervention was accomplished, in which the key output/deliverables were the development and implementation of a communication and advocacy strategy, as well as the preparation of policy briefs and/or policy positions. While these policy positions were with respect to climate change and bio-energy, it was expected that the lessons learnt in using them to progress the outlined agenda would be critical in advancing a similar agenda in the future.

Table 4: Logical framework summary of policy advocacy and communication tools

Activity	Outputs/ deliverables	Outcomes at EAFF level	Outcomes at the level of EAFF's direct beneficiaries	Outcomes with wider implications
Managing communication for advocacy for smallholder farmers' organisations in Eastern Africa	Development and implementation of EAFF's communication plan and policy positions on climate change and bio-fuels.	The design and implementation of a coherent and harmonised communication framework and plan for advocacy purposes. The development of policy positions, proposals and messages. Effective communication.	Well developed, understood and documented policy positions for the national and regional levels on climate change and bio-fuels. Positions published on EAFF portal and media briefings.	Enabled exchange of data, analyses and proposals. Better interaction with wider policy environment. Strengthened networking among various actors.



3.3.3 Effects of capability to relate activities

According to EAFF's Strategic Plan (2012-2020), the emphasis is on moving the organisation toward service delivery while maintaining the advocacy mandate. For this shift in focus to take effect, the Strategic Plan was anchored in economic service delivery, participation in policy processes, institutional development and sustainability and knowledge management as the key pillars. To be effective in delivering on these pillars, the capability to relate is essential in view of the critical need to expand networks and alliances. For instance, effective and efficient service delivery requires the establishment and maintenance of links with public and private sector institutions, regional and international organisations as well as the strengthening of the organisation through increased and diversified membership. The foregoing provides for learning experiences, benchmarking and the mobilisation of much needed resources.

This aspect of impact assessment was not captured in the logical framework of the quick scan. It was, however, discussed in the 5Cs model. This involved an assessment of EAFF's engagement, influence and reputation in key networks, alliances, partnerships and collaborative efforts. This intervention therefore explores EAFF's capability to relate and the ensuing benefits/contribution to strengthening its capacity and those of member organisations in its business strategy.

This study area, just like the preceding two, did not have the benefit of an established baseline from which changes can be pegged and ultimately assessed. However, it is noted that in the previous EAFF Strategic Plan (2008-2012) the focus was on lobbying and advocacy as opposed to the shift in the current Strategic Plan (2012-2020) toward service delivery.

The focus on lobbying and advocacy emphasised engagements and interactions with mainly legislative and regulatory entities at the national, regional or even global levels, and therefore required different kinds of alliances, networks and partnerships. The new focus on service delivery for EAFF and its member organisations requires the pursuit of additional alliances, networks and partnerships to be effective.

The main impact category and dimension attributed to this area of study is with respect to 'human capital/technical empowerment' especially the change in professional discourse impact dimension that was achieved through renewed emphasis on service delivery. The 'social capital' impact category, specifically the networking and influential relationships impact dimensions, recorded major gains. EAFF's shift in thematic focus has resulted in some member organisations adopting the same. This has generally entailed new perspectives and the adoption of new concepts.

3.4 ANALYSIS

3.4.1 Effects of skills enhancement with a focus on Web 2.0 and social media

Regarding the category of impact ‘material wealth/wealth creation’, it is clear that the tools and equipment required for effective utilisation of the website and application of social media at EAFF had to be increased. Similarly, the required ICT infrastructure (website and social media tools) had to be rolled out. This resulted in the acquisition of new ICT equipment including computers (laptops) and other assorted equipment.

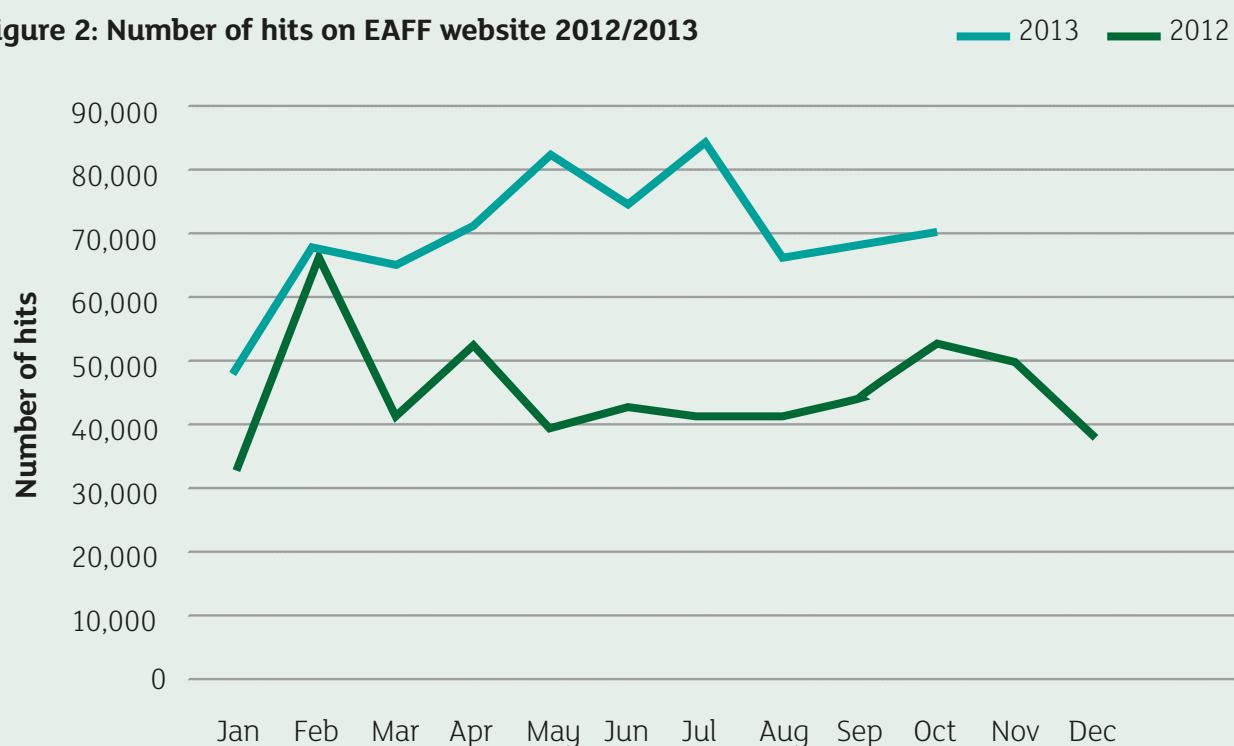
EAFF has certainly increased its ‘social capital’ especially with respect to visibility. This is evident from the increased presence of EAFF in many fora and calls for expansion of its mandate.

The increase in EAFF’s visibility and presence is well illustrated in Figure 2 which shows the increase in the number of hits on the EAFF website in 2013 compared to 2012.

While it is not possible to ascribe the increased hits to a specific institution or entity, increased 2013 hits is an indication of increased internet use. This augurs well for the intentions encapsulated in EAFF’s strategic goal of developing a functional knowledge hub.

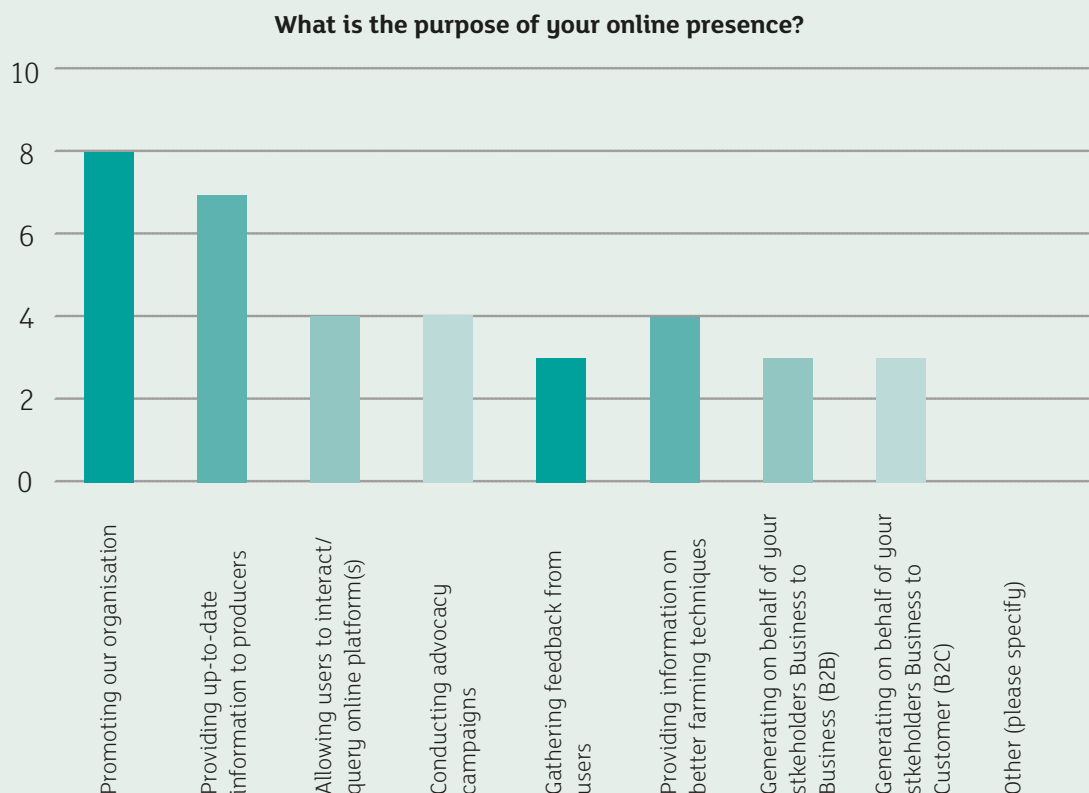
On the ‘empowerment/political capital’ impact category, under the policy dimension, EAFF disseminated policy relevant information through its website, including policy briefs that ultimately contributed to new policies.

Figure 2: Number of hits on EAFF website 2012/2013



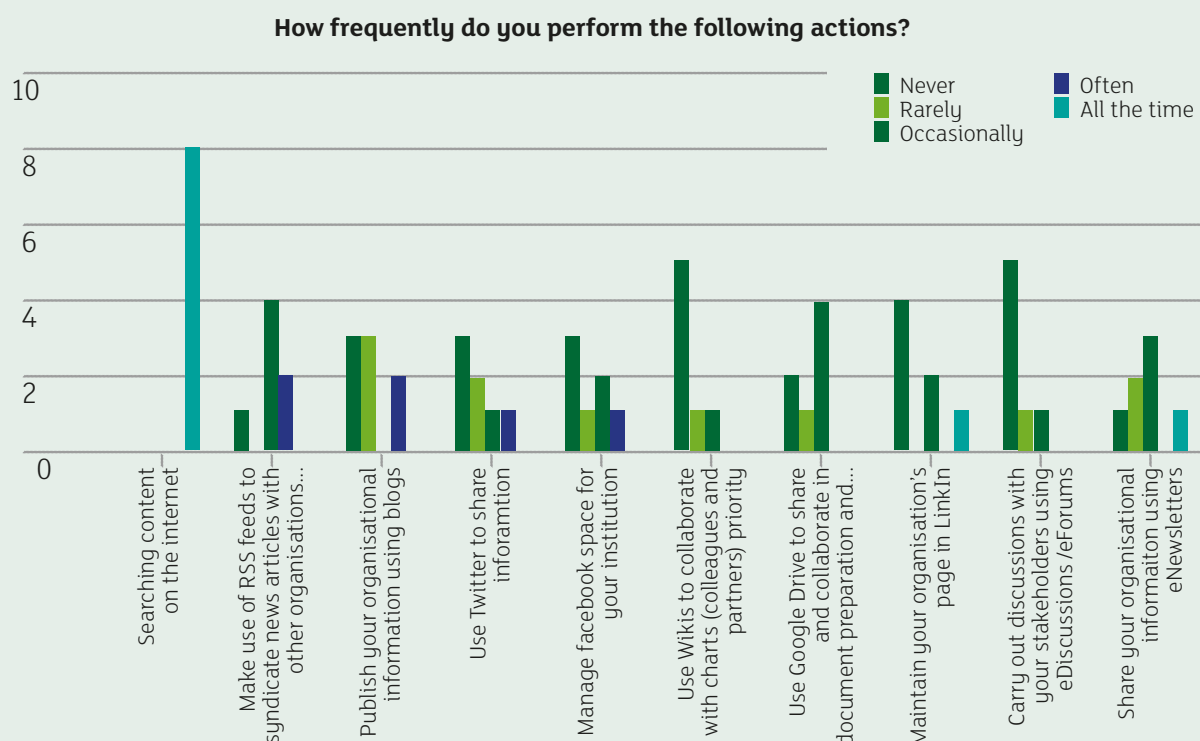
Source: EAFF Web 2.0 and media strategy

Figure 3: Purpose of EAFF's member organisations presence online



Source: EAFF Web 2.0 and media strategy

Figure 4: EAFF's member organisations frequently performed tasks on the internet



Source: EAFF Web 2.0 and media strategy

The increased capacity to share information through the website and social media has expanded EAFF's contacts thereby enabling it to establish links with new networks. This shows a gain in 'social capital' especially with respect to the visibility, networking and influential relationships impact dimensions.

EAFF has recorded changes in the 'human/technical capital' element of the impact categories as indicated by staff trained in web 2.0 and social media. For instance, all EAFF staff have been trained on Web 2.0 and social media. However, this training is yet to be extended to the majority of member organisations: so far only two staff have been trained in web 2.0 and social media.

It would appear that the number of hits and the utilisation of EAFF's website could have increased much more than recorded if member organisations were also trained and equipped with appropriate ICT facilities.

Another critical aspect is to get all the trained staff to appreciate that they can also improve their performance and effectiveness by making use of the website and social media tools in their operations. This is based on the realisation that EAFF member organisations use the internet to promote their institutions and provide information to members (Figure 3).

At the same time, many of EAFF's member organisations use the internet mainly for research and information gathering purposes (Figure 4).

Conclusion and Recommendations

The following are recommendations for EAFF and CTA with respect to Web 2.0 and social media tools:

- Finalise and implement the web 2.0 and social media strategy;
- Extend the training and equipment acquisition to member organisations;
- Encourage trained staff to apply and utilise the facilities within Web 2.0 and social media in their respective functions.

3.4.2 Effects of policy advocacy/communication tools

During the intervening period, CTA supported three key workshops, among others. The first workshop was on climate change, the second was on bio-energy, and the third was a session to validate the communication and advocacy strategy before implementation. The main result of this intervention was to get EAFF and its member organisations to advance their policy advocacy skills by effectively utilising relevant communication tools. These communication tools included policy briefs, position papers, statements and communiqués.

The workshop on climate change resulted in the preparation and dissemination of EAFF's Dar es Salaam Declaration on Climate Change that influenced the East African Legislative Assembly (EALA) to take up climate change issues. Similarly, the Bioenergy Conference resulted in the preparation and dissemination of the Bio-energy statement that influenced the formation and operationalisation of the Eastern Africa Biomass Board (EABB).

The adoption and implementation of the EAFF Communication and Advocacy Strategy has streamlined the engagement of EAFF and its member organisations in policy advocacy making it more effective.

In terms of the ‘material wealth/wealth creation’ impact category, this intervention’s impact was manifested in increased resource mobilisation capacity of EAFF and its member organisations as a direct consequence of the workshops on climate change and bio-energy. Specifically, EAFF managed to attract funding from the Norwegian Agency for Development Cooperation (NORAD) and the Common Market for Eastern and Southern Africa (COMESA) to tackle climate change issues. The Uganda National Farmers Federation (UNFFE) accessed funding from Agriterro also to tackle climate change issues for the period 2013/2014. This implies that EAFF and member organisations were able to generate funding, and in some cases secure government investment.

EAFF’s ‘empowerment/political capital’ impact, with respect to the policy impact dimension, increased substantially through engagement with EALA and the establishment of the EABB.

This impact dimension also recorded significant changes in view of the many pieces of legislation that were adopted or amended in individual member countries with major implications for farmers. A clear example was the amendment of the Pyrethrum Act in Kenya that significantly altered the pyrethrum sub-sector.

The ‘human capital/technical empowerment’ impact category, specifically the change in professional discourse, competences and platform impact dimensions, showed sustained gains. EAFF and its member organisations recorded substantial gains through recognition via invitation and representation in major climate change fora, including: COP 17 (Durban); International conference on Climate Smart Agriculture; AU planning meeting on climate change; FANRPAN policy dialogue on climate smart agriculture, among others.

While it is challenging to attribute any changes in the ‘environment/sustainable use of resources’ in Eastern Africa to the activities of EAFF and its member organisations in regard to climate change and bio-energy, it is recognised that some element of the pre-eminence of the two highly controversial concerns in the region’s public debate can be ascribed to these efforts.

“EAFF’s ‘empowerment/political capital’ impact, with respect to the policy impact dimension, increased substantially through engagement with EALA and the establishment of the EABB.”

3.4.3 Effects of capability to relate activities

The shift in focus toward a stronger service delivery orientation has necessitated the pursuit and building of new alliances, partnerships and networks. This has resulted in an increased number of contacts, and greater sharing of information and links with new networks. This is covered under the social capital impact category in the impact categorisation table. In the intervening period, EAFF has developed more than several new partnerships. These include MoUs with EABC, EAGC, Access Agriculture and FARA. These organisations/benefactors have now become important actors/partners in accelerating EAFF's shift toward service delivery.

At the same time EAFF has been appointed to more than 15 boards/committees between 2010 and 2013 making it an influential partner and thereby elevating its status.

From the 'human capital/technical empowerment' perspective of the impact categories, the shift in EAFF's strategic focus from being exclusively policy advocacy to service delivery and specifically economic value chains has positively impacted some EAFF member organisations to the extent that they have also re-aligned their strategic plans. For instance UNFFE (Uganda) has incorporated value chains in its new strategic plan.



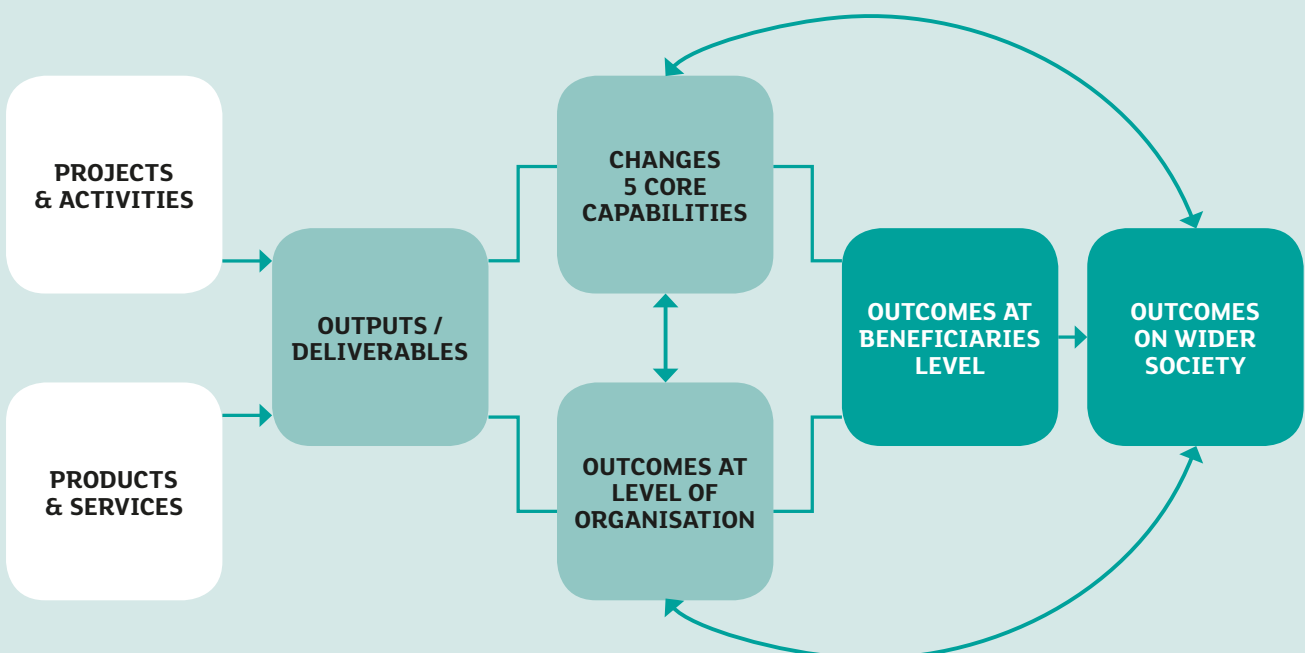
PART B:

EXPLANATION OF THE CCIPA MODEL AND PROCESS

(THIS SECTION INCLUDES THE LESSONS LEARNED
FROM THE NINE CCIPA STUDIES OF ROUND 1)

Prepared by: Ibrahim Khadar (CTA), Tarikua Woldetsadick
(CTA), Jan Brouwers (CDI-WUR) and Eunike Spierings (ECDPM)

The Capacity-centred Impact Pathway Analysis Model





OVERVIEW OF THE CcIPA MODEL



4

4.1 Introduction

In 2012, CTA's Learning, Monitoring and Evaluation (LME) Unit initiated a joint impact study of the Centre's technical and financial support to its long-standing partners, focusing on nine national and regional organisations and networks in Africa (ANAFE, EAFF, FANRPAN, IPACC, KENFAP, RTN and RUFORUM) and the Caribbean region (CaFAN and CARDI).

These organisations and networks cover more than 50 countries and they are as diverse as the countries they cover - some operate as a small secretariat with nodes and members in their various constituencies, while others are large organisations with sub-offices in various countries. Some are university networks while others are farmers' organisations. Their areas of intervention range from ICTs, to forestry education and from research to policy advocacy. The study was limited to collaboration with CTA over the past ten years.

Eighteen months after the study was formally launched in a workshop held at CTA's Headquarters in Wageningen, on 29-30 October 2012, this initiative has produced a number of very interesting results that have benefitted the participating institutions, with some of the results, such as the formulation of the CcIPA model itself, likely to be of interest to the wider development community. The other results include: (i) improved understanding of the impact pathways of CTA's and its partners' project interventions, (ii) availability of baseline data for future impact studies, and (iii) strengthened M&E capacities (including CTA's) of the participating organisations.

This paper presents the main highlights of this exciting experience.

The next two sections explain the process, starting with the context in which the impact study was conceived and designed, followed by a short description of the different phases of the study, during which the model was formulated and applied. Sections 4 -6 present respectively, the key features of the CcIPA model, some of the immediate benefits of the impact study, and the next steps foreseen in the future development and application of the CcIPA model. Contact details of the experts who contributed to the testing and development of the CcIPA model are listed in Annex 1. These lists are included as an acknowledgement of the fact that, while CTA has provided the technical leadership and financial support for developing CcIPA, the impact study has benefitted extensively from the active involvement of CTA's partners and local M&E experts, as well as advice given by a number of EU-based M&E experts, in particular from three international development centres based in the Netherlands, namely WUR-CDI, ECDPM and MDF.

4.2 Context in which the CcIPA model was designed

Evaluation methodologies are never context-free, even though as they get more accepted there is a tendency to pay less attention to the context in which they are applied. CTA wanted to carry out an impact assessment of the support it has provided to its long-standing partners, using an evaluation methodology that would genuinely promote joint learning. It was in light of this consideration that the LME Unit sought to set up an evaluation exercise that would meet the following requirements:

- (i) centred on the partner organisations/networks rather than focusing exclusively on the interventions, products or services that CTA supported,
- (ii) focused on the impact pathways, rather than only looking for impact, and
- (iii) facilitated collaboration throughout the evaluation exercise – leading to the direct involvement of about thirty participants from Africa, the Caribbean and Europe.
- (iv) mobilised strong internal support from key staff in the participating organisations.

The first requirement poses a serious challenge methodology-wise. Within the development community, the commonly accepted practice in impact assessment is to identify the ‘significant or lasting changes in people’s lives, brought about by a given action or series of action’. Changes in the capacities of the organisations and networks that implement the development actions are not normally considered as impact, which explains why impact studies are usually carried out separately from the evaluation of organisational capacity development.

While a number of authoritative voices in the field of evaluation have subscribed to the view that impact assessment should go beyond programmes and projects, and explore the influences and roles of the implementing organisations, CTA and partners observed during the planning of the impact study that the development community has not yet come up with a satisfactory impact assessment model that fulfils this requirement. It is in order to address this methodological vacuum that CTA brought several partner organisations/networks and M&E specialists together to identify a suitable tool, which subsequently led to CTA spearheading the development of the Capacity-centred Impact Pathway Analysis (CcIPA) model.

The decision to focus on ‘impact pathways’, which is expressed in the second requirement above, is acknowledgement of the complex nature of the change processes that are involved in creating and sustaining development impact. As such, the evaluation framework should take account of the interactions among the key actors (direct and indirect beneficiaries, stakeholders), as well as the complex human and institutional relationships that may have a crucial bearing on how impact occurs.

The next section explains how the third requirement (i.e. regarding communication among the participants) was handled effectively during the implementation of the impact study. Regarding the fourth requirement, effective communication and careful planning and tack were applied, especially within CTA where the LME Unit needed to secure funding for this unconventional study.

4.3 Implementing the impact study through different phases

The joint impact study involved four distinct phases: planning, quick scan, in-depth study and follow-up. The main activities in each phase are listed below (see tables 1a, 1b, 1c and 1d), with an indication of how the responsibilities were shared among the participants (i.e. CTA, partners and consultants).

During the planning phase, CTA and partners recognised the need for an effective implementation strategy that would ensure good communication among the participants as well as their full commitment to the study.

A key element of the strategy was to implement the study in two distinct phases - a quick scan of approximately three months, followed by in-depth studies. It was also agreed that each partner organisation has responsibility for managing their case study, including the selection of an external M&E expert, based locally, who will work with the staff member appointed to serve as the focal point. The external expert brings the technical support while the staff member brings the data and information.

Table 1a: Planning phase

Task	Responsibility
Preparation of draft Terms of reference for the impact study	CTA
Selection of partner organisations and networks	CTA
Negotiation of contracts with EU-based advisers (from CDI-WUR, ECDPM and MDF and UK)	CTA
2-day workshops to discuss methodology and develop road map for impact study (hosted by CTA in Wageningen)	CTA, partners and EU-based advisers
Negotiating roles/responsibilities between CTA and partners	CTA and partners
Selection of focal points within partner organisations	Partners
Preparation of guidelines for the quick scan	CTA and advisers

Table 1b: Quick scan phase

Task	Responsibility
Appointment of local M&E experts	Partners
Backstopping of quick scan methodology through face-to-face meetings, emails, Skype, telephone to guide local teams	CTA/ CDI-WUR/ ECDPM
Mid-term review workshop (Harare, Zimbabwe - June 10-12) to examine the findings of the Quick Scan (hosted by FANRPAN)	CTA, partners and EU-based advisers
Peer reviewing of quick scan reports	CTA/ CDI-WUR/ ECDPM
Revision and finalisations of quick scan reports and PPTs	Partners/ local consultants
Selection of in-depth study topics	Partners
Finalisation of guidelines for the in-depth studies	CTA and CDI-WUR

“The external expert brings the technical support while the staff member brings the data and information.”

Finally all the organisations were consulted at all the stages of the study: the methodology design, definition of scope, scheduling and budgeting, and mid-term progress review.

Table 1c: In-depth study phase

Task	Responsibility
Preparation of inception notes for carrying out the in-depth studies	Partners/ local consultants
Review of inception notes	CTA
Implementation of in-depth studies (approximately two topics per organisation) and reporting	Partners and local consultants
Peer review and revision of in-depth study reports	CTA and CDI-WUR
Finalisation, peer review and revision of in-depth study reports	Partners and local consultants

Table 1d: Follow-up phase

Task	Responsibility
Dissemination of the findings	All participants
Promoting organisational learning from the impact study	CTA and partners
Further refinement of the methodology.	CTA

4.4 The CcIPA model explained

CcIPA is a synthesis model based on the premise that the performance and impact of organisations or networks depend to a large extent on the state of their capabilities. The CcIPA model is built around three main conceptual components: the Five Core Capabilities (5 CCs) model, the Logic Model and a framework for categorising impact indicators. Each of these models or framework is adapted to a certain degree to fit into CcIPA, with the logic model undergoing the most far-reaching modification.

a. Conceptualisation of CcIPA

During the planning phase, participants agreed that instead of attempting to construct an entirely new model, the team should draw on the existing array of established evaluation frameworks/models. In view of the emphasis on the capabilities of organisations, it was decided that the **5 Core Capabilities (5Cs) model**⁴ be given a central place in the CcIPA model. The five core capabilities applied to the impact study can be summarised as followed:

- **Capability to act and commit:** concerns the ability to work properly, including planning, taking decisions and acting on these decisions collectively.
- **Capability to deliver on development objectives:** concerns the organisations' skill to ensure that it is producing what it is established to do.
- **Capability to adapt and self-renew:** concerns the ability of an organisation to learn internally and to adjust to shifting contexts and relevant trends.

- **Capability to relate to external stakeholders:** this is about building and maintaining networks with external actors (including governmental structures, private sector parties, civil society organisations and in the end their constituencies)
- **Capability to achieve coherence:** concerns the strength of an organisations' identity, self-awareness and discipline.

Each of these five categories was further divided into sub-categories referred as domains. A total of fifteen domains were identified, with two or three key questions per domain to help collect the information needed for assessing an organisation's capability.

As already indicated, the participants agreed to complement the 5Cs model by the **Logic model**⁵, with the latter being adapted (see Figure 1 below) to reflect the fact that organisations/ networks learn and change as they engage in development processes, which in turn affects their ability to make an impact.

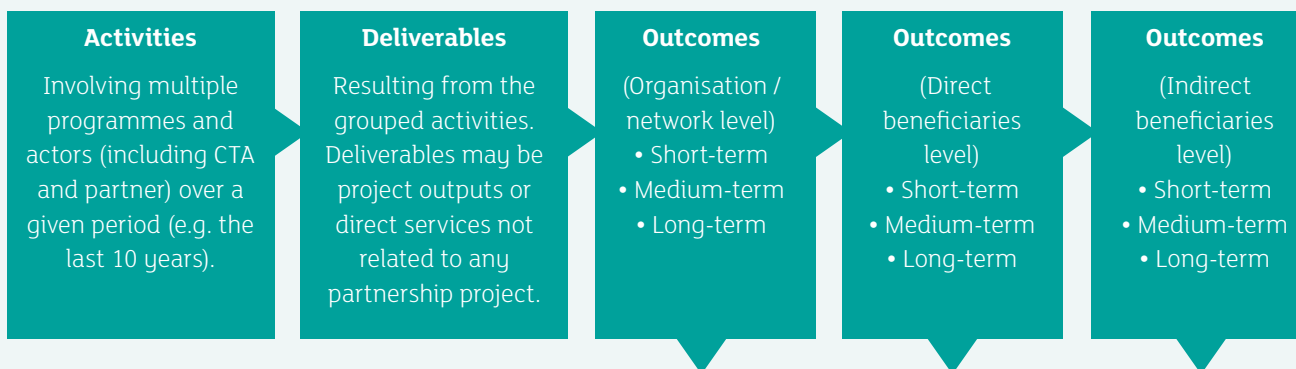
The CcIPA framework combines activities from different programmes, projects or services, whereas the conventional use of the logic model is limited to a single project or programme. Outcomes at the level of the implementing organisation/ network are separated from outcomes at the level of beneficiaries, whereas the common practice is to only differentiate outcomes along the time line (short-, medium-, and long-term).

³ The following framework considered: logical framework/DAC criteria, theory of change, logic model, 5 Core capabilities, outcome mapping, results-based management and participatory impact pathway analysis.

⁴ The 5Cs model was developed by ECDPM and applied in an extensive impact assessment study financed by the Dutch Government in 2009-10.

⁵ The logic model was chosen because it is less rigid than logical framework and better suited to evaluation exercise.

Figure 1: Logic Model adapted for the CcIPA framework



Categories of impact

Categories of Impact (Fixed)	Dimension of Impact (not fixed, not exhaustive)	Description of Impact (not fixed, not exhaustive)	Questions
Wealth/Capital	Income	Increased Revenue for farmers	Why? What for? Why not? For whom? Unplanned? Etc...
Political empowerment	Policy	New policy adopted	
Human/Technical Empowerment	New skills	Use of new ICT tools	
Social capital	Network	New organisations joined	
Natural/Environment	Climate Change	New measures taken to mitigate changes	

Regarding the **impact indicators** the participants drew on previous work undertaken under the auspices of Oxfam to develop a template, referred to as the ‘impact categorisation table, with a similar format to the 5Cs, containing the following heading:

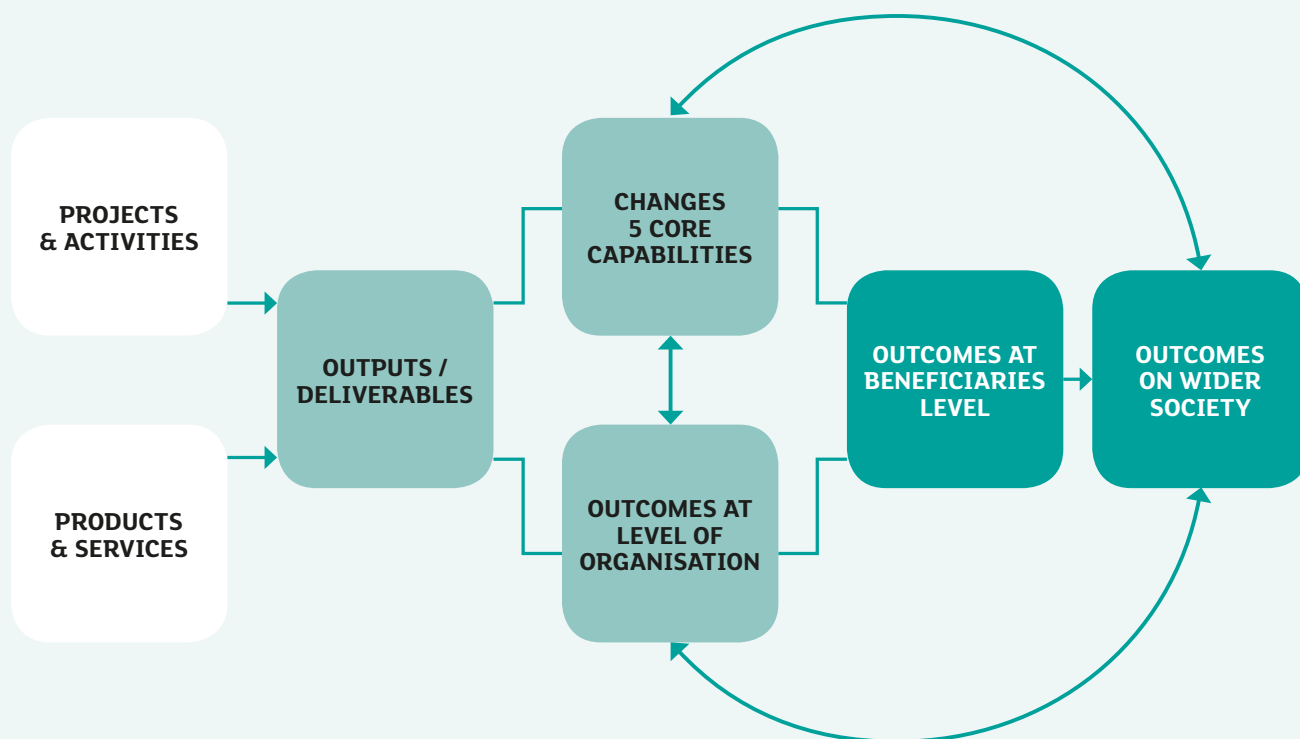
- **Impact Categories:** which are a list of possible general types of impact
- **Dimensions of impact:** which are a list of possible changes or specific domains within the general type of impact/impact category
- **Description of impact:** which are examples of possible changes/impact

- **Questions:** which are a list of questions to help first investigate the impact/finding/story and then to narrate the story

As shown above, the five categories of impact included in the CcIPA model are: (i) wealth/capital, (ii) political empowerment, (iii) human/ technical empowerment, (iv) social capital and (v) natural resources/

⁶ Chris Roche 1999; Impact assessment for development agencies – learning to value change (Oxfam development guidelines)

The Capacity-centred Impact Pathway Analysis Model



Overall a key feature running through the different constituents is the categorisation of indicators aimed at making the information more manageable as well as facilitating communication among the participants.

b. Application of CcIPA

The Capacity-centred Impact Pathway Analysis (CcIPA) framework incorporates three inter-related elements, as shown in the horizontal segments of the model (moving from left to right):

I. **Outputs/Deliverables:** These are outputs at the level of the partner organisation or network as a direct result of CTA's partnership with the organisation or network. They are defined in relation to the set of project interventions or products and services. Deliverables may be directed at the partner's capacity building needs or made up of products/ services aimed at the partner's beneficiaries.

CTA's support may be only partial but must be considered significant.

- II. **Changes in the capabilities:** of the CTA partner organisations/ networks. These can be also described as outcomes at level of the organisation or network.
- III. **Effects (medium-, long-term outcomes / impact):** on the partner's direct and indirect beneficiaries or on the wider society that can be attributed to the deliverables and/or changes in the partner's core capabilities.

The application of the CcIPA framework will produce a graphical representation of the changes resulting from diverse interventions over time.

⁷ The development of this synthesis model has been proposed and led by Ibrahim Khadar, in collaboration with the participants at the three preparatory meetings held at CTA's headquarters in Wageningen, the Netherlands.



LESSONS LEARNED FROM IMPACT STUDY AND NEXT STEPS

5

Concerning the participating organisations

Improved understanding of the impact pathways

- Implications of core capabilities (especially capability to relate)
- Growth of organisations/ networks
- Feedback from beneficiaries
- Better appreciation of CTA's support

Baseline information

- Nine quick scan reports (finalised)
- Nine in-depth study reports (partially completed)

Enhanced M&E capabilities

- Strengthening of CTA's M&E framework

Joint learning

- the evaluation has resulted in new arrangements and procedures how partners collaborate.
- collaboration between ANAFE and RUFORUM (e.g. joint article for the AfrEA conference)

Concerning the wider development community

- CcIPA contributes to an emerging new practice which is stronger self-evaluation. So, the utilisation in the evaluation community in terms of methods and quality standards for (assisted) self-evaluation is in my view one of the use results.
- CcIPA is also inspiring the evaluation community in terms of 1) combining different methods, and 2) adapting them to the specific information needs of the partners. In other words, a kind of calibration was done, designing methodologically to the learning needs of the partners.

Next steps

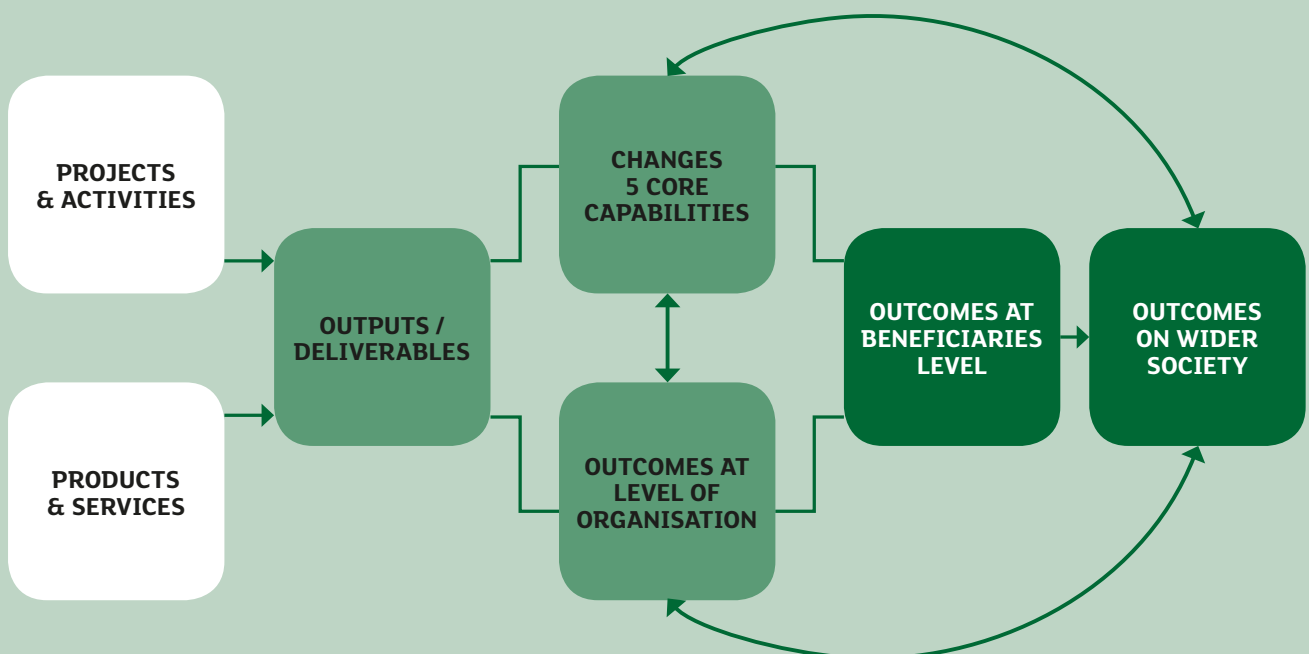
- Intensify dissemination of findings and CcIPA model;
- Carry out a second round of impact studies;
- Further clarification of impact pathways.

“CcIPA contributes to an emerging new practice which is stronger self-evaluation.”

PART C: KEY FINDINGS FROM ALL NINE REPORTS

(THIS SECTION SYNTHESISES THE FINDINGS OF
ALL NINE QUICK SCAN REPORTS)

The Capacity-centred Impact Pathway Analysis Model







INTRODUCTION

6

CTA initiated this joint impact study with the aim of promoting learning for development impact with its long-term ACP partner organisations and networks.

The study has been carried out in two phases between October 2012 and June 2015, with the first phase that was completed in 2014, involving nine partners: CaFAN and CARDI in the Caribbean region, and ANAFE, EAFF, FANRPAN, IPACC, KENAFF, RTN and RUFORUM in Africa. The second phase, which was launched in 2014, concerned five partners: NARI and SPC in the Pacific region, and AFRACA, PROPAC and WOUGNET in Africa. Close to 50 ACP and EU experts participated in the study.

A key achievement of the joint impact study is that the LME Unit has successfully spearheaded the development and application of an innovative impact assessment methodology, referred to as the Capacity-centred Impact Pathway Analysis (CcIPA) model, with support from CDI-WUR, ECDPM, and MDF and the nine ACP partner organisations and networks involved in the first phase.

The study has provided baseline information for future impact studies and also identified opportunities for organisational capacity development. CTA and its partners are committed to sharing the lessons from this joint study widely. The joint impact study represents one of the various forms of evaluations and impact assessments which CTA undertakes to generate information necessary for learning, accountability and decision-making.

The first part of the summary below introduces the nine organisations that took part in the study. The summary then captures the main findings and lessons from the quick scan reports. Presentation of various findings is adapted to the nature of the findings appearing as tables or as narrative text where applicable. The third and final part provides a glimpse into the in-depth report findings of all nine reports.

BRIEF DESCRIPTION OF THE ORGANISATIONS

7

ANAFE

The African Network for Agriculture, Agroforestry and Natural Resources Education (ANAFE) is a membership network of Tertiary Agricultural Education (TAE) institutions. The network was launched in 1993 by 17 universities and 12 technical colleges teaching land use disciplines in sub-Saharan Africa with the main objective of incorporating agroforestry into agricultural programmes. The ANAFE network has since grown to 134 member institutions in 35 African countries. The vision of ANAFE is to be a vibrant network leading in agricultural and natural resources education for development, and its mandate, as set out in its mission statement, is to improve the quality, relevance and application of agricultural and natural resource management education for development.

CaFAN

CaFAN was established in 2004 as a regional network of farmers' organisations within the Caribbean region. The network now represents over 500,000 small farmers within 20 farmers' organisations across 13 Caribbean countries. With a secretariat in St Vincent and the Grenadines, CaFAN aims to improve the quality of life for small farm families throughout the Caribbean region and to gain economic empowerment and sociopolitical independence in the agricultural sector. One of CaFAN's guiding philosophies is that a sound education in food and nutrition security can help develop attitudes and values which can lead to a reduction in food importation.

CARDI

The Caribbean Agricultural Research and Development Institute (CARDI) was established in 1975 and was charged by regional governments with the task of providing for the research and development needs of the agriculture sector in the region as identified in national plans and policies, as well as providing an appropriate research and development services to the agricultural sector of member countries. CARDI's mission is to contribute to the sustainable economic well being of Caribbean people by the generation and transfer of appropriate technology through agricultural research and development. CARDI currently has offices in 14 member states across the Caribbean.

EAFF

The East African Farmers' Federation (EAFF) was formed in 2001 as a non-political, non-profit, democratic apex organisation for farmers in Eastern Africa. Its role is to voice legitimate concerns and interests of farmers in the region on issues such as markets, productivity, capacity building and information dissemination, with an aim of enhancing regional cohesiveness and the social-economic status of farmers. EAFF's mission is to represent, lobby and advocate for Eastern African farmers interests and build their capacities in order to build a prosperous and cohesive farming community in Eastern Africa. EAFF promotes regional agricultural trade through market appropriation, improvement of value chain management and promotion of farming as a business and entrepreneurship.

“KENAFF is currently present in 42 out of the 47 counties in Kenya representing over 1.8 million farm families.”

FANRPAN

Food, Agriculture and Natural Resources Policy Analysis Network (FANRPAN) is an autonomous regional stakeholder-driven policy research, analysis and implementation network. It was established in 1997 and is now represented in 16 Eastern and Southern African countries in Africa with its members ranging from governments to private sector organisations, research institutions, farmer organisations, policy think tanks, and other civil society bodies. FANRPAN promotes effective food, agriculture and natural resources policies through partnerships, capacity building, policy research and analysis, and policy advocacy. FANRPAN's activities and programmes focus on five thematic areas (food systems, agricultural productivity and markets, natural resources and the environment, social protection and livelihoods, and institutional strengthening). Its secretariat is based in Pretoria, South Africa.

IPACC

Indigenous Peoples of Africa Coordinating Committee (IPACC) was founded by African community-based organisations participating in the UN Working Group on Indigenous Populations. The first constitution was adopted in 1997 and the secretariat opened in Cape Town in 1998. IPACC is composed of member organisations, an elected 18 member Executive Committee (with a 3 year mandate), a secretariat and a legal trust. There are currently 135 community-based member organisations in 22 countries, consisting mostly of primarily hunter-gatherer peoples and mobile pastoralists. IPACC's mission is to assist member organisations to understand international/multilateral norms and standards of rights and treaties, and to advocate for the application of these norms and standards at national and local levels.

KENFAP

Kenya National Federation of Agricultural Producers (KENFAP) is a membership organisation drawing members from farmer groups, cooperatives and commodity associations. It is the umbrella organisation representing farmers in Kenyan agriculture. As the recognised voice of Kenyan farmers, its key role is to articulate issues specifically affecting farmers and generally the agriculture sector in Kenya. It is a member of the International Federation of Agricultural Producers. KENFAP is currently present in 42 out of the 47 counties in Kenya representing over 1.8 million farm families. KENFAP's mission is to progressively influence change in the agricultural sector environments and promote agri-business through targeted interventions.

RTN

The Rwanda Telecentre Network (RTN) is a Rwandan non-profit organisation established in 2006 and incorporated in 2009 with the support of the International Development Research Center's (IDRC) Telecentre.org programme. RTN was started as a network for knowledge and information exchange on ICTs for development (ICT4D) in Rwanda. With support from partners, RTN has been able to transform from an informal network to a strong institution with national and international recognition in ICT4D through the telecentre movement advocacy. The network now includes 140 members who are practising ICT entrepreneurship throughout Rwanda.

RUFORUM

The Regional Universities Forum for Capacity building in Agriculture (RUFORUM) is a consortium of 32 member universities in Eastern, Central and Southern Africa. RUFORUM envisages a vibrant agricultural sector linked to African universities which can produce high performing graduates and high-quality research responsive to the demands of Africa's farmers for innovations and able to generate sustainable livelihoods and national development. It has a mandate of capacity building for universities to strengthen research, graduate training and maintenance of collaborative working relations among researchers, farmers, national agricultural research, and governments and is a platform for networking, resource mobilisation and advocacy for higher agricultural education.



SELECTED FINDINGS ON THE CAPACITY OF THE ORGANISATIONS



8.1 Capability to act and commit

ANAFE has committed staff at the secretariat with strong leadership and management. This is evidenced by the 91% growth in the size of the projects since 2003; growth in staff from one person in 2008 to five currently; and motivated staff who continue to deliver despite large workloads.

CaFAN depends critically on the support of volunteer staff and the commitment of member organisations for the execution of a number of its programmes but organizational commitment is high. CaFAN has been able to demonstrate a fairly high degree of success in the execution of its programmes and in attracting new funding partners. It scored most highly in this area.

CARDI has an action-oriented leadership. The organisation's culture is committed and decision-making is often participatory and based on acquired information. The capability bears out the observed efficiency with which the organisation executed project activities and produced deliverables.

EAFF scored highly for organisational commitment and decision-making structures/mechanisms (18/20). The establishment of various committees of the board for improved oversight as well as regular staff meetings were sighted as the main evidence for improved decision-making structures and governance.

FANRPAN's leadership and management domain was awarded the highest rating of the three domains in this capability area. FANRPAN staff felt that the network has an action-oriented leadership, a clear vision and mission, and is able to plan, take decisions and act. FANRPAN has a good track-record in managing and implementing projects and liaising with stakeholders and follows a participatory approach to project management. The constitution sets out decision-making structures. The nodes, through the AGM, are the main decision-making body of the network, and appoint the board.

IPACC has a number of systems for communicating with its members but it is acknowledged that there is room for improvement to accompany the intended growth. The ability to plan, take decisions and act is provided by competencies appropriately distributed across the secretariat, executive committee and trust, and is strongest at the secretariat. However, significant administrative support is needed at the secretariat and a challenge that lies ahead is for IPACC to more effectively monitor and evaluate its progress, effectiveness and impact, which it is enthusiastic to do.

8.2 Capability to adapt and self renew

KENFAP has a well-established organisational structure with technically competent staff who are committed towards successful implementation of projects. The organisation's ability to manage projects is remarkable as shown by various evaluations made by donors, e.g. World Bank. Many, however, felt that the organisation's culture to commitment especially at the field level is wanting and hence alternative measures need to be taken.

RTN staff take part in the planning and execution of projects from operational to strategic level. Joint social activities, information sharing among staff and networking outside work all help team spirit. Monthly staff meetings provide a platform in which all issues are discussed with staff and decisions taken. Although key decisions are taken by the board and the executive director, others are taken in consultation with telecenter managers.

RUFORUM was rated moderately on "action-oriented leadership". However it was noted that its ability to manage and implement projects, as well as liaising with staff and stakeholders, is good. Project design and implementation is usually participatory. It also has a strong ability to mobilise financial, institutional and human resources to support implementation of programmes. RUFORUM's secretariat has? a legal basis to make binding commitments on behalf of the organisation. However, the internal decision-making structures/mechanisms scored rather low.

ANAFE is well networked with relevant organisations in the external environment. However the internal structures for self-assessment and learning are not formalised. Monitoring and evaluation is focused on progress reporting on a project basis and not at organisation level.

CaFAN has been able to capitalise on the changing policy environment for the promotion and recognition of the agricultural sector as well as capitalising on emerging market opportunities. The organisation has recently launched a new project bringing together producers and buyers, which signals a new phase in CaFAN's development from a networking platform to an organisation that facilitates market development and expansion. The small number of staff and informal nature of the organisation does not lend itself to overarching institutional structures for feedback. However, among staff and member organisations there is openness in communication which is informal but works effectively for the organisation to facilitate both positive and negative feedback.

CARDI has not always taken external environment changes into account well nor has it provided adequate incentives for a learning culture. The human resources policy is still not well implemented and internal communication is not as open as it should be. Feedback from stakeholders is taken into account in daily processes and reflects the renewed mandate. The M&E process has not really contributed to improving project delivery and is an area for joint investment in the future.

“RTN staff take part in the planning and execution of projects from operational to strategic level.”

EAFF scored high in both external and internal environment domains (19/20). EAFF ensures it remains closely linked to external actors by providing e-Learning opportunities to its staff through short courses, and sharing of information via social media, emails and the website. EAFF sponsors and accommodates staff time spent on training in ICTs, including Web 2.0. M&E received the lowest rating as M&E is only conducted at project level; EAFF needs to develop an institutional M&E framework.

FANRPAN scored the lowest out of the 5Cs in this area (4/5). However, FANRPAN has consistently shown that it was able to adapt to a changing environment and renew its strategic orientation and operations. FANRPAN takes external environment changes into account in its planning and operations. Its strategic plan, vision, mission statement and programme areas have been revised to respond to changes in the region. A culture of sharing information and lessons is encouraged within the secretariat and internal communication is open and transparent. FANRPAN has introduced an M&E component in all projects (with gender sensitive indicators). Feedback from stakeholders is taken into account in daily processes

IPACC has been salutary in its ability to analyse, access, and respond in a turbulent, complex and negative environment for indigenous peoples and their organisations. In terms of intervening, IPACC is also extremely strong in accessing entry points and leverage for effecting change, for gaining access, and for building allies. There is plenty of evidence of how learning has occurred, and informal mechanisms to enable this. There is an intention to set up a ‘Council of Elders’ to serve as the institutional memory and a source of wisdom for a constantly adapting organisation such as IPACC. However, a well designed M&E system is overdue.

KENFAP’s M&E of projects and presence of the federation’s staff in areas of implementation has allowed for regular information flow to the management which in turn has been used to make critical decisions that have resulted in the improving on areas of weaknesses for enhanced realisation of targets. Committees are formed to look into emerging issues and provide a report to aid in decision-making in a bid to make appropriate responses. However, baseline surveys are rarely done and M&E is currently project-based. It is necessary to have a progressive overview of the performance of the entire organisation in all areas in order to conduct the relevant intervention measures.

8.3 Capability to deliver

RTN learning is undertaken through reporting and joint review of activities implemented, and discussing weekly and monthly progress reports. Staff provide backward and forward communication between RTN leadership and beneficiaries. Internal learning is carried out through staff meetings and training of staff who become trainers to beneficiaries.

RUFORUM programmes are shaped by an analysis and understanding of the higher agricultural education and agricultural development landscape in which RUFORUM operates and are used to position RUFORUM for future growth. However the secretariat needs to systemise and institutionalise tracking of the external environment. Regular reflections and M&E are undertaken, and the implementation process improved/adjusted, based on the lessons from implementation experiences. The finalisation of the theory of change clarified a lot of processes at the secretariat, and refinement of outcomes and indicators at secretariat, university, network levels.

ANAFE has skilled staff who are recruited based on the competencies required. The infrastructure is adequate to deliver products and services. Staff appraisals are reviewed by the board as a quality assurance measure.

CaFAN - M&E is one of the weaker areas and M&E systems need to be enhanced. Currently, mechanisms are embryonic and at times informal. However, it is an often recognised weakness of all voluntary organisations and represents an area that CTA could provide greater assistance in addressing. This element was one of the lowest scoring of all the capabilities.

CARDI - the review results paralleled the perception in the wider Caribbean community that CARDI staff are competent for the job they need to do but the organization does not necessarily have adequate infrastructure. The type of projects that are undertaken fit in to the overall strategy and are consistent with the renewed mandate and the quality of the organisation's work is well assured.

EAFF scored high for the implementation of activities/projects, project/activity initiation or phasing out/termination, and quality assurance mechanisms. The high ratings are attributed to the fact that all project managers and officers are appointed or assigned according to capability, merit and specialisation and therefore have the technical competence, skills and confidence that assure effective delivery on assigned projects.

“CARDI staff are competent for the job they need to do but the organization does not necessarily have adequate infrastructure”

FANRPAN has implemented 65 projects and successfully closed 55; its projects and programmes often involve more than one country. The number of employees and scope of FANRPAN's activities have also increased while the number of funded activities and projects has grown, including several multi-year projects. Its research projects have had important policy relevance at multi-country and regional level and FANRPAN has adopted a more thematic programmatic view and is moving from project to programme mode. However, FANRPAN has identified the need to further focus on capacity development. Its vision for 2013 is to strengthen leadership development and innovation.

IPACC has a 3 year plan and competent staff with the required skills to perform their different functions. One tension that IPACC needs to face is whether it continues to expand, consolidate or contract to a core group of dedicated members. A second is whether the secretariat stays lean, innovative and robust with all the right people doing the right work, or whether it grows in response to member needs. The capacity of member organisations to do projects also varies from region to region and from organisation to organisation.

KENFAP - from the many projects implemented by the organisation, it can be surmised that the organisation has the ability to deliver products and services. However, despite the various efforts made in phasing out projects, there is a need to strengthen the structures and systems to a point of self-sustainability once the donors have stepped out. Staff need more capacity building in this area. Annual appraisals exist but quality assurance procedures were not documented.

RTN staff have skills and resources but not at a satisfactory level. All projects undertaken are in line with RTN strategic objectives, thus RTN produces results based on productivity and revenues generated by business delivery centers (telecenters).

RUFORUM staff have the requisite skills to perform their duties. The well-developed and constantly improving website, as well as a functional e-mail system, was noted to ease communication thereby enabling staff to access external knowledge and information sources. However, limited office space and absence of a wide area network to connect the various office buildings need to be addressed. Financial internal controls are in place; reporting guidelines and data collection tools/templates are also in place.

8.4 Capability to relate

ANAFE is visible and reputable among relevant networks and partners. It maintains relationships with relevant donors, partner organisations (co-implementers), and similar organisations. Communication channels and products (which include a newsletter, websites, posters, banners, policy briefs, books and scientific publications) ensure that ANAFE is visible and maintains a credible image.

CaFAN has become the leading farmers' organisation in the Caribbean and has become recognised at government level as the official voice for farmers in the region. Over the last 5 years, CaFAN has been able to develop a number of new strategic partnerships and has also broadened its stakeholders base to include other development partners like FAO and the EU. Additionally, people with a high profile, attracted to CaFAN's executive board have become champions and key spokespersons for the organisation. CAFAN scored highly in this area.

CARDI is involved in all relevant networks and these collaborations effectively strengthen its regional profile. The organisation has a strong reputation among its stakeholders and is seen in a positive light within the Caribbean.

EAFF is increasingly being recognised as a credible, strong and professional regional organisation for consultation in the region and is often invited to represent smallholder farmers in Eastern Africa at regional and continental forums. The high rating is also attributed to new initiatives by EAFF especially in building the knowledge management hub and contracting a media consultant. Consequently EAFF has gained more visibility through exposure in international, regional and local media.

FANRPAN staff felt that FANRPAN has operational credibility and political and social legitimacy, is aware of the importance of coalitions, and is able to maintain alliances and they rated themselves highest for this capability (20/20). Despite the high score, FANRPAN staff are continuously considering ways to improve the network's level of engagement and visibility, including at the 2013 annual staff planning workshop. There are still some capacity areas that could be strengthened further, e.g. engagement between the regional secretariat and the nodes, capacity of the nodes, partnerships (such as with regional economic community and the private sector), and implementation of the communication strategy.

“EAFF has gained more visibility through exposure in international, regional and local media”

IPACC is relatively secure and recognised as the primary African indigenous peoples’ network by members, donors, partners and UN agencies. IPACC has endeavoured to build good relationships with governments. IPACC has functional partnerships with a wide range of well-chosen organisations and is seen to be confident and effective in these partnerships. IPACC is able to bring people together and help people work together effectively. IPACC has built itself slowly, through building strong relationships with a wide range of donors, the majority of which have stayed with IPACC over many years.

KENFAP engages actively in affiliations, partnerships and collaborations that are mutually beneficial at local, regional and international level. The federation is visibly present in most parts of the country and the organisation has great credibility among stakeholders. Nonetheless, more capacity building is necessary to better equip the staff at district level to be at par in the formation of partnerships as their counterparts at headquarters in developing and sustaining partnerships.

RTN is a member of NetAfrica and Telecentre.org. Because RTN is part of the decision-making for both networks many relations are created, thus the number of partners is increasing. There is an increasing and potential number of diverse partnerships with public and private organisations. The government looks to empower and work with the private sector more than ever before. Policy influence comes through joint participation to develop ICT for community development stipulated in the national ICT policy.

RUFORUM is engaging in relevant networks and partnerships which add value to the network objectives and members; it has worked with seven different categories of organisations, and collaborated with over 50 individual organisations. FARA recognises RUFORUM as a key partner for implementation of CAADP Pillar 4, and COMESA gave RUFORUM a mandate to oversee graduate training and networks of specialisation. RUFORUM has a strong visibility, reputation, and image supported by its website, newsletter and side events at conferences.

8.5 Capability to achieve coherence

ANAFE has good comprehension of the vision, mission and strategy of the network. There is diversity in the staff and board to reflect the geographical distribution of the network, as well as language and gender diversity. There is easy camaraderie and free communication amongst the staff and the executive secretary is accessible to all staff.

CaFAN - the current voluntary nature of the staff provides for some implicit weaknesses in the ability of CaFAN to align institutional processes with the organisational mandate and vision. However, it is noted that CaFAN, with the support of PROPEL, is set to roll out a multi-million project which would provide permanent programme, field staff and general institutional support. Additionally, the organisation has also recently developed a number of institutional protocols which should provide greater capacity for coherence.

CARDI (no information).

EAFF is proud of having a clear organisational hierarchy that is known to staff. The governance structure is further supplemented by the human resource policy that guides staff in their operations, communication and relations. The goal, vision, mission and strategic objectives are well documented in the EAFF strategic plan and are known to staff at all levels, thereby providing a road map. The content of the strategic plan is often referred to during staff appraisals. A conducive working environment and great team work is cited as the main contributor to the high rating in the people domain of the capability.

FANRPAN staff felt that management is supportive of staff operations and creates an enabling environment. Staff are aware of the vision and strategy of the organisation and this is also discussed annually at different forums with different stakeholders. FANRPAN has created organisational banners that reflect the values, vision and mission statements, which are also displayed on the website. The board is responsible for overall governance and policy direction. However, FANRPAN's capability to achieve coherence would be strengthened if it could ensure institutional stability and staff continuity, for which it needs to secure multi-year funding.

IPACC has a clear vision and mission and reformulates its strategy at the executive committee meetings, conferences, and workshops in a semi-formal way as formal planning is costly. However, working together on a strategic plan at least once in next 5 years would strengthen IPACC and deepen and widen ownership of a conscious strategy although it is expensive to ensure democratic, participatory and regular action from 135 member organisations in 22 countries. The secretariat has an appropriate diversity of people, languages and capability, to support the executive committee. IPACC members and secretariat staff share a common set of values that is clearly visible in their practice.

KENFAP has an elaborate management structure, supportive of staff, with clear roles specified at each level. The current strategic plan was responsible for implementing the management structure. The technical staff use the strategic plan document to design the year plan based on the federation's objectives, from which the annual appraisals are based. The strategy and vision of KENFAP is strong within the organisation.

RTN holds a general staff meeting once or twice a month. Information sharing, induction and mentoring is undertaken to ensure a shared vision among staff.

RUFORUM staff are well aware of the organisation's strategy (score 4). In 2012, RUFORUM produced branded notebooks which spell out its vision, mission and impact statement which staff distribute to stakeholders during events. The issues with the human resource policy and implementation are challenging and are in need of improving.



KEY FINDINGS FROM LOGICAL FRAMEWORK ANALYSIS

9

9.1 ANAFE

Activities / Outputs	<p>35 lecturers from TAEs received support to attend two ANAFE organised international symposia in 2003 and 2008; CTA also supported 2 secretariat staff to attend the 2010 International Association of Agricultural Information Specialists (IAALD) World Congress.</p> <p>CTA provided training for 3 ANAFE secretariat staff and approximately 135 lecturers from member institutions on M&E, proposal development, value chain analysis, web 2.0, ASTI and Joint Learning for Organisational Development.</p> <p>The Executive Secretary of ANAFE has been a member of the CTA Advisory Committee for Science and Technology since 2007. Other staff have contributed to CTA interventions e.g. ARDYIS project and Women and Youth in Science competition.</p>
Outcome at organization level	<p>Increased visibility and profile of ANAFE among other stakeholders engaged in agriculture and natural resources education, as well as policymakers, and extension organisers.</p> <p>Through interactions during events, ANAFE obtains information on the external environment including policy decisions, best practices, knowledge of relevant stakeholders work, as well as opportunities for partnership or funding.</p> <p>Increased knowledge and skills of secretariat staff and in some cases a change in practice e.g. M&E resulted in improved M&E of projects.</p>
Outcome at individual level	<p>Transforming land use education programmes into more integrative and effective approaches for solving real development problems. Lecturers attending the ANAFE symposia have contributed to and engaged in the dialogue that informed the production of curricula for agriculture, agroforestry and natural resource education.</p> <p>Conferences and training workshops have provided the critical space needed to foster relationships among institutions and between academia, research and extension organisations.</p>
Impact	<p>The support provided by CTA to ANAFE has contributed towards strengthening the capacity of the secretariat as well as the network member institutions. This is expected to result in a stronger and more sustainable network which is more effective at improving the quality, relevance and application of agricultural and natural resource education in Africa.</p>

9.2 CaFAN

Activities / Outputs	<p>Project management capacity building; improving the financial management and monitoring of CTA contracts; liaising with consultants and resource persons; liaising with CaFAN national focal points; managing the technical scheduling, documentation, communication and reporting functions of CTA contracts.</p> <p>A workshop on youth in agriculture; upgrading and dissemination of CaFAN stakeholder directory; campaign to mobilise new members and establish national focal points;</p> <p>survey on CaFAN members' needs; CaFAN participation in regional agricultural exhibitions.</p> <p>Production/dissemination of CaFAN newsletter; web-based communication; production and dissemination of factsheets; update and dissemination of CaFAN brochure.</p>
Outcome at organization level	<p>Specific outcomes include increased ability to deliver projects and reports, enhanced ability to leverage resources and partnerships, and better management of organisational expansion and implementation of innovation.</p> <p>The visibility of CaFAN was enhanced; strengthened membership base through increased stakeholder involvement.</p>
Outcome at individual level	<p>Increase in youth participation in sector in organisational structures within the farming sector has grown by 50% as a direct result of CaFAN interventions.</p> <p>Improvement in the production, quality and price of farm produce to the benefit of the wider society.</p> <p>Strengthening of farmers' capacity to take advantage of market opportunities and improved farm practices.</p>
Impact	<p>CTA support has directly helped the organisation to grow institutionally, increase its visibility and networking, and expand and strengthen its membership base.</p>

9.3 CARDI

Activities / Outputs

Implement e-consultation with wider stakeholder groups to obtain and synthesise key policy messages related to policy perspectives for the conservation, sharing and utilisation of Caribbean crop biodiversity under climate variability and change.

Study conducted on “Establishment and Development of a Regional Farmers and NGO Network in the Caribbean” which led to survey report, expressions of interest for development of network.

Findings of spice case study presented at a one-day workshop which led to case study report and analyses, recommended next steps.

Outputs according to theme:

ICM: software, methodologies and management protocols.

Agricultural Science, Technology and Innovation: studies, industry maps, and policy recommendations

Climate change: practical mitigation and adaptation models to policy guidelines and suggested best practice.

Networking: Group formation protocols, necessary preconditions for group/network success.

Research methodology: Documented methodologies for determining research needs, research prioritisation and research utility.

Briefing meeting: Financial and technical instruments.

Web 2.0: Software manipulation

Media: Podcasts, press stories, video and radio offerings.

Outcome at organization level	<p>CARDI recognised as having science-based positions on climate resilient agriculture. Seen as an engaging organisation willing to learn from the experiences of others.</p> <p>CARDI provides nurturing secretariat support for proposed network.</p> <p>CARDI led the recovery effort for the spice industry in Grenada (post hurricane Ivan).</p> <p>Reciprocal feedback mechanisms put in place such that CARDI steers policy and can proactively design the requisite programmes and projects.</p> <p>CARDI has gained in-house expertise to communicate with its various publics using internet-based systems. Enhanced capacity to interact with younger stakeholders.</p> <p>CARDI managers, researchers and technicians have been provided with specific research communication and outreach methods and tools in addition to being equipped to use mass media for communicating with stakeholders.</p> <p>CARDI staff can link the MTP to more meaningful research and output, use a common instrument for identifying research issues and the adoption of methodologies to deliver output, and report research results in a standard format. A core group can train regional scientists in the use of the methodology.</p>
Outcome at individual level	<p>Enhanced understanding and consensus among stakeholders on key policy issues regarding plant genetic resources (PGR) for agriculture in the context of climate change. Farmers linked to rolled out projects are more capable of managing PGR in selected root crops.</p> <p>Collaboration between scientists, farmers and other stakeholders strengthened through greater understanding of the ASTI system. Ten Scientists have the skills to analyse the ASTI system.</p> <p>Climate change case studies provided on-farm prescriptions to effect mitigation and adaptation measures.</p> <p>Closer collaboration between scientists in three nations leading to the implementing of climate resilient protocols in a fourth country .</p> <p>Several entities base their buying and selling behaviour in new markets on CARDI research results.</p>

Impact

The climate change activities are all linked to knowledge systems that have led to verifiable changes in policy direction, on-farm operations and philosophical perspective.

Significant information flows, some knowledge transfer.

Vibrant network filling the void which predicated its formation.

Web 2.0 Providing new channels to farmers and researchers for information.

Media: Heightened sensitivity to a range of issues impacting the agricultural sector and national development in light of climate change.



9.4 EAFF

Activities / Outputs	<p>Managing communication for advocacy by smallholder farmers' organisations in Eastern Africa.</p> <p>Development of EAFF website, including training of EAFF staff on Web 2.0, development of social media tools and e-learning.</p> <p>Climate change and bio-energy conferences, which enabled EAFF to produce policy position papers on climate change and bio-energy.</p> <p>Design and implementation of a coherent and harmonised communication framework and plan for advocacy purposes.</p>
Outcome at organization level	<p>Design and implementation of a coherent and harmonised communication framework and plan for advocacy purposes.</p> <p>The development of policy positions, proposals and messages.</p> <p>Effective communication on climate change and bio-energy.</p> <p>Improved EAFF's capacity.</p> <p>Development of media strategy, EAFF website and use of social media leading to increased visibility for EAFF and its members.</p>
Outcome at individual level	<p>Increased and visible debate on climate change and bio-energy issues due to the improved understanding brought about by the conferences.</p>
Impact	<p>Better interaction with wider policy environment. Strengthened networking among various actors and improved knowledge sharing.</p> <p>Increased visibility for EAFF and its members.</p> <p>Increased and visible debate on climate change and bio-energy issues.</p> <p>Unexpected impacts:</p> <p>Adoption of a CTA financial management system, improved proposal writing skills, improved project management and reporting as well as improved human resource capacity through involvement in CTA re-organisation and conference planning meetings.</p>

9.5 FANRPAN

Activities / Outputs	<p>CTA and other partners have supported the hosting of 10 policy dialogues in Southern and Eastern Africa.</p> <p>Prepared and disseminated 23 policy briefs and 35 newsletters to policymakers and FANR stakeholders; six training workshops for 80 African journalists; prepared and disseminated information on agricultural issues of regional strategic importance through print, radio, tv and digital and social media; updated and maintained website; updated stakeholder directory;</p> <p>conducted case studies on contribution of agriculture to economic growth and policy reduction in Malawi and Mozambique; conducted case studies of youth engagement in agriculture in six African countries.</p> <p>Revision of FANRPAN strategic and operation orientation;</p> <p>strengthen FANRPAN information and communication capacity at regional and national levels; improved FANRPAN's ability to mobilise resources and interaction with potential funding sources.</p>
Outcome at organization level	<p>Raised profile, increased visibility and increased awareness of its activities among a wider audience.</p> <p>Improved capacity to transform policy analyses and recommendations into communication and advocacy products that contribute to national and regional policy discussions.</p> <p>Contributed towards building capacity and skills of youth in conducting research.</p> <p>Increased the network's understanding of the engagement of youth in agricultural value chains.</p> <p>Media training and outreach enabled FANRPAN to draw on a group of journalists that understand and are able to report on FANR issues.</p>
Outcome at individual level	<p>On average regional policy dialogues have been attended by more than 200 participants since 2009 and more than 30 countries were represented. The largest representation was from NGOs and CSOs, followed by governments, research and academic institutions, and the private sector (agri-business).</p> <p>Improved access to FANR material.</p> <p>Improved reporting of journalists on FANR issues.</p>

Impact

Information generated by African policy network is now available to a wider audience with the potential to shape perceptions and contribute to policy discussions.

The website has become a reference point on regional FANR, climate change and youth matters.

The inclusive nature of policy dialogues brings a wide-range of stakeholders together on an equal footing to consider key regional issues.

Improved access to details about FANR stakeholders improves networking and knowledge sharing.



9.6 IPACC

Activities / Outputs	<p>Regional conference on participatory mapping and environmental advocacy, in Namibia;</p> <ul style="list-style-type: none"> • regional adaptation and meteorology workshop, in Chad; support for advocacy and side events at UNFCC COP15 (Copenhagen), COP17 (Durban) and COP18 (Doha). <p>Participatory 3D mapping in Kenya, Gabon and Chad.</p> <p>ICT/Web 2.0 training related to climate advocacy.</p> <p>Support to develop IPACC pan-Africa climate and environment plan.</p> <p>IPACC Secretariat has hosted the IUCN TILCEPA (Theme on Indigenous Peoples, Local Communities, Equity & Protected Areas) secretariat with the IPACC director of secretariat serving two mandates as the co-chair of this international advisory body.</p>
Outcome at organization level	<p>IPACC has moved into the domains of climate advocacy, environmental policy and natural resource tenure advocacy.</p> <p>Greater profile politically and also on the ground with members as a result of participatory mapping.</p> <p>The use of new media/ICTs for networking and rural advocacy.</p> <p>IPACC has a growing range of competent partners in human rights and climate/environmental advocacy including international NGOs, church-based partners, UN agencies and training/internship partners.</p> <p>Bringing indigenous knowledge into the climate change and environmental rights terrain and debates.</p>

Outcome at individual level

Through IPACC, members have access to international spaces, key people, recourse mechanisms, training and internships with other organisations, and sustained contact with other indigenous peoples' groups.

Opportunities for indigenous peoples to meet other indigenous peoples across the world to build a shared identity in the face of their marginalisation.

Members have developed skills, particularly in relation to engagement, negotiation, and building relationships.

Indigenous peoples' organisations have developed a far higher profile over the past few years and acquired a certain status in debates across Africa.

Members and leaders served in the last three years as experts on the UN Permanent Forum on Indigenous Issues (UNPFII), on EMRIP and on the UNEP Major Groups body.

Impact

IPACC has influenced a "very large" society with the signing of the UN Declaration on the Rights of Indigenous Peoples (UNDRIP) in 2007. With the signing of the UN Declaration, international norms, standards and instruments are largely in place to ensure the Declaration holds.

The rise of an indigenous peoples' movement, applauded by many and reviled by others, has been a major restructuring of African civil society.

IPACC and its members are recognised by African states as the representative body of indigenous peoples in Africa.

The participatory 3D mapping work in Gabon lead to PIDP-Kivu in the DRC to conduct a series of participatory mapping projects in areas around protected areas in the lower altitude areas of Kahuzi-Biega National Park.

IPACC's status led IUCN to award IPACC two coveted slots at its World Conservation Congress in 2012 and an advisory role for the influential World Parks Congress in 2014.

9.7 KENAFF

Activities / Outputs	<p>Training of farmers in 20 field schools; training for commodity associations; staff training courses on ICT and communication.</p> <p>Development of an effective ICM system and structure – 10 RICs fully equipped; information communication through radio and TV programmes; use of mobile phone SMS services in information delivery.</p> <p>Organisational brochure, monthly newsletter, stickers, posters, fliers and other promotional material for members .</p> <p>Linking farmers to the internet in “Linking local learners”.</p> <p>Collecting information on current innovations and storing on KENFAP database and publishing on website.</p>
Outcome at organization level	<p>KENFAP staff members have improved their skills, are considerably more computer literate and are able to offer better services to members; through the proposal writing trainings, members of staff have increased their fundraising capacities. KENFAP staff and members have been able to gain from sharing experiences with other farmers from all over E Africa.</p> <p>Visibility and credibility of KENFAP has improved; KENFAP is consulted at high levels on agricultural issues and is engaging with more and bigger partners and chairing various forums such as the Agricultural Committee of Kenya Private Sector Alliance, Kenya Climate Change Working Groups, among others.</p> <p>Increased membership and wider geographical coverage.</p> <p>KENFAP’s advocacy mandate has been expanded and its voice in lobby and advocacy legitimised.</p>
Outcome at individual level	<p>Improved communication between farmers and other stakeholders.</p> <p>Members have benefited from ease of access to timely, relevant and credible information.</p>
Impact	<p>A nationwide information infrastructure has been set up which has significantly impacted on the needs of farmers.</p> <p>KENFAP now attracting more, longer-term and closer partnerships with major donors.</p> <p>KENFAP built the capacity of farmers’ organisation in the region on ICT through knowledge management acquired from the CTA partnership.</p>

9.8 RTN

Activities / Outputs	<p>Participation in telecentre sustainability workshop, in Lusaka; participation in the India Study tour: Africa-India Dialogue on ICT, 2010; organising workshop for telecentre managers in Rwanda.</p> <p>Conducting a telecentre baseline study in Rwanda; establishing the RTN web presence; Web 2.0 learning opportunity in Rwanda.</p> <p>Facilitation of CTA delegation visits to Rwanda.</p>
Outcome at organization level	<p>Increased sustainability of RTN and its members. RTN has evolved and transformed into a strong organisation locally, with a management structure, staff, telecenters and partners/stakeholders.</p> <p>Study tour to India has enabled RTN to replicate the India telecentre model in Rwanda (case of 1,000 telecenters). RTN has also forged strong partnership with the government through RDB who own most of the public telecentres.</p> <p>Increased RTN membership. Easy contact and collaboration with members. Improved image of RTN amongst stakeholders.</p> <p>The adoption and use of Web 2.0 skills among RTN staff. Web 2.0 training becomes an income generating activity for RTN.</p> <p>Improved networking and knowledge exchange among telecentre operators.</p>
Outcome at individual level	<p>Increased awareness of RTN in Rwanda. Increased RTN visibility among rural ICT entrepreneurs as well as international level. Improved image of RTN among stakeholders.</p> <p>Beneficiaries have access to training and business support services.</p>
Impact	<p>Improved understanding and appreciation of telecentres in Rwanda and their operation mode.</p> <p>Increased employment in rural areas.</p> <p>Improvement of online information exchange on ICT4D in Rwanda.</p> <p>Increased knowledge and use of Web 2.0 technologies in Rwanda.</p> <p>PPP model has been forged between RTN, CTA and MINAGRI on ICT promotion for rural farmers.</p> <p>Improved information sharing among institutions and practitioners in ICT4D.</p>

9.9 RUFORUM

Activities / Outputs	<p>153 staff and student participation in at least seven international conferences; creation of awareness and advocacy for higher agricultural education through organising of workshops and conferences such as CHEA.</p> <p>Skills enhancement training courses for over 200 graduate students, and research scientists (including on IKM4D, SDM, proposal and scientific writing, Web 2.0, M&E smart toolkit, ASTI etc).</p> <p>Co support with the African-wide women and young professionals in science competitions; at least four projects were implemented with CTA as associate partner.</p> <p>Provided support to RUFORUM universities for specific resource mobilisation; facilitated establishment of links between RUFORUM member universities with other organisations, projects and networks in the ACP region.</p>
Outcome at organization level	<p>Improved visibility & influence of RUFORUM as a key reference platform for HAE; participants in jointly organised conferences, side events & training events; Increased capacity of individuals.</p> <p>Increased competitiveness of the network: more grants won under ACP-EU EDULINK, ACP-S&T, and ACP-EU intra academic mobility.</p> <p>Increased opportunities for collaboration between RUFORUM network and other actors in the ACP region; Enhanced reach of RUFORUM: e.g. with ANAFE to West Africa; supporting formation of network (Pacific Islands Universities Research Network - PIURN).</p> <p>Enhancing quality of the regional graduate training programmes: e.g. partnership with Agrinatura; allowing RUFORUM member universities to draw in best practices e.g. Earth University.</p>

Outcome at individual level

Improved knowledge and skills for staff and students.

Creation of enabling environment for quality training and research (improvements in policies, procedures, infrastructure and logistical support).

Heightened awareness of quality assurance and leadership & management issues in universities.

72 university & 57 students staff won research grants.

Increased engagement with value chain actors.

Impact

Catalysed change in university policy on curriculum development.

Improved focus on TAE in the ACP region.

An increase in the awareness of policymakers of the need to support TAE in Africa.





RECOMMENDATIONS FOR FUTURE CTA SUPPORT/ ENGAGEMENT

10

“CTA should recognise the enhancement of its brand in the region and consolidate relations with CARDI...”

ANAFE: CTA support has greatly contributed to the capability of the ANAFE secretariat and member institutions to relate, as well as to deliver services. This support has been activity based, which occurs when a CTA event is found to coincide with the needs of the organisation. The main recommendation is that **CTA support is made known publicly on a regular basis**; ANAFE will then be better placed **to predict and plan for joint activities with CTA**.

CaFAN: CTA should continue to support CaFAN's capacity building and information dissemination activities. CaFAN should seek to further institutionalise the reporting functions of national focal points and **CTA should consider supporting further institutional building for the organisation**. Greater institutional capacity needs to be built in M&E.

CARDI: The areas of 'learning' and 'cohering' are prime candidates for CARDI-CTA investment in the future. The logical framework should be modified based on cultural context, and design of projects/activities should be outcome oriented and sustainable. Weak areas in the 5Cs assessment should be investigated with an aim to improve, whilst strong areas should be reviewed and not taken for granted. The work in the areas of Web 2.0, climate change and media engagement display positive results and further study of these areas would be beneficial. Research results should be promoted to multiple audiences. **CTA should recognise the enhancement of its brand in the region and consolidate relations with CARDI** given the positive return on investment of CTA funds.

EAFF: Observed shortcomings of CTA projects included short and uncertain durations, long lags in disbursement of approved funds and over-emphasis on tangible products that constrained proposals intended to tackle policy issues due to the elusive nature of policy influencing. Recommendations include **continued support in documentation and formulation of M&E** at the institution level, and establishment of baseline studies and to consider supporting human resource capacity building.

FANRPAN: CTA's funding was largely provided on an annual basis or for relatively short periods, which made the funding less predictable and limited FANRPAN's ability to plan activities for significant periods of time. Disbursing lump-sum funding that could be used for longer periods and/or agreeing on a number of activities that CTA would be able to support over a medium-term period would make it easier for FANRPAN to plan its activities. CTA support largely did not provide for staff input, but **funding for a dedicated staff member working on CTA-funded projects** may be more cost effective, and **could improve project delivery and strengthen the capacity of the regional secretariat**. FANRPAN was also overburdened by extensive reporting requirements.

IPACC: CTA projects and support have led to greater profile politically and also on the ground with members as a result of participatory mapping, its traditional knowledge strategy on climate and environmental advocacy, and the use of new media/ICTs for networking and rural advocacy. However, IPACC needs more **resources to develop traditional knowledge climate adaptation guidelines and engage more with Africa Group negotiators prior to COPs**. IPACC also needs stronger technical partnerships with others doing community-based adaptation and pastoralist advocacy and rights work in Africa.

KENFAP: With CTA support, the organisation has become more visible, more vibrant and grown to include more partnerships, which have resulted in more funding. Communication within the organisation and with the outside world has greatly improved, easing sharing of information and enhancing service delivery. Members have benefited from ease of access to timely, relevant and credible information. Other stakeholders are able to communicate with farmers with ease through blogs, resource websites and email.
No specific recommendations given.

RTN: CTA support has led to a number of key results including attending workshops and conferences to exchange information and share experiences with other telecentre practitioners; RTN institutional structures and capacity has been strengthened. RTN has increased its capacity to negotiate, and as a result achieved the rights to host the NetAfrica project, participate in NICI III planning, and implement the community development cluster, amongst other activities. However, CTA support did not have a clearly defined scope and a M&E plan. It is recommended to **incorporate monitoring plans in future projects**. RTN should seek more partnerships going forward so as to strengthen the telecenter movement campaign in Rwanda and enable RTN to implement the 1,000 telecenters plan; there is a need to secure more partnerships and push for implementation as soon as possible.

APPENDICES

11

11.1 List of Participants in the CclPA impact study

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- 22 Mr. Harsha Liyanage *eNovation, UK*
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- 27 Ms. Shantal Munro *Consultant (CARDI)*
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- 30 Ms. Karen Lock *Consultant (FANRPAN)*
- 31 Ms. Davine Thaw *Consultant (IPACC)*
- 32 Mr. Daniel Gachichi *Consultant (KENAFF)*
- 33 Mr. Moses Twesigye *Consultant (RTN)*
- 34 Mr. Godfrey Kabobyo *Consultant (RUFORUM)*

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Notes

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The Technical Centre for Agricultural and Rural Cooperation (CTA) is a joint international institution of the African, Caribbean and Pacific (ACP) Group of States and the European Union (EU). Its mission is to advance food and nutritional security, increase prosperity and encourage sound natural resource management in ACP countries. It provides access to information and knowledge, facilitates policy dialogue and strengthens the capacity of agricultural and rural development institutions and communities.

CTA operates under the framework of the Cotonou Agreement and is funded by the EU.

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