

JOINT IMPACT ASSESSMENT OF CTA'S SUPPORT TO IPACC



(2003-2013)

Davine Thaw and Nigel Crawhall

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 IPACC

The Indigenous Peoples of Africa Co-ordinating Committee (IPACC) is a network of 135 indigenous peoples' organizations in 23 African countries. It is a membership organization. Any legitimate organization composed of African indigenous peoples is welcome to apply for membership. Other associations working in development, human or indigenous rights may apply for associate (non-voting) membership. Members elect an Executive Committee representing six geographic and cultural regions in Africa including a special regional representative of indigenous women. IPACC is accredited with the UN Economic and Social Council, the UN Environment Programme, the Global Environment Facility, UNESCO and the African Commission on Human and Peoples' Rights. IPACC's main goals include: Promote recognition of and respect for indigenous peoples in Africa; Promote participation of indigenous African peoples in United Nations' events and other international forums; Strengthen leadership and organizational capacity of indigenous civil society in Africa in particular strengthening sub- regional networks of indigenous peoples.

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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IPACC and I would like to acknowledge CTA for their generosity – both over the past seven years, which included significant technical, moral and financial support, and for including IPACC in this evaluation process. There is no doubt that the added value of the partnership with CTA is substantial. It is evident in numerous ways, as we hope will be demonstrated in this report.

I would like to thank IPACC for inviting me to be their 'external consultant' to this CTA process. It has been an interesting, sometimes rocky road, and I have learnt a great deal on the journey. I would specifically like to thank Nigel Crawhall for his endless patience and cheer as the goalposts shifted and we needed to meet time and again to redefine and clarify our various tasks on the way. I also want to thank the IPACC secretariat for always being available to me and for helping me to set up interviews with people far and wide. I also deeply acknowledge the time that the interviewees have given me in Cape Town, on Skype and on the telephone, to help me find the argument and the evidence for the impact of CTA/IPACC collaboration. But, mostly, I want to celebrate the ability of so many indigenous people who have kicked their way out of marginalisation, found courage in collaboration, and moved past their fears to work with huge complex international systems established to support their interests and to confront their national governments with facts and real options.

Thank you to Tarikua Woldetsadick and Ibrahim Khadar for the orientation visit to Wageningen and their patience with us as late-comers to the collaboration, and last but not least, appreciation of Giacomo Rambaldi, Senior Programme Coordinator at CTA who shared his passion and wisdom with IPACC and time with me to share his story.

Acronyms

ABN	African Biodiversity Network	ExCo	IPACC Executive Committee
ACHPR / AC	African Commission on Human and Peoples' Rights	FCPF	World Bank Forest Carbon Partnership Fund
ACP	Africa, Caribbean and Pacific	GEF	Global Environmental Fund
AFPAT	Association des Femmes Peules Autochtones du Tchad	GITPA	Groupe de Travail sur les Peuples Autochtones
AFSA	African Food Sovereignty Alliance	GIZ	German International Development Agency
AU	African Union	HRCo	UN Human Rights Council
CBD	UN Convention on Biological Diversity	ICT	Information Communication Technologies
CBOs	Community-based organisations	IK	Indigenous Knowledge
CBOs	Community-based organisations	ILO	International Labour Organisation / Office
CC	Climate Change	IP	Indigenous Peoples
CCBA	Climate, Community and Biodiversity Alliance	IPACC	Indigenous Peoples of Africa Coordinating Committee
CcIPA	Capacity-centred Impact Pathway Analysis	IPO	Indigenous Peoples' Organisation
CI	Conservation International	IUCN	International Union for the Conservation of Nature
CNAR	National Centre for Support to Research	IWGIA	International Work Group for Indigenous Affairs
COP	Community of Parties	IWGIA	International Work Group for Indigenous Affairs
CSOs	Civil Society Organisations	LDCs	Least Developed Countries
CTA	Technical Centre for Agriculture & Rural Development	MOs	Member Organisations
DOCIP	Documentation Centre for Indigenous Peoples	NAP	National Action Plan
DRC	Democratic Republic of Congo	NAPA	National Adaptation Programme of Action
EIDHR	European Instrument for Democracy and Human Rights	NCA	Norwegian Church Aid
EMRIP	Expert Mechanism on the Rights of Indigenous People	NGOs	Non-government Organisations
EU/ACP	European Union, Africa, Caribbean and Pacific	NWP	Nairobi Work Programme
		OD	Organisational development

OHCHR	UN Office of the High Commissioner for Human Rights	UNDRIP	UN 2007 Declaration on the Rights of Indigenous Peoples
OSISA	Open Society Initiative of Southern Africa	UNEP	United Nations Environment Programme
P3DM	Participatory 3 Dimensional Modelling	UNESCO	United Nations Education, Science and Culture Organisation
PBO	Public Benefit Organisation	UNFCCC	United Nations Framework Convention for Climate Change
PIDP-Kivu	Programme d'Intégration et développement des Pygmées autochtones	UNPFII	UN Permanent Forum on Indigenous Peoples
POWPA	The Programme of Work on Protected Areas	UNREDD	United Nations Reducing Emissions from Deforestation and Forest Degradation
PRA	Participatory Rural Appraisal	UNWGIP	United Nations Working Group on Indigenous Populations
REDD+	Reducing Emissions from Deforestation and Forest Degradation	WCS	Wildlife Conservation Society
RRN	Congolese Natural Resources Network	WCS	Wildlife Conservation Society
SADC	Southern Africa Development Community	WHF	We Have Faith in climate justice now – SADC campaign on climate
SADC	Southern Africa Development Community	WIMSA	Working Group of Indigenous Minorities in Southern Africa
SAFCEI	Southern African Faith Communities Environment Institute	WMCC	World Meteorological Conference on Climatology
SASI	South African San Institute	WMO	World Meteorological Organisation
TILCEPA	Theme on Indigenous Peoples, Local Communities, Equity & Protected Areas	WWF	Worldwide Fund for Nature / World Wildlife Fund
UN ECOSOC	United Nations Economic and Social Council		
UNCBD	UN Convention on Biological Diversity		
UNCCD	United Nations Convention on Combating Desertification		

Executive Summary

This report is the result of the joint impact study of CTA support to ACP partner organisations and networks led by the CTA in Wageningen, which details the impact of the relationship and collaboration between IPACC and CTA over 7 years beginning from 2007. It follows the early stages of this study, which included the Powerpoint and the quick scan and provides an in-depth look at, not a chosen aspect of the quick scan, but what IPACC learned while doing the quick scan.



“The relationship is not over. It is a collaboration that clearly brings great value to both parties and will hopefully continue into the future.”

This report aims to demonstrate that the collaboration between CTA and IPACC with a partnership since 2007 and valued at 297,354 Euros has enabled IPACC to develop a new strategy which enabled indigenous people (IPs) to engage far more effectively with their national governments. During the years that IPACC was supporting the mobilisation, organisation and access of IPs to the United Nations in order to navigate to get the convention UNDRIP signed, indigenous people did not enjoy great success in challenging their national governments around the recognition and rights of IPs.

With the set of interventions proposed by CTA and by IPACC itself and woven together in a particular way has led to significant wins at national level. This set of interventions included participatory methods on the ground, which led to extensive knowledge of IPs about their own environments and their own adaptation strategies which are shared with scientists and government officials at local level; recording, publishing and sharing these findings at international level; learning about climate change and the myriad of issues, mechanisms and spaces where climate adaptation and mitigation strategies were being debated; influencing the debate with their own indigenous knowledge and returning to engage with their national governments as knowledgeholders – no longer begging for recognition but adding value to needed strategies that effect everybody in their countries.

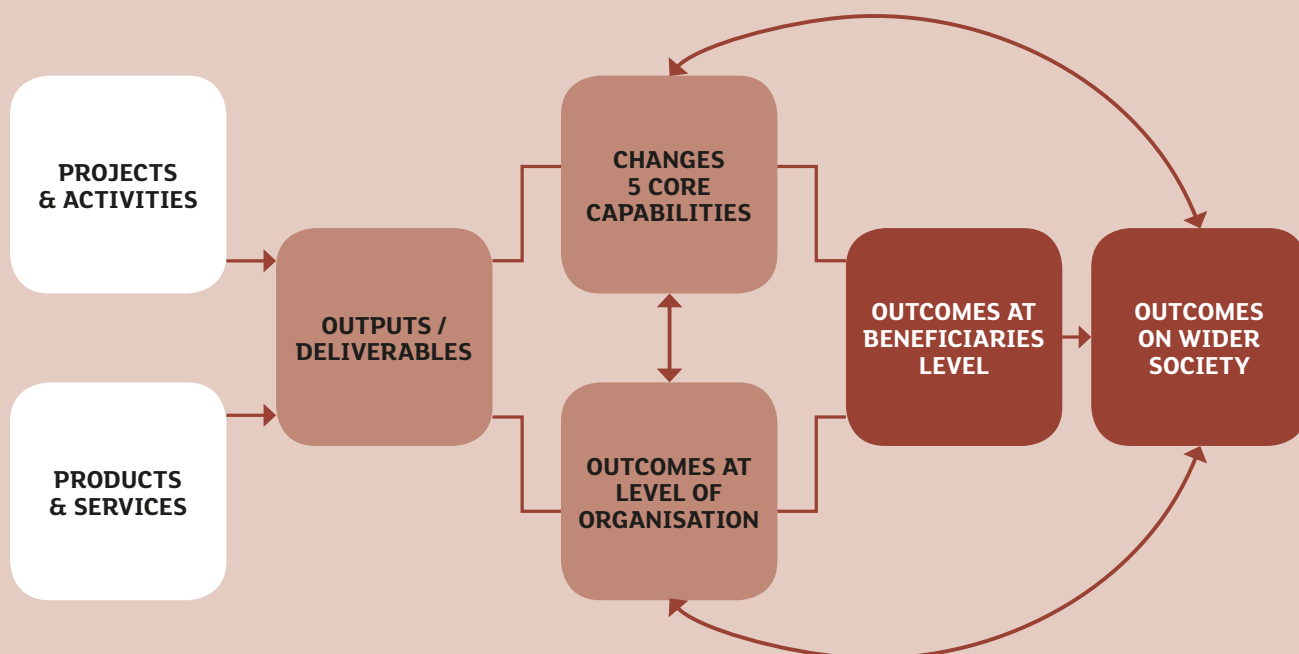
The case of Chad aims to demonstrate this argument in some detail.

The study attempts to use the logical framework and to show what the outputs of the CTA/IPACC relationship have been; what the outcomes for IPACC have been, what the effects (value) of this work has had with their members and leaders and what impact it has had on the ground and with national governments. The latter is particularly outlined through the Chad case.

The relationship is not over. It is a collaboration that clearly brings great value to both parties and will hopefully continue into the future.

PART A: JOINT IMPACT ASSESSMENT OF CTA'S SUPPORT TO IPACC

The Capacity-centred Impact Pathway Analysis Model







INTRODUCTION & BACKGROUND

1

Indigenous Peoples of Africa Coordinating Committee (IPACC) was founded by activists from African community-based organisations participating in the United Nations Working Group on Indigenous Populations (UNWGIP) in Geneva in 1996-1997. It is a regional African network of Indigenous Peoples' Organisations with the initial intention of promoting community-based participation in UN processes and to lobby governments to support the Declaration on the Rights of Indigenous People (UNDRIP)

Some seven years ago, IPACC began a valuable collaboration with CTA in Wageningen and they have become long-standing and practical development partners. CTA has consciously supported IPACC in its decisive shift from its UN-oriented focus to define the rights of indigenous peoples (IPs) toward a new strategy to influence the UN Framework Convention on Climate Change (UNFCCC) Conference of Parties (COP) processes and national governments to take cognisance of the role IPs can play in mitigation and adaptation strategies in relation to climate change. The activities that CTA have supported over the years are listed in Appendix 3.

IPACC joined the CTA Capacity-centred Impact Pathway Analysis (CcIPA)¹ assessment study somewhat later than other partners. IPACC was contacted in 2013 and a contract was proposed in April of 2013.

Initially, CTA deadlines could not be met and regrettably IPACC missed the Harare meeting in 2013. Consequently, we missed the opportunity of meeting all the other partners and hearing their stories as well as the overview prepared for and offered at this meeting. CTA kindly provided the opportunity for Davine Thaw (the external consultant) to come to Wageningen to obtain an orientation to the overall process.

¹ Please see Part 2 for a more detailed explanation of the CcIPA model and methodology.

“The quick scan used the five capabilities (5Cs) model, which is an element of the CcIPA, as well as the logical framework and results of the partnership were recorded”

Despite IPACC’s late joining the director of IPACC’s secretariat (the internal ‘consultant’), Nigel Crawhall and Thaw were able to put together the PowerPoint on IPACCC and, subsequently, the quick scan narrative report, which was submitted in October 2013. The quick scan used the five capabilities (5Cs) model, which is an element of the CcIPA, as well as the logical framework and results of the partnership were recorded. The next step was to prepare an inception note describing what areas of study might be appropriate for the in-depth study. The first proposal was not agreed to and consequently a second proposal was required, which also delayed the start-up time of the in-depth study.

Initially IPACC had been interested in exploring how leadership had developed through the collaboration with CTA, with the view to understanding how to strengthen efforts for leadership development within the network – a critical concern for any network. CTA thought this more of an Organisational Development (OD) project than an impact study so IPACC reconsidered. The process of coming to a decision took several months as the IPACC secretariat director was travelling almost continuously, most recently to COP19 in Warsaw (a CTA-supported activity), and the external consultant had commitments with a number of other client organisations. However, CTA and IPACC reached agreement in December 2013 on a field of study.



1.1 What does IPACC do?

IPACC sees indigenous peoples as those:

who maintain an ancient and distinct culture, a historical continuity with traditional lands and resources, and who are discriminated against, marginalised, dispossessed or displaced in their own countries and who consider themselves as such.

IPACC's mission is:

to create a support network across Africa to promote community-based participation in the UN processes, and to lobby governments to support the Declaration on the Rights of Indigenous Peoples (UNDRIP).

IPACC's objectives (in the constitution) are:

- To facilitate, coordinate and advocate the rights and interests of Indigenous Peoples of Africa however and wherever it shall be appropriate. This shall include but not be limited to contributing to the activities of the UN Working Group on Indigenous Populations; the UN Permanent Forum on Indigenous Issues and any other organisations formed under the auspices of the UN.

- To further the cultural, political, social and economic rights and interests of the Indigenous Peoples of Africa by advocacy, lobbying, networking, exchange of information, mutual support and whatever other means are appropriate.
- To generally further the capacity of member organisations (MOs), through interactive assistance and support and to enable them to achieve their individual objectives on behalf of the Indigenous Peoples of Africa.
- To facilitate and enable MOs by providing funding and other assistance to attend and contribute to the programme and activities of the UN.

IPACC defined three higher level outcome aims for the 2011-2013 period:

- 1** African states recognise IPACC as an important civil society constituency in the formulation of climate, biodiversity, desertification, gender and human rights policy
- 2** Global Indigenous caucus, global NGO conservation allies and African faith sector integrate IPACC members into leadership and/or partner positions for multilateral advocacy and lobbying in the UN and IUCN (International Union for the Conservation of Nature) systems
- 3** IPACC is recognised by the African Commission of Human and Peoples Rights (ACHPR) as a principal partner on implementation of the UN Declaration on the Rights of Indigenous Peoples (UNDRIP) in Africa.

In addition, the last work cycle has achieved the following outcomes:

- 1** IPACC is recognised as an influential indigenous peoples' network within environmental conservation organisations, including with the ICUN;
- 2** IPACC has emerged as an innovator in climate adaptation and mitigation policies, rights and safeguards by states and UN agencies;
- 3** IPACC leaders have held most of the senior representative positions for indigenous peoples at the United Nations, including chairing formal sessions of the UN Permanent Forum on Indigenous Peoples in 2013 and Chairing the UN Expert Mechanisms on the Rights of Indigenous Peoples in 2012. IPACC held the UN Environmental Programme's Major Groups seat for Indigenous Peoples from 2011 through to 2013, including during the key preparations for Rio+20.

“IPACC leaders have held most of the senior representative positions for indigenous peoples at the United Nations, including chairing formal sessions of the UN Permanent Forum on Indigenous Peoples in 2013 and Chairing the UN Expert Mechanisms on the Rights of Indigenous Peoples in 2012.”

1.2 IPACC organisational structure

IPACC is the strongest indigenous peoples' network in Africa. It has developed slowly and built a strong foundation and is consequently able to withstand the occasional onslaught of criticism and competition.

It currently has four leadership elements: the secretariat, the trust, the executive committee and the general assembly of all members. These have been described earlier in the introduction.

A quick assessment of these reveals the following:

The trust, with four strong members, is regarded as stable, reliable, deeply interested in IPACC, and dedicated. Everyone turns up to meetings, they are clear on their powers and they complete the audit on time.

The secretariat of four staff is seen as having excellent people working there, providing much of the direction, and is clear on its own authority. Typically everyone (members, donors, and ExCo) have very high expectations of the secretariat because of its high standards in the past. The director is seen as reliant, strong and dynamic, and he overworks. He is able to negotiate the complexities of international policy systems and identify the precise points and moments to intervene in the interests of IPACC's members. Consequently he is able to offer direction (which is always accepted), and to coach people, in practical ways, how to take up issues and intervene more strategically.

The operations manager is also seen as strong and as the glue holding IPACC together. She is experienced and down to earth, a good communicator and relater, and is willing to go the extra mile for the membership. The challenges for the secretariat are practical (they are short-staffed and over-worked), as well as more complex. For example, while everyone agrees IPACC needs a secretariat, this very position can block others claiming the authority they need to. Further, the shadow of a strong director has led to occasional conflict where some ExCo members feel that the secretariat makes decisions without them and that the secretariat and trust control the finances even though it is raised in the name of indigenous peoples.

This brings us to the executive committee. In the early days it experienced a number of conflicts and constraints. People were new to positions and unclear on their functions. Meetings were conducted in French and English and a range of policies had not yet been developed. Probably one of the greatest developments, organisationally, at IPACC is the ExCo. Well planned meetings, electronic elections, well developed agendas, and a lot of training for members over the years has resulted in a much stronger ExCo. Most French speakers have learnt English; the chair is regarded as strong, well informed and open. In April 2013, the current chair was unanimously elected to a second term by the ExCo. His chairing of the UN EMRIP 5th session (Expert Mechanism on the Rights of Indigenous Peoples) in July 2012 for five days was applauded.

“Anecdotally, leaders demonstrate that being part of the IPACC executive provides them with a higher international profile, more access to donor organisations and greater access to UN processes.”

Though most of the people who are elected to ExCo are distinguished as activists, it is also argued in some cases that there are members who need to exhibit more commitment and that they are ‘coming along for the ride’ – benefiting more from the status of the ExCo than contributing to the life of the network. They enjoy the travel and per diems, but do not follow through in project implementation and national advocacy. In terms of gender, women are well represented, a former president was one of the early women leaders and the current vice-president is a woman. There are many strong women in the membership. But as a member of the trust, an indigenous person himself, says *“Most Indigenous groups are deeply patriarchal and struggle to embrace the democratic process”*.

There are a number of tensions in all networks. One is between political authority of the membership and their voluntary ExCo, and the executive and administrative authority of an appointed and paid secretariat. IPACC is not alone in experiencing the complexities of this situation. Globally, international voluntary networks which make substantial demands of the members experience has tensions between volunteers and professional staff. This is the case where individual members have their own livelihoods outside the network. In IPACC, the constituency tends to be poor, unemployment is high, and voluntary service can be a major drain on the human resources of the contributors to the network. Members have come from organisations in their home areas and have interests in keeping them strong and finding resources for their organisations and they bring these issues into the network.

Challenges facing the leadership elements of IPACC could be summarised as follows:

Continuing to strengthen ExCo members to take up more responsibility and a larger workload rather than increasing the size of the secretariat. A next step is for ExCo members to sit together to discuss a job description or terms of reference for themselves, to agree on these and to agree on procedures for implementing and being accountable for these.

A second challenge relates to the success of the ExCo members in their own organisations back home. The IPACC Secretariat has no current capacity to find this out, and so cannot easily comment on the impact of participation in IPACC on members’ organisations². Anecdotally, leaders demonstrate that being part of the IPACC executive provides them with a higher international profile, more access to donor organisations and greater access to UN processes.

A third possibility being explored is the establishment of regional satellite offices – one in Nairobi for East Africa, and another in francophone Africa in West, Central or North Africa. This is still under discussion and dependent on procuring funds. IPACC is being cautious as this next layer of leadership will have both significant potential as well as complicate the leadership systems even further. South Africa has restrictive laws on the use of the national currency and does not permit most NGOs to hold foreign currency. The satellite idea would require substantial attention to governance, fiduciary capacity and appropriate donor contracting.

The environment and member organisation

The environment for African indigenous peoples and their organisations is not conducive to well-being or well-resourced civil organising. Firstly, there is significant political instability in many of the countries which are home to indigenous peoples on the continent (e.g. DR Congo, Libya and Mali in 2012-13). The impact of political instability on already marginalised people is seriously debilitating³. While significant gains at international level have been made for and by indigenous people the struggle continues to get these rights recognised at the national level. Getting indigenous peoples presence and distinctive identity recognised is low on most national agendas. While there has been positive impact in the Congo Republic, Namibia and Kenya for some indigenous peoples, the struggle continues in most other countries.

In terms of financing indigenous peoples' organisations and struggles, as one person put it, *there's lots of money for elephants, crocodiles and rhinos, but nothing close to this for indigenous peoples' work*. Consequently, indigenous peoples have little experience with raising and accounting for money. This varies from country to country, but is generally a challenge of capacity, skills and experience. When funding is procured there is not always an understanding of donor requirements by indigenous peoples' groups. This has created some tension with the secretariat as well. The secretariat is experiencing increasing complexity in donor reporting, which requires adherence to procedures by staff and members of the network.

2 Previous studies indicate that participation on the executive committee prompt a sense of solidarity, being part of a larger movement and provide useful access to international resources. See the previous formative assessment in 2007 and the Masters paper by Céline Smekens also in 2007.

3 IPACC formally requested EMRIP to make Peace & Security a study theme in 2013; a proposal which the State Parties seem unwilling to consider.



1.3 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.

IPACC's Timeline of Development

Since inception, IPACC has run missions, workshops, training and conferences and projects in Botswana, Burkina Faso, Burundi, Chad, Congo Republic, Gabon, Kenya, Kenya, Mali, Morocco, Namibia, Niger, Rwanda, South Africa, Tanzania, and Uganda.

Delegates have participated from the above countries and training has been provided to members from Ethiopia, Central African Republic, Cameroon, Algeria, Mauritania and the DR Congo.

Executive Committee meetings have been held in Botswana, Burkina Faso, Burundi, Germany, Ethiopia, Kenya, Mali, Morocco, Namibia, South Africa, Switzerland and Tanzania.

Timeline:

1994: African indigenous peoples' organisations attend UN Human Rights conference in Vienna Austria; leaders propose regional African coordination

“Since inception, IPACC has run missions, workshops, training and conferences and projects in Botswana, Burkina Faso, Burundi, Chad, Congo Republic, Gabon, Kenya, Kenya, Mali, Morocco, Namibia, Niger, Rwanda, South Africa, Tanzania, and Uganda.”

1997: IPACC adopts first constitution and elections during UNWGIP (United Nations Working Group on Indigenous Populations) in Geneva. Executive Committee (ExCo) meets for the first time in Cape Town, South Africa to design its operations;

1998: Secretariat opens in Cape Town, housed by SASI;

2002: New legal trust established for IPACC;

2003: IPACC organises preparatory meetings and participates in IUCN World Parks Congress V, in Durban, South Africa;

2004: IPACC meeting in Ouagadougou, Burkina-Faso agrees to end annual general meetings in Geneva; focus on African electronic elections and communications;

2005: Major meeting of ExCo, trust and secretariat in Cape Town to define powers, roles and responsibilities between different bodies in IPACC;

2006: CTA supports IPACC members in Kenya to conduct first Participatory 3D modelling in Africa;

2006: Projects, activities and financial growth. Major IPACC conference on indigenous rights in the Sahara-Sahel, held in Agadez, Niger;

2006-07: IPACC lobbies successful passage of UN Declaration on the Rights of Indigenous Peoples (UNDRIP)

2006-2008: IPACC runs a series of workshops and training on the formalisation of traditional knowledge of wild animal tracking in southern Africa. Negotiations with Namibian government to adopt standards. IRDNC and KA run certification course and set up tracking assessment project in Caprivi, Namibia;

2007: CTA supports IPACC's regional strategic planning in Bujumbura, Burundi on environmental sustainability, natural resource tenure and climate advocacy;

2007: IPACC sends its first regional delegation to UNFCCC COP 13, Bali, Indonesia, which leads to cooperation with World Bank on REDD+ training and safeguards for East & Central Africa;

2008: IPACC joins the IUCN as a member organisation, participates in World Conservation Congress in Barcelona and takes on the TILCEPA secretariat for IUCN for two consecutive mandates;

2009: IPACC adopts new strategy on human rights and gender advocacy at ExCo meeting in Bamako, Mali;

2010: Gabon P3DM conducted in Fougamou; first major IPACC project in the Congo Basin. Film produced and distributed;

2010: IPACC joins the 'We Have Faith' campaign for African-led climate justice advocacy, which leads to a greater role in UNFCCC and cooperation with SADC and East African Church Councils;

2011-12: Regional conference on traditional knowledge, science and adaptation in N'Djamena, Chad followed by first pastoralist Sahelian P3DM in Baïbokoum, Chad. Film produced.

2011: IPACC holds first official side event on traditional knowledge and adaptation at UNFCCC COP17, Durban, South Africa;

2012: Elections: six voting regions, including new representation for the Congo Basin. IPACC chair elected to chair UN EMRIP session;

2013: IPACC delegate to UNPFII Chairs PF session, first African chair in 13 year history.



THE QUICK SCAN

2

2.1 Design and Approach

In terms of the quick scan and this resulting narrative report, the process was as follows:

- Following a request from the director of IPACC to myself to partner IPACC in the CTA evaluation process, I briefly visited IPACC in Cape Town for an orientation as to what IPACC would want from my participation.
- Based on the 5 Core Capabilities and Logical Framework questionnaires⁴ supplied, both staff and ExCo membership were invited to respond to the questions outlined in this questionnaire.
- The results were sent to me and were analysed and, between the director of IPACC and myself, we completed the PowerPoint presentation which was sent to CTA prior to my visit to Wageningen in July.
- A second visit to Cape Town to interview all staff and trustees enabled me to get up-to-date with IPACC's work.

The time used for this initial quick scan process was not long. The intention was also to conserve funds for a more valuable in-depth study that would be of importance to IPACC in the future.

IPACC joined this process later than the other eight organisations invited to participate. Consequently I was unable to attend the Harare meeting in June 2013, as I was already committed to working with another client. CTA kindly offered to bring me to Wageningen for an overview and orientation of the CcIPA (Capacity-centred Impact Pathway Analysis) evaluation. I found this to be extremely valuable as it helped me understand more clearly the intentions and the process of the project. Consequently the IPACC process and reporting is some months behind the rest of the CTA group.

The methods used to implement this quick scan were undertaken to explore the impact of CTA funding on IPACC work both on the secretariat and the membership. It seems important that the quick scan should show firstly what benefits were derived from the CTA funding; secondly how these were translated into action and whether and how these benefited another layer of beneficiaries.

The methods used were:

- Scanning documentation: I was provided with a wide range of material by the IPACC secretariat to assist me in understanding the details of the organisation and its work.
- Using the 5 capabilities (5Cs) questionnaire: this was supplied to all trustees and staff prior to my involvement in this process. Copies of responses were sent to me for analysis.
- Face to face interviews: I had the opportunity to interview the four staff and the four trustees as a way of deepening my understanding of the cursory quality of the questionnaire responses. The interviews lasted anything from 1-2 hours and would often raise the need for additional information which was readily supplied.
- A brief questionnaire to ExCo members asking for their view on the value of various events and activities supported by CTA. Four responded.

⁴ Guidelines on the Implementation of the Capacity-centred Impact Pathway Analysis 2013, Prepared by Dr Ibrahim Khadar, LME Manager, CTA, Dr Jan Brouwers, CDI, Mrs Eunike Spierings, ECDPM and Ms Tarikua Woldetsadick, LME, CTA (see full list in Annex 1)

“The methods for the research needed to take into account that, in the African context, indigenous peoples live largely in remote areas and far apart.”

The purpose

The in-depth study, according to the CTA guidelines and questionnaires⁵, is to provide an in-depth analysis of an aspect that emerged from the quick scan, which should get beyond the story and provide more detail and analysis. The CcIPA model works with three inter-related elements; deliverables (outputs of the partnership), changes in the capabilities of the partner organisation, and thirdly, the effects (which could be outcomes or impact) on the partner organisation’s beneficiaries. The institutional analysis (using the 5Cs), which was covered in the quick scan describes the ways in which IPACC has developed as an institution as a consequence of the collaboration. This is not repeated here, although these have obviously contributed to the outcomes described in this report.

Partner organisations were asked to identify possible areas of study (identified in the quick scan) which would be worthy of more in-depth analysis. This was not the case with IPACC, which was not about identifying something that came out of the quick scan content. Rather, it was by undertaking the quick scan that made IPACC realise that a new strategy was emerging (not yet conscious but slowly becoming so) and IPACC was interested in getting more evidence that this was, in fact, a worthy strategy, that it was working and that it might guide the next five to 10 years of their activities.

Consequently, IPACC proposed this somewhat more complex study which attempts to show how the relationship resulted in various important outcomes, but also whether and how this emerging strategy was working.

IPACC argued that it was definitely through the relationship with CTA that this strategy was emerging. The process was not reflected in a typical inception note. However it worked clearly with the logical framework, which argues that if an organisation delivers x and it is of use then the user of the deliverable would be able to use it and enable a new level of change for themselves in their or others’ interests. This effect could be experienced by a direct or indirect beneficiary, which is referred to as an outcome or impact in this model. Although this study was somewhat different from others, CTA agreed to the proposal.

In essence, this study examines how the CTA collaboration on P3D Modelling and working with a number of his ideas and suggestions, enabled IPACC to develop a far clearer strategy to strengthen IP’s influence in the environmental and climate change debates and policies at local, national and international levels. It is the influencing at national level that is of the most import to IPACC and the study aims to show that this relationship between IPACC and CTA enabled a strategy to do this far more effectively than ever before.

Process and method

As a basis for the study, Thaw developed a simple framework that aimed to capture the set of relationships and steps that described IPACC’s early strategy and then the elements and process that it is argued led to this new strategy⁶.

The methods for the research needed to take into account that, in the African context, indigenous peoples live largely in remote areas and far apart. Opportunities to meet occur at IPACC meetings or at learning, multilateral or exchange gatherings.

So, too, for any review or research work such as this in-depth study. Fieldwork would be costly and difficult and fairly impossible within the shrinking deadline. Consequently, the opportunity to meet some informants in Cape Town during a GIZ (German Development Agency) training and the Un Convention on Biological Diversity (CBD) meeting hosted by IPACC was a cost effective way of getting to see people. In addition, Thaw interviewed a member in Cameroon while on a different assignment and conducted lengthy Skype meetings with the other interviewees. No direct field-based research was undertaken.

The primary method for the study was a series of in-depth interviews (anything from two to five hours) with nine key informants, who were able to tell their story and detail the effects of their engagement in a number of the CTA/ IPACC collaboration activities, how they had used what they had learned, and what impact this had had. They were also asked to comment on how they saw these different events, activities and processes shifting and strengthening IPs' strategy and influence.

Informed comment is regarded as a finding and is quoted in the text where relevant.

A case study is also used to demonstrate whether and how this emerging strategy was effective or not.

The secondary method was reading the many reports and viewing the films and DVDs to establish what had taken place and how. Consequently, the sources of information were through interviews to capture the experiences and views of key people as well as the many published materials that emerged from the 7 years of collaboration.

2.1.1 The baseline

IPACC's advocacy capacity before CTA is described below.

Firstly, IPACC had been making important gains at the UN and the Declaration on the Rights of Indigenous People (UNDRIP). IPACC considers that it played a key role in getting the Africa group to support the Declaration, having been a recalcitrant regional block during 2007; with effective lobbying the UNDRIP was signed in September 2007. This was the same year that IPACC and CTA engaged in their first collaborative activity in the week-long *Bujumbura strategic planning meeting on traditional knowledge and multilateral environmental agreements*⁷. It was time to take up a new set of issues.

IPACC had achieved an international reputation through its large scale representation and advocacy at the United Nations and was firmly engaged in the policy terrain – largely around rights and recognition. Consequently, members had substantial experience in working with the UN mechanisms in their endeavour to get the Convention developed and signed. IPACC's experience was not in the environmental/ natural resources/climate change field in any real way. While three delegates had attended the UNFCCC COP 13 in Bali in 2007 where the Bali Action Plan and Road Map, including the all-important REDD mitigation policy framework were adopted, this was not with any strategic intent. The delegates had little background in climate change and watched and listened.

⁵ See footnote above.

⁶ Please refer appendix 4a and 4b

⁷ See http://ipacc.org.za/uploads/docs/Bujumbura_English_StrategicPlan.pdf

“Conference on Climatology (WMCC) in Geneva in 2009 and this was a first for IPACC”

IPACC also had little experience in environmental policy preparation or in any engagement in climate change policy issues.

Prior to working with CTA, IPACC members had visited each other, attended relevant conferences, received support to engage with community members and meet other Indigenous Peoples. IPACC had no experience of the participatory approach rooted in the PRA (Participatory Rural Appraisal) tradition and less in the participatory 3D (P3D) modelling process, which developed skills ‘through doing’ with a range of stakeholders learning from each other. The participatory multi-stakeholder action-based approach was new.

In addition, no-one at IPACC had any formal training in the field of climate change, environmental justice or natural resource management, though land rights issues were a major concern to indigenous peoples and many were connected with protected areas or community conservancies.

IPACC came into contact with CTA during the 2005 Mapping for Change conference in Nairobi, Kenya. Ogiek members of IPACC attended the meeting and advised both CTA and IPACC that they felt the P3D modelling methodology would be appropriate. This triggered preparations for the first P3D modelling in Nessuit, Kenya and the opportunity for collaboration between the agencies cemented into a substantial partnership.

Furthermore, IPACC had previously never brought government, scientists and indigenous people into the same space, especially with indigenous people being the knowledgeholders.

Because IPACC’s work had been in the rights field, notably around policy advocacy on norms and standards for the DRIP, they had not ever worked with pure science before. Three delegates had once participated in the third World Meteorological

Conference on Climatology (WMCC) in Geneva in 2009 and this was a first for IPACC. IPACC was also the only indigenous peoples’ organisation or network present at the 3rd WMCC.

No-one from the IPACC secretariat had previously participated in any COPs (Conferences of Parties) until the director went to Poznan in Poland (UNFCCC COP14) in 2008 with two funded members and others from the IPACC membership network funded independently. At this multilateral meeting the delegates watched and listened. They had no experience of organising side events, doing any in-country preparation prior to COP itself, or identifying the spaces worthy of their presence that could influence any of the processes at a COP meeting.

Efforts at national level to influence policy by IPs themselves had not been successful in many cases. Up to this time most IPs had approached government from a relatively weak position either ‘begging’ or making demands around rights and recognition, neither of which enabled them to be seen as equals. Also, what they were bringing was not adding any value to any argument for their case.

Much of this changed once IPACC took up the relationship with CTA and developed their new action plan in Burundi which was to develop, over time, into a clear strategy.

2.1.2 The emerging strategy

In the beginning:

IPACC had always worked with its members at the local, national and international level. Initially, work at the local level was to mobilise and organise IPs and to enable them to understand that they had rights, that the UN Convention on Climate Change was being debated and that their national government was represented at the UN in these discussions.

IPACC also worked at the international level, in Geneva and New York, around fighting for the signing of the Convention. Over some years, IPACC members and delegates slowly learned how to navigate the complexities of the UN system with its Permanent Forum, sub-committees and so on. Practical training and coaching 'on the run' at the UN was provided to many of the leaders to do battle every year to ease the path towards agreement.

The IPACC secretariat also supported members at national level. There were two ways in which this happened. Firstly, IPACC provided direct support to a particular member or group of members. For example, IPACC ran a national workshop for the National Khoi-San Council in Pretoria in 2012 which helped them look at how their national network was operating and how they could improve their relations with government and their constituency. Another example was the releasing of small funds for national dialogues on indigenous rights in preparation for the World Conference on Indigenous Peoples due later in 2014. Funds went to at least six countries for this purpose and in some cases to prepare reports of the process as well.

A third example is when IPACC convened a number of events with the hunter-gatherer associations of Kenya with the goal of forming the Hunter-Gatherer Forum of Kenya (HUGAFO). It was an organising project and did raise their profile a little and built some solidarity. Leadership and in-fighting prevail and more work needs to be done to strengthen the forum. All these efforts were made based on the belief that if members can get themselves together, and engage their national States in order to share and develop a joint perspective on indigenous rights, this would be a big measure of IPACC's impact. There are many other such examples of how IPACC has supported its members on an individual or group basis at national level in the earlier years.

The second form of support was the very practical way that IPACC organised and designed member meetings and workshops. It is well known that IPACC - being an Africa-wide network - faces significant constraints (both logistical and financial) to enable people to meet and engage together on a regular basis. Consequently, a conscious effort from the secretariat was to design any Africa-based meeting to support the host IP organisation to manage the executive committee (ExCo) meeting and to include a training element, a meeting with other civil society organisation (CSO), meetings with relevant government officials and with potential donors in-country. These efforts to build relationships with different members' national governments and to find allies in civil society were all aimed at building capacity to bring change at national level. At that stage, these efforts were to get recognition of the rights for IPs from national governments.

2.1.3 Propositions for a new strategy

With hindsight the IPACC secretariat director suggests that the following six propositions and ideas, from, in particular, the participatory mapping specialist at CTA, together enabled their strategy to shift. These are briefly described below.

The first was to strengthen the knowledge-base of IPs on the ground through practices such as P3D modelling, cyber tracking (hand-held GPS-database technology), Web 2.0 training and GPS technology. Some of these mechanisms helped facilitate the making visible and explicable complex oral knowledge systems. This is what IPACC calls ‘fieldwork’ – being there with people and working with them to unearth their extensive knowledge as a foundation before attempting knowledge-based advocacy.

Rather than indigenous groups working alone in their national advocacy, the second very important idea was to bring in relevant scientists (in this case on climate science) and government officials who have some influence on the policy process to LISTEN to the descriptions and stories of the IPs of the area and to learn from their detailed experience – and to directly influence both stakeholders.

The third was to keep a detailed and thorough record of the process and document it either in an accessible, professional publication or in a film or DVD. While IPACC had kept records of its work, it had not necessarily seen the opportunity for using these in a wider environment. CTA was catalytic in helping IPACC understand the power of online media and audio-visual documentation.

The fourth idea was to consciously find avenues for communicating the outcomes of these various local processes at appropriate local, national or international arenas. The proposition was that if people on the ground were equipped with conscious knowledge, which could now be recorded and shared, this would give them some gravitas in international and national engagements and meetings. In bringing themselves, their knowledge and a record of the experiences of IPs to multilateral forums, they had a far greater chance of being heard, taken seriously and drawn into the debate. Nigel argues IPACC were particularly effective at the COPs they participated in.

The fifth idea (well known in IPACC) was to support IPs to engage with and understand the myriad international spaces where the climate change discourse was being held. This would start with COPs and extend into many other spaces. COPs, though highly visible to the public, are not the main space for advocacy work. Much of the state-based decisions are taken in other forums prior to COP, notably in the technical meetings, regional preparatory meetings, and the inter-sessional meetings.

The sixth proposition was that if IPs went armed with their own knowledge, that of scientists and a strong acquaintance with the international and multilateral mechanisms concerned with climate change, their own national governments would LISTEN to them as they had not before.

“We are listened to at national level because we have clout at international level.”

Joseph Itongwa

IPACC was not initially aware of the potential consequences of these propositions. It was over time that it became clear that with hard traditional (and scientific) knowledge on the issues that IPs were facing, as well as their experience at international level, the national government would take them far more seriously – not as ‘beggars for recognition’, but as experts on the issues under policy discussion. They were knowledge holders by the time they reached national government.

Others speak of the strategy.....

“The Bujumbura action plan propelled IPACC to the foremost of the environment dialogues in various platforms. This included leadership in REDD+ and climate change adaptation among others. It also enabled strengthened collaboration and partnerships with environmental NGOs like IUCN, WWF, CI and CCBA among others. The Bujumbura plan also gave IPACC activists lots of visibility in various platforms including the UNPFII.”

Kanyinke Sena

“If a country implements NAPA now it must include the Cancun Framework... and us... and it is our rights and we know more, we have inputted. We are not the victim – we are a part of the solution and we are being heard.”

Hindou Oumarou Ibrahim

“You can’t separate the two – grassroots and international learning and work. Having the CBD/AC language gives us great power at home.”

Joseph Itongwa

“Frederika Kuhlmann (a Nama woman from Keetmanshoop) participated in the N’Djamena workshop then came to Doha. In the process ‘she got it’. That she had tools to interact with government regarding climate issues and the deep knowledge of the IPs. She engages now with the Namibian government and there is increasing potential for getting change.”

Nigel Crawhall

“We are listened to at national level because we have clout at international level.”

Joseph Itongwa

“Pastoralists know the history of the area (medicinal plants, land, grazing, water points...). They helped government understand what place is for what, which animals use which track.... When the community and government collaborate like this we promote development areas with environmental safety.”

Ali Aii Shatou (Aisha)



2.2 Applying the 5Cs model

This model aimed to obtain a score on five organisational capabilities – to act and commit, to adapt and renew, to deliver products and services, to relate, and to achieve coherence.

These capabilities were explored using face-to-face interviews in which the staff were asked to score the organisational capability on the different attributes on a five point agreement scale where 1= strongly disagree; 2=disagree; 3= neither agree nor disagree; 4= agree and 5=strongly agree. The average score was then presented in the 5Cs model (Appendix 1).

The staff also elaborated on the reasons for the assigned score. Each interview took approximately 2 hours.

The following sections present the findings of applying the 5Cs model and the logic model.

2.3 THE LOGICAL FRAMEWORK ANALYSIS OF IPACC⁸

With a membership-based organisation it is always difficult to identify where the edge of the organisation is and who the beneficiaries are. I have defined them as follows:

- Outcomes at the organisational level I have determined as including the three leadership systems – the ExCo, the secretariat, and the trust.
- I have determined the beneficiaries as the member organisations including, of course, the ExCo members and their organisations.

2.3.1 Collaboration with CTA

Before outlining what CTA and IPACC collaborated on, the story from Giacomo Rambaldi, Senior Programme Coordinator at CTA, who focuses on the link between technical and rural knowledge systems, and with whom IPACC worked closely and effectively, is below.

Giacomo Rambaldi, Senior Programme Coordinator, CTA

“I was organising a conference on participatory mapping in Nairobi in 2005 – a first for Africa - when I found Nigel Crawhall on the internet. He was doing mapping with the San people of Southern Africa. It took a lot to find him, I invited him to the conference, but he was very busy and did not come. As a consequence of the conference the Ogiek community approached me saying that they wanted to learn to do P3DM and they were serious about it... I knew they were serious because they were selling cows to buy aerial photography!!!”



I organised a P3DM process with the Ogiek in 2006, found Nigel and invited him to come. This time he did and spent 2 weeks in Kenya. On the one hand his talent as a linguist was a key to the success of the workshop and on the other Nigel was amazed at how quickly the process elicited peoples knowledge.

I asked him if IPACC had a communication strategy considering how difficult it was to find him and IPACC. He said no, so I said, shall we make one. He agreed. And thus began a series of steps where IPACC was introduced to Skype, Youtube, strengthening their website, and using Facebook and LinkedIn. The organisation and the secretariat became far more visible. We then also took some steps to introduce IPs to some innovative technologies, P3DM being one of them. I believe we helped IPACC become a lot more visible not only with social media and these technologies but also encouraging IPACC to form partnerships with key players. I introduced Nigel to the IUCN Group and he now co-chairs a significant committee of the IUCN. I also strongly encouraged IPACC that we take a record of the processes we worked on whether in the form of a publication or a video.

Because CTA had a strategy on climate change, we were able to work with and finance IPACC activities. They were looking at the link between IPs and their indigenous knowledge and the management of natural resources and climate change. The work with the Ogiek, and then in Gabon and Chad each had powerful results and Nigel was quick to open the debate around the tensions between pastoralists, herders and settled people or farmers with the view to showing that nomadic people have a deep knowledge about climatic conditions and natural resources and that scientists could learn plenty from them.

So we brought them together. The sheer presence of climatologists and government at these meetings raised the visibility and stature of IPs and provided indigenous groups with ammunition to make their cases. For example, the paper on the Ogiek P3DM legend became famous (Rambaldi et al., 2007) as well as giving voice to the Yiaku people within UNESCO policymaking on intercultural approaches to environmental education.

The argument seemed clear. That if one worked on the ground getting the real knowledge of people who lived there, documented it carefully, presented it through innovative technologies, it would give voice to IPs that others could SEE. Indigenous People would be truly visible. They also emerged from the process with these tools that they have been using and with a significant increase in their self-confidence. "While I notice that IPs don't always replicate these maps they are a lot more confident".

I argued with Nigel that it was the LINK between these elements that would get results. I also believed that IPACC had a good reputation and that CTA has helped to further build their reputation through giving IPACC and its members far greater visibility and credibility through the process I described earlier, as well as by introducing IPACC to new players, many of whom have become IPACC's partners in bringing change for IPs."

8 Please see above box (page 21) for a time line of IPACC's development.

Why P3D modelling?

- Ramboldi raised a number of additional propositions that he believes have contributed to the overall success of their work together. He argues that by Nigel consciously developing a communication strategy for IPACC itself, this has increased its visibility substantially. The second factor not raised by IPACC but central to Ramboldi's argument is that the formation of new partnerships with key players in the climate change arena also strengthened IPACC's hand and presence in the Climate Change terrain.

It's the process more than the map or outcome...

*While the map is the visible outcome, it is the process that leads to it that is most important. Illiterate people work only with memory and as their tacit knowledge is brought to the surface and they articulate it, they begin to see what they know. They discover that **they know** and that it is relevant for 'us and the community' especially when the government and scientists are really listening. They are centre-stage and they are proud of this. When rural people tell us and we listen, there is a reversal of roles - a shift in power - and something new can happen.*

Giacomo Rambaldi

The CTA and IPACC have collaborated for 7 years now. The CTA has supported the following activities and processes:

- 1 2006: Participatory 3D (P3D) mapping with Ogiek in Nessuit, Kenya
- 2 2007: IPACC pan-Africa climate and environment plan, Bujumbura, Burundi
- 3 2008: Regional conference on participatory mapping and environmental advocacy, Windhoek, Namibia
- 4 2009: ICT/Web 2.0 training related to climate advocacy, Marrakech, Morocco
- 5 2009: Support for advocacy at UNFCCC COP15, Copenhagen, Denmark
- 6 2010: P3D mapping with Abongo & Mitsogho peoples, Fougamou, Gabon
- 7 2011: Regional adaptation and meteorology workshop, N'Djamena, Chad
- 8 2011: Support for UNFCCC COP17 and side events, Durban, South Africa
- 9 2012: P3D mapping with M'bororo people, Baïbokoum, Chad
- 10 2012: Support for advocacy and a side event at UNFCCC COP18, Doha, Qatar

CTA requests a reflection of outcomes and impact over the past 10 years. Considering IPACC is only 15 years old and, as mentioned earlier its early years were establishment, identity building and work at the UN, much of its development has taken place over the past 10 years.

As is expected there have been significant outcomes in the organisation and even more so for the direct beneficiaries. Impact at a societal level remains elusive and difficult to name and quantify.

“The collaboration with CTA has had some significant outcomes or impacts for IPACC and its beneficiaries.”

2.3.2 Outputs

The deliverables from this collaboration have been described in some detail in terms of the 5Cs in the quick scan and the logical framework.

The collaboration with CTA has had some significant outcomes or impacts for IPACC and its beneficiaries. These are described throughout this report through the voices of different people and parts of the Chad story. However, a list of these as reference is provided below.

- IPACC’s **own communication** efforts are substantially improved, for example, the website is substantially more professional, the director is active on Facebook and LinkedIn, and all the staff are posting developments, ideas, videos and links on various media.

“Our communications have so improved; Facebook is helping us monitor our performance, we have outsourced the website management and it has improved.”

Joram Useb

- The knowledge and capability **to organise and run** processes on the ground such as P3D modelling to serve as a tool for knowledge building, as a form of communication, and as a mechanism for building ammunition for IPs arguments is now extensive in IPACC.
- Important **new partnerships** that have strengthened IPACCs hand, e.g. IUCN, UNESCO, Congolese Natural Resources Network (RRN), the World Meteorological Organisation as well as enabling IPACC’s entry into the UNFCCC process, which subsequently led to a series of important linkages made by IPACC themselves.

- IPACC is seen now as an **innovator in climate policy** and able to attract the interest of a wide range of donors, science-related players and organisations concerned with climate issues.
- **Documented evidence** of a wide range of workshops, participatory processes, and meetings. Many of these are cited in the bibliography at the end of this report. None of these had existed before. In many cases IPACC has used the opportunity to not only record what happens in a process, but also to inform and educate around key definitions and explanations.

The publication from the ICT workshop in Windhoek in August 2008 provides, for example, countless references, definitions, and explanations of the various concepts, players and processes relevant for IPs in their endeavours in the climate change field.

2.3.3 Outcomes at the organisation or network level

Much of what has been achieved at the organisational level has been discussed in some depth in the earlier section of capabilities. Some additional important points need to be made.

In summary, IPACC has significantly increased its capacity, both its resources in terms of funding (and CTA has been a significant contributor here) and its capabilities. The specific contribution of the CTA partnership has been the organisation of large learning events and large participatory processes to ensure learning, exposure and action. These significant events over 7 years have also brought new awareness of three things.

Firstly, the participatory mapping processes ensure recognition of indigenous peoples knowledge of the environment and bring environmental and ecosystems governance to the fore. Secondly, the CTA partnership has enabled IPACC to take many big steps into the climate change field and policy articulation, as well as engagement with influential international agencies; and, thirdly, CTA has helped IPACC engage with effective content within three UNFCCC COP processes which it might have not been able to do otherwise.

IPACC has moved from being in attendance at the climate COPs to being an advocate with technical and policy experience that is of interest to the State Parties and the UN's Nairobi Work Programme. In turn, this engagement has increased the interest of donors and partners to work with IPACC on climate justice advocacy and environmental sustainability issues.

Some spinoffs from this work have been to strengthen IPACC's inclusive, values-based and democratic process by being able to involve people from the ground up and across the continent. It has also been able to transfer the secretariat's ability to navigate negative risks down to members through these engagement opportunities in new unknown spaces. As one IPACC member said, *'IPACC's ability to enable exchange of information and participation and training has been dramatically increased'*.

“IPACC has significantly increased its capacity, both its resources in terms of funding (and CTA has been a significant contributor here) and its capabilities.”

2.3.4 Outcomes or impact for the direct beneficiaries

- **Communicating findings** at all levels (local, national and international). There are many cases of how IPACC has used documents, recommendations, agreements, video clips and film to communicate the breadth of what IPs know and can contribute to the solutions needed in climate change. Many IP leaders are using climate change methods learned through these publications and experience to influence at local, international and national level.
- **More IPs occupying positions** in multilateral and international spaces as serious value-adders and influencers and not only as ‘representatives’.
- **IP leaders and organisations are far more knowledgeable** – about climate change, the climate change terrain and its constituent players, mechanisms and potentials
- **Self awareness and confidence.** So many more indigenous activists declare themselves that they are far more confident now that they have real knowledge to bring and increasingly understand how the ‘big systems’ work.

“I have seen a big change in members... they are so much more aware. Also they are not afraid to speak their minds. It feels like a big shift.”

Joram Useb

There is a lot to report on the benefits for IPACC’s members and their organisations.

Access

The numerous opportunities that IPACC has provided its members to access international spaces, key people, recourse mechanisms, training and internships with other organisations, and sustained contact with other indigenous peoples’ groups is enormous. This ranges from the UN and other international organisations, to new partner organisations mentioned earlier in the report and indigenous peoples’ groups across the world. IPACC’s international status has also opened new national policy opportunities, notably with IPACC’s leaders starting to play an influential role in national policy work on climate adaptation, mitigation and Protected Areas governance.

Identity

IPACC has provided a name and face for indigenous peoples and provided opportunities for them to meet other indigenous peoples across the continent and the world to build a shared identity in the face of their marginalisation. IPACC can be a safe space to explore and work on the challenges its members face. Leaders frequently refer to their sense of belonging, of convivial relationships, and being part of a regional team with a specific and positive identity.

Knowledge

The amount of knowledge people have gained in the field of human rights and later biodiversity/environmental sustainability, traditional knowledge policies and the other work of the Convention to Biological Diversity and IUCN is substantial.

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

In parallel, IPACC has emerged as an innovator in climate policy and has attracted funding and partnerships as a result of its knowledge base and constituency. These three knowledge areas were preceded by understanding how the UN system worked, how to engage with it, and how to work towards getting the UNDRIP signed. On top of its core business, IPACC and its members are called on to engage in issues of cultural heritage management, formal and non-formal education, access & benefit sharing of genetic resources, and more recently on mining and extractive industries in Africa.

Skills

It is often reported how many competencies members have developed particularly in relation to engagement, negotiation, and building relationships. On the one hand I agree as these have been developed with a view to getting action or change. However, it appears that the range of skills member organisations have developed is less than their knowledge base and their profile. IPACC has been constrained in its ability to provide regular skills training associated with its strong knowledge base. In its 2012 review of the performance of the ExCo, leaders noted that only one of the 18 members had consistently followed single-themed advocacy projects throughout the duration of the mandate. Other leaders had been involved in numerous punctuated events but have not yet emerged with specialist skills and competencies that are in demand nationally and internationally.

Recognition

Indigenous peoples’ organisations have developed a far higher profile over the past few years and acquired a certain status in debates across Africa. This high profile may not always be in their favour. Some leaders have started to be targeted for their advocacy and visibility. A second issue here is the slowly increasing number of governments in Africa recognising indigenous peoples and their struggle, particularly Congo Republic, Burundi, DR Congo and Namibia.

The plan of action that emerged from Bujumbura, *“is very, very important, it has served to help us with advocacy work, the promotion of our rights in relation to natural resources and the environment ... because in my country the DRC the government wants to extend protected areas from 11% to 17% of the national territory”*.

Confidence and courage

The many opportunities to directly engage; be it at international, national or local level, are in conflict with a dominant paradigm which negates the voices, knowledge and dignity of indigenous peoples. This constant negative social and psychological pressure weighs on the confidence and self-esteem of many indigenous peoples leaders. Leaders are called on to act boldly in context of regimes that are renowned for abuses of power, weaknesses of their judicial systems and extra-judicial threats ranging from corruption, intimidation of civil society organisations, to dangerous security forces and in some cases to armed anti-government forces. As IPACC strengthens its work in human rights monitoring, so it is also faced with the problems of defending the rights of human rights defenders at local areas, often in rural areas.

Leadership

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. 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. As one member said *'Being in IPACC is a transforming experience'*.

2.3.5 Outcomes for wider society

The first obvious and massive achievement from IPACC that has influenced a “very large” society is 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 focus of training and support now needs to shift. Originally blocked by African countries in 2006, IPACC leaders with support from the secretariat and trust, in terms of information, training, and access, were convincing enough to ease the passage of the signing of the Declaration in 2007. This success led to IPACC repositioning to focus on climate change and environmental sustainability drawing on the vast body of indigenous peoples’ traditional knowledge. IPACC is currently engaged in the two major programme areas of human rights and climate / environment / natural resources tenure, attempting to move from international norms and standards to implementation at national level.

For Africa, the rise of an indigenous peoples’ movement, applauded by many and reviled by others, has been a major restructuring of African civil society. Peoples, who were almost fully excluded from civil society networks and policy discussions twenty years ago, are now emerging as a substantial and influential civil society movement with important knowledge and allies.

IPACC and its members are recognised by African states as the representative body of indigenous peoples in Africa. This was attested to in IPACC’s access to the Africa group of negotiators ahead of UNFCCC COP17, as well as IPACC’s pre-eminent position at the 14th session of the UNPFII in May 2013 with its half-day dialogue on Africa. IPACC has also initiated a policy dialogue with the Africa Development Bank on human rights safeguards for indigenous peoples in 2012.

More specifically the participatory 3D mapping work in Gabon led 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. Chadian organisation AFPAT, took the ideas of the Gabon P3DM and was able to trigger a regional policy process on climate adaptation as well as their own P3DM dealing with water competition between nomads and sedentary farmers. All of these attracted substantial and positive government attention.

The advocacy actions conducted at the UNFCCC climate negotiations are also reported to have had very positive repercussions in the DRC in relation to the REDD+ process and catapulted Kenyan’s capacity forward. Uganda and Gabon both thanked IPACC for running national workshops on REDD+.

“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.”

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.

IPACC’s cooperation with DOCIP (Documentation Centre for Indigenous Peoples) on human rights training and monitoring has led to PIDP gaining international funding for the implementation of the project. The data is being seen as breakthrough material by both the OHCHR (UN Office of the High Commissioner for Human Rights) and ILO (International Labour Office) headquarters. A provincial law on the protection of rights on the indigenous Batwa and Bambuti peoples has been initiated by the PIDP-Kivu and the Ministry of Justice is listening.

At a wider level the biggest impacts of CTA collaboration.

- How the Bujumbura action plan developed in 2007 has slowly developed into a substantial **multi-pronged strategy** that enables IPs to engage their national states with knowledge, evidence and confidence.
- An unintended impact that the IPACC director sees regularly, and which is relatively intangible, is how activists **‘piece it all together’** how **‘they GET it!’** He argues that if an activist is aware and committed and uses the opportunities that this strategy provides, they get the big picture; they get the links; they see how to navigate over time to obtain far greater outcomes.

- Putting together the strategy and the activist (as described above) has enabled IPs to be taken seriously by their national governments, listened to and brought into policy and the decision-making processes. IPs are more **recognised** by some national governments in Africa and **involved** in policy and related national processes.

CTA uses a set of five impact categories which should cover any possible impact in development. These are:

- Material wealth/wealth creation (such as income, resources mobilised, tools and equipments)
- Empowerment/political capital (such as policy change, gender/youth empowerment, increased pride or ownership)
- Social capital (for example, visibility, increased networks/contacts, influential relationships)
- Human capital/technical empowerment (such as change in professional discourse, competencies, platforms for sharing knowledge)
- Environment/sustainable use of resources (such as conservation, climate change mitigation)

In term of impact on the IP leaders themselves it is clear that the IPACC/CTA collaboration can show impact at three of these categories.

They have:

- Increased pride, courage and recognition (political)
- A substantial increase in knowledge about climate change and how policy processes work at international level (competence)
- Far greater visibility and serve on key platforms and committees through which they can influence (social)
- Great technical knowledge on how to conduct P3D modelling process and use ICT tools (technical competence)

In terms of impact beyond the IPs themselves, they are:

- Influencing the policy process
- Influencing scientists and government officials through the P3D modelling processes
- Circulating information from an indigenous perspective of relevance to both climate change mitigation and adaptation policies and strategies.



The case of Republic Chad

A short history

The Sahel countries were included as a region in IPACC since 2007 with the recognition that indigenous pastoralists from this region were important to include in order to build IPACC representation across the continent. Early contact was made with AFPAT (Association des Femmes Peules Autochtones du Tchad) and their leader, Hindou Oumarou Ibrahim, in 2007 in Geneva when IPACC was still strongly focused on fighting for the rights of its members as IPs. The IPACC ExCo agreed, as a short-term strategy, to co-opt Ibrahim to the ExCo to begin representation of the Sahel region which stretched from Chad to Ethiopia. As it happened, she served three mandates, the first as a co-opted member and the second as initially co-opted. During that period the ExCo revised the continental representation system to include new regions – firstly the Sahel and later the Congo Basin to strengthen and widen representation on the continent. Consequently, Hindou was elected for the third mandate, the office of which she currently holds on the IPACC ExCo.

The development of the strategy

The Chad case clearly demonstrates how the combination of strengthening IP's on the ground through having them heard and present their knowledge in the map-making process, coupled with thoughtfully selected international work, makes it more likely that national governments would not only take IPs seriously, but also incorporate their understanding of the environment into their various national environment-related policies and strategies.

While the strategic thinking and action planning on climate and environment in Bujumbura in Burundi (supported by CTA) was the moment for the full membership to participate in and think about how they engage with climate change and the environment (and not only their rights), it was the COP in Poznan, Poland that was significant in terms of IPACC's actual participation in this new set of forums. While only two indigenous people were visible at the UNCCC negotiations (from Uganda and Chad), they enthusiastically and consciously got involved in the UNCCC work. IPACC, through the Chad representative, was brought into a CBD Working Group between COPs in Bonn and she and the secretariat director participated in the UNCCD. After this interaction, IPACC was chosen as a focal point for the UNCCD secretariat. Up to this point, IPACC had not been formally acknowledged nor involved in this new terrain.

These were the first steps towards IPACC consciously acting on a climate change agendam as well as their human rights agenda

It became clear to IPACC that the focus on building its membership capacity, to understand climate change, biodiversity and adaptation and mitigation strategies, was critical. Two things happened. One was the specialist support of the CTA with their P3D modelling process. The second was the recognition of how obvious it was that IPs had vast experience and knowledge of their own environments and how climate, biodiversity and other factors had changed their environments and how they had adapted.

At the international level, some work had preceded IPACC's arrival on the scene, viz. the adoption of the Cancun Framework in 2006, which recognised indigenous knowledge as critical to understanding potential adaptation strategies and the requirements that national governments do a NAPA (which must include the Cancun Framework). So there was clear space from which to advocate.

Ibrahim had been invited to participate in the tracking workshop in Namibia and later in the Gabon P3D mapping process in Fougamou in 2010. This was her first exposure to this method. Based on this experience, she and the IPACC secretariat saw the value of a different process toward P3DM in Chad.

The Chad process

Before simply engaging with community members in a P3DM process, IPACC saw the value of two additional steps. The first was to visit with, and engage, the ministries in the country concerned with climate change and bring them the document that outlined the Cancun Framework, which stated the necessity to include in policy the importance of IP's experience and knowledge. As Ibrahim said, "Now that we know what communities know and we know how the international systems work, let us use this at the national level to enable government to bring in other communities to work together with them."

The second was to organise a conference between the different players involved in climate adaptation matters including IPs. She made visits to various ministries, shared the Cancun Framework and put the idea to them that a conference (with a wide range of stakeholders) be held to explore these issues. Agreement was reached.

So the conference was planned which would include IPs from various communities, some UN agencies, some climate change specialists and members of the Chad government from two ministries. The specialists would be technicians and scientists, in particular meteorological people, who would bring their scientific knowledge and, secondly, government representatives that would take this knowledge into the policy terrain. IPs would bring their substantial traditional knowledge. It was agreed that this would be a 3 day process.

The conference was held at the Hotel Novotel de N'Djamena, in the capital city, N'Djamena, from 7-9th November 2011, supported by IPACC, OSISA⁹, CTA, UNESCO, Climate Frontlines, and AFPAT. Indigenous herders from five African countries (Chad, Niger, Kenya, Namibia and South Africa) attended the conference 'to share with each other and with meteorologists about how traditional knowledge and climate science can be combined to respond to current threats and risks'. A further purpose of the conference was to acknowledge and ensure the 'effective participation of Indigenous Peoples, including herders, in national adaptation platforms and other national processes to ensure peace, sustainable livelihoods and biological conservation in the face of worsening climates instability'.

⁹ Open Society Initiative of Southern Africa

“At the level of impact the IUCN took up IPACC’s recommendation that food security adaptation should include reference to pastoralism and artisanal fishing.”

At the conference, IPs worked with representatives of the following national and international organisations:

- World Meteorological Organisation (WMO)
- UNESCO – the Local and Indigenous Knowledge Systems Unit
- Global Environmental Fund (GEF) -Small Grants Projects
- CTA
- National Centre for Support to Research (CNAR)
- The National Meteorological Services of Chad

Government representation included the Honourable Ministers of Urban and Rural Hydrology (General Mahamat Alli Abdullah Nassour) and of Agriculture and Irrigation (Dr Djime Adoum).

At the end of this conference the Declaration of N’Djamena was adopted which **is the first recognition of IPs in Chad.**

Other outcomes of the conference were:

- A publication (in two languages)
- A film capturing the herders’ views and knowledge
- A contract between UNESCO and AFPAT to follow up the process
- Much stronger relations between groups that had not previously engaged
- A stronger AFPAT according to its director and that of IPACC
- The potential to follow up with a P3DM process later at Baïbokoum
- A set of recommendations – see below.

A set of recommendations were also prepared, which are found in ‘Recommendations on the importance of African Traditional Ecological Knowledge as a foundation for appropriate and effective National Adaptation Policies’. These were taken to COP 17 in Durban, South Africa in December 2011. A number of important things took place here:

- Firstly the set of seven recommendations were brought to the attention of the negotiators at COP 17. The recommendations are thorough and include the content and process issues for adaptation capacity building, as well as a strong proposal for national adaptation platforms, which IPACC will be lobbying for over the next years
- The Chad film was launched
- IPACC put up a side event looking at rural agriculture and climate adaptation
- IPACC was invited to brief various government delegations on their position on indigenous knowledge and climate change
- IPACC was invited, by the Nairobi Work Programme, to develop and produce materials on adaptation and pastoralism.

At the level of impact the IUCN took up IPACC’s recommendation that food security adaptation should include reference to pastoralism and artisanal fishing.

The next step was to actually conduct the P3DM process with the M’bororo people in Baïbokoum in Chad in 2012.

While there were plenty of constraints and difficulties (there was no water for several days, there were tensions between herders and sedentary farmers, long days of work during Ramadan, the need to extend spending in order to keep government officials present and participating, plus the 'foam' needed for the process was held up at customs), nonetheless, the process went ahead and bore plenty of fruit. The map was produced in an area of water shortages, conflict and tensions. The Governor attended the launch and the state administration participated in the closing event. The Chiefs were able to resolve the conflict between nomads and the mapping process resolved the tension between herders and farmers. The level of enthusiasm and engagement defied all these constraints!

The outcomes here were clear:

- The map
- The film
- Increased political visibility and acceptance by the provincial government
- Resolution of covert conflict.

By now Ibrahim and other IPs in Chad were armed with the knowledge of the international systems for engagement on IPs, traditional knowledge and climate change, as well as all their own substantial knowledge. They had links with key players in government and had allies in the international community as well as being formally recognised in Chad. The next task was to get the change they wanted to be actioned.



To do this they needed to be in the right places to influence the various processes that would influence their lives.

Impact of the process

“Now we have recognition. We are working with so many ministries and so many projects cannot do without us. People in administration in government are calling on us. The media is with us – they give us space and national NGOs accept our issues and are ready to help us.”

Hindou Oumarou Ibrahim.

The government of Chad began calling on AFPAT and other IP organisations to participate in a wide range of forums, committees and platforms. Ibrahim cited the following impacts of this process at the national level:

- Indigenous People are now an official member of the REDD+ committee for Chad.
- Indigenous People are an official member of the Technical Advisory Committee of the Minister of Livestock which meets every 3 months. The committee is by ministerial decree and all ministries are represented there – water, education, environment, agriculture and irrigation, and health, amongst others.
- Since January 2014, they have been invited to three meetings with various French development agencies
- The African Union has asked them to participate in one of their meetings this year
- A meeting with the High Commission on Human Rights in Chad
- Two formal meetings with the Ministry of Environment have already taken place.

And most of these are ongoing. If an ‘inside strategy’ is favoured, AFPAT and IPs in Chad have won an important space in national deliberations and policymaking. They are able to monitor the pathways of policies and decisions from the inside.

Ibrahim also noted that she had met one Minister from Chad at the General Assembly in New York who was close to the President, who said he wanted to link her directly to the President as well as working through the ministers technical advisory committee. See Appendix 5: Letter of official recognition.

She concludes “If any of our governments implement the NAPA, it MUST include the Cancun Framework. This includes us, which is our right AND we know, we have inputted, we are not victims, we are a big part of the solutions.” And as she points out, “We invite government and they come, they invite us and we participate. They have built us into their political thinking in all their work around the Rio Convention and Human Rights. This never happened before.”

The links are made, the strategy works in Chad.

2.4 THE 5 CORE CAPABILITIES OF IPACC

2.4.1 The capability to act and commit

The ability to plan and take decisions and act on these is a collection of competencies appropriately distributed across the secretariat, ExCo and trust, and is strongest at the secretariat. These competencies are exercised with the full knowledge of each structure's powers and mandate. Financing IPACC is led by the secretariat. There have been a number of opportunities for ExCo members to strengthen their knowledge around finance use and management over the years. However the secretariat will continue to control this process until ExCo is stronger. Over the last 5 years, IPACC has worked with a budget of €30,000-40,000 per annum and is planning to grow its financial base over the next few years. IPACC staff and trust members have strong relationships with IPACC's donors which include Brot für die Welt, CTA, NCA (Norwegian Church Aid), OSISA (Open Society Initiative of Southern Africa), Misereor, EIDHR and three or four other donors of much smaller projects.

With the view to strengthening IPACC's legal status and accountability the four person trust was established in mid-2000's. This decision has strengthened IPACC's fiduciary responsibility significantly.

The three key leaders in IPACC - the chair (*président*) of ExCo, the chair of the trust (both of who are indigenous people themselves) and the director of the secretariat - are all men of integrity and are well respected across IPACC. They each provide leadership and direction according to their functions.

While IPACC has a number of systems for communicating with its members it is agreed that the systems can be improved, as must all administrative capacity and systems, to accompany the intended growth.

A final comment relates to how day-to-day work is monitored. This is adequate at secretariat level; at ExCo level, significant secretarial support is needed. 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.

2.4.2 The capability to adapt and self-renew

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. A significant achievement has been the signing of the UN Declaration on the Rights of Indigenous Peoples (UNDRIP) and IPACC quickly saw the next opportunity for strengthening the hand of indigenous peoples, namely, to bring Traditional Knowledge¹⁰ into the climate change and environmental rights terrain and debates.

¹⁰ Also referred to as indigenous knowledge, indigenous knowledge systems, or traditional ecological knowledge, depending on the specific UN forum and tradition.

“IPACC has a 3 year plan and competent staff with the required skills to perform their different functions.”

IPACC has rapidly gained international recognition for its work with the UNFCCC (United Nations Framework Convention for Climate Change) and the IUCN. A few years later IPACC once again sees that, having won at the international level, the rights of indigenous peoples need to be protected and exercised at national level. Consequently IPACC's next big challenge is to organise platforms for action at country level.

Means of communication for all players in IPACC are accessible in at least two languages¹¹ and through a number of mechanisms (email, the website, Facebook, and regular, extremely thorough publications). As with all communication tools it is not clear the extent to which people use or read these.

The openness to learning is a given. Organising for conscious, shared reflection and learning is a need. There is plenty of evidence of how learning has indeed occurred, and informal mechanisms to enable this. One very good example is how IPACC organise ExCo meetings. These gatherings are very costly and are therefore designed to achieve a number of objectives. Not only does a full ExCo meeting take place but some form of training or orientation to new issues is included, as well as some OD support and an action plan around both. The gathering is also an opportunity to visit government departments, ministers, donors and UN organisations in the host country, as well as to link indigenous peoples organisations and have at least one site visit. This is an extremely effective use of money, and gives evidence of IPACC's use of opportunity and incentives to mobilise members and learning.

A new “structure” in IPACC is envisaged – The council of elders. This group of people would be drawn from amongst outstanding former ExCo members and active allies to serve as both the institutional memory and a source of wisdom for a constantly shifting and adapting organisation such as IPACC. It is itself, a wise move.

Again, capturing how IPACC adapts and renews itself is absent, as well as a well-designed monitoring and evaluation system which is overdue.

2.4.3 The capability to deliver

IPACC has a 3 year plan and competent staff with the required skills to perform their different functions. The secretariat has developed policy for the organisation, for field practice and for governance over the years based on its own experience. The organisation also has systems for communication, planning, and decision-making at staff and trust level, as well as at ExCo and membership level. IPACC continues to grow and continues to receive requests for membership up to the present. Some clear claims (for ability to deliver) that come with evidence are, for example:

- We can organise a workshop anywhere in Africa
- We can organise a caucus – it's what we do and few can do this in the way we do
- Our analysis said COP17 will fail but we will have a side show and help people see the link between climate change, the environment, and indigenous knowledge. It was very successful
- We keep our focus

- They run on the smell of an oil rag (meaning IPACC operates on a very small budget and achieves a lot)

On the other hand there are challenges and they lie, in particular, with the capacity of ExCo and member organisations making their contribution to IPACC. For example, the capacity of member organisations to do projects varies from region to region and from organisation to organisation. Members call on the secretariat for help to engage with them at grassroots level. Apart from the fact that this is not the secretariat's function, it very little capacity to transfer knowledge and skills to organise, finance, manage and monitor on the ground. This is a challenge for the future if it seeks to both build the indigenous peoples' movement and if it wishes to demonstrate impact on the ground.

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 and, in the process, potentially becomes less effective but with a more substantial bureaucratic capacity – the latter being necessary for the surge in donor obligations.

A future challenge that IPACC has set for itself (noted earlier) is to establish national indigenous peoples' advocacy platforms to draw allies together to take up the human rights, environmental rights and indigenous peoples' interests at national level. How to do this is still being explored.

2.4.4 The capability to relate

IPACC is relatively secure and recognised as the primary African IP network by members, donors, partners and UN agencies. This is not without contestation but, over the years, IPACC has persevered and sustained its democratic character, a rare feature in such regional networks.

IPACC has endeavoured to build good relationships with governments. Their view is that they should be building trust with (not antagonising) government, and displaying their reliability if they want governments to take the organisation seriously. Their approach is to get indigenous peoples' struggles on the agenda but in a way that it benefits government. The development of the mapping processes, through CTA support, has had powerful effects in ensuring that government not only becomes aware but also understands what is taking place on the ground through the knowledge held by indigenous peoples. For example, IPACC was able to attract "big guns" from the government of Chad (e.g. two national ministers and three major international agencies).

IPACC has functional partnerships with a wide range of well-chosen organisations (SASI, IUCN, CTA, ABN, SAFCEI / WHF, WWF, WCS, Rainforest Foundation UK, GITPA and IWGIA etc.).

11 IPACC operates regularly in English and French, a unique feature of the regional network. Further, it publishes occasionally in Swahili and Afrikaans to make information more accessible to members).

“IPACC continues with a pioneer culture that relies on the committed and experienced director to provide direction and quality.”

IPACC is seen to be confident and effective in these partnerships and it is clear they have chosen well. McGill University provides two interns annually to IPACC over a 2 month period, posts which are highly sought-after by Canadian undergraduates. IPACC’s mandate and status has also strengthened through their work with the UNFCCC and the IUCN processes.

IPACC is able to bring people together – this is evidenced in many comments and reports – and it is also able to help people work together effectively. The one area of obvious conflict typical to networks, and mentioned elsewhere, is the occasional opportunistic member or ExCo member who has not been able to withstand the lure of corruption. IPACC has tackled this over the years through a number of mechanisms (policies, confrontations, and finding replacements). A big learning area for IPACC over the years has been how to face such conflict inside the network as well as some occasions where organisations external to Africa have attempted to re-order leadership of the core constituency.

IPACC has been able to build itself slowly, through building strong relationships with a wide range of donors, the majority of which have stayed with IPACC over many years. There is evidence that this is because IPACC delivers a good strategy and good reports and generally on time. This is sometimes miraculous considering the amount of work and the very few people to do it.

2.4.5 The capability to achieve coherence

IPACC has a clear vision and mission and reformulates its strategy at ExCo meetings, conferences, and workshops in a semi-informal way, lead largely by the director of the secretariat and with the support of the president. Formal and fully participatory strategic planning is rare because it is extremely costly. If IPACC was to work on a strategic plan, together, at least once in the next 5 years, this could strengthen IPACC and deepen and widen ownership of a conscious strategy. IPACC continues with a pioneer culture that relies on the committed and experienced director to provide direction and quality. Shifting the ownership to ExCo and members is a constant and continuous challenge in all networks or membership-based structures. The staff at the secretariat share a common set of values that is clearly visible in their practice. The same applies for the trust. With the current competent president there are opportunities to build a deeper value base across the ExCo representatives. The secretariat also brings an appropriate diversity of people, languages and capability, to support ExCo and IPACC members.

A challenge, mentioned a number of times, is that IPACC needs more money. The project approach has led to IPACC starting something, when the contract ends it can abruptly halt the process that is underway, which usually leaves the outcome unfinished. Being able to follow through effectively with processes that have been started, financing them differently, and knowing when to end them is something worth exploring.

IPACC has some donor support for its core function, but other donors have only been interested in funding operational costs, in effect draining the core capacity further. This has been a characteristic of CTA funding in the past, where salaries, financial accounting and auditing are all excluded from the contract and require other scarce resources to be used.

Last but not least, and at the risk of repetition, it is expensive to ensure democratic, participatory and regular action from 135 member organisations in 22 countries. Exploring some steps towards this and costing it out is also a worthwhile activity.

2.4.6 Most changed capability

A first response is: “everything”. The first 5 years of IPACC’s life was establishing itself, fighting at the UN for its constituency to be taken into account, creating a trust and establishing an effective ExCo, strengthening its AGM and building its membership.

In the past 10 years IPACC has more than doubled its income, its staff, tripled its membership, and increased its range and scope of activities (more countries, more themes). It has broadened its base of donors, selected some powerful and worthwhile partners in action, and found new allies in the international system. It has re-strategised twice in response to real success, and established technological responses to old problems (electronic elections, an informative website, Facebook, etc). On the basis of its real experience IPACC has developed sufficient policy for its work in the world, for governance and for internal matters.

Probably one of its most important developments has been that of ExCo developing into an 18 strong group of men and women, most of who turned up in Addis Ababa early in 2013 to hold a conflict-free and constructive meeting with clear outcomes and plans.



IN-DEPTH REPORT

3



3.1 IPACC's three levels of intervention

IPACC had always supported IP organisations on the ground to organise, to build solidarity and to develop shared platforms between similar groups. The relationship with CTA brought something new to 'fieldwork'.

a) Local 'fieldwork' and learning to make maps

IPACC first learned about P3D modelling when one of their members in Kenya worked with CTA on the first P3D model working with the Ogiek in Nessuit. Apart from the Ogiek, Sengwer and Yiaku from Kenya, as well as members from Tanzania and Botswana participated. Members of the secretariat, as well as Ethiopian and Kenyan members of the African Biodiversity Network (ABN), also participated. It was in this mapping exercise that IPACC saw the value of IPs connecting with their land, their natural resources and their ownership as a way of building their confidence and bringing this awareness and knowledge to policy and decision-making environments.

As Appendix 3 shows, the mapping spread to Gabon and then to Chad with the concrete support of CTA and the IPACC secretariat. The intention is that it will spread ever wider and continue to enable IPs to bring their tacit knowledge into the public terrain as a basis for negotiating their rights and needs in adaptation strategies.

Has this worked?

Kanyinke Sena speaks to the power of making maps, in this case the Kenya process: "These exercises have many positives – greater respect for community knowledge by the government and wider civil society, intergenerational cooperation with the Ogiek and Yiaku communities and the revival of the Yainte language of the Yiaku, which at the time of the mapping exercise, could only be spoken by nine Yiaku's.

"It seemed easier for the Minister to understand what a herder experienced than what the meteorologist was saying. This is an old assumption – that Ministers get science!"

Nigel Crawhall

b) The international arena

IPACC had been working in the UN systems for many years and had a keen understanding of the rights field for IPs. With a shift in focus to engage in the space between climate change, traditional knowledge and the rights of IPs, the mechanisms for recognition and advocacy were new.

“Under the UNFCCC there are two primary strategies – mitigation and adaptation – both of which are important for IPs.”

NOTE: The source for the brief explanation below is the very useful book developed as a result of the African IP workshop on *Effective use of Information Communication Technology (ICTs) in environmental advocacy* by IPACC. It is a good example of the practical nature of IPACC publications.

Three conventions applied:

- UN Framework Convention on Climate Change (UNFCCC)
- UN Convention to Combat Desertification (UNCCD)
- UN Convention on Biological Diversity (UNCBD)

Quickly, IPACC developed an understanding of each of these as well as where and how they were being played out. Being binding treaties, if a national government had signed up, it was obliged to act in accordance with the Convention. If not, it became an important place for advocacy from its citizenry.

Under the UNFCCC there are two primary strategies – mitigation and adaptation – both of which are important for IPs.

Mitigation is concerned with reducing carbon dioxide release (exacerbated typically by pollution and deforestation) and REDD (Reduced Emissions from Deforestation and Degradation) aims to enable rich countries to buy ‘credits’ from less polluting countries and invest in forest protection in ‘poorer’ countries. This can have serious effects for forest dwellers if the intervention does not protect them. Participatory mapping can help to show where IPs live and how they use land – information that can strengthen their hand in negotiating fair REDD agreements in their areas.

Participatory mapping is equally valuable for showing how IPs are already dealing with climate instability (**adaptation**).

It is also useful for showing how various environmental risks (flooding, fires and so on) are being handled and which can be applied to improve a country’s NAPA (National Adaptation Programme of Action). All LDCs (Least Developed Countries) are required to develop such plans to demonstrate how they strengthen their ability to adapt.

The adoption of the **Cancun Adaptation Framework** in Cancun in 2006 provided a firm foundation for bringing indigenous knowledge into adaptation strategies. That any NAPA must include requirements from the Cancun Framework provides a strong starting point for IPs to get recognition of their rights and their knowledge.

At the 13th COP in Bali in 2007, Parties agreed to fund a 5 year programme to assist LDCs to improve their understanding and capacity to deal with climate change. It is known as the **Nairobi Work Programme (NWP)** and is a “clearing house of information and good practices”. It works in cooperation with the LDC Expert Group to advise on the importance of IP knowledge, expertise and how their rights are to be incorporated into the NAPA. Consequently, it is a valuable resource for all IP organisations and a powerful space to table and share their knowledge.

The UNCCD - the name speaks to its purpose. All signatories to this Convention MUST develop a **NAP (National Action Plan)** to combat drought and desertification.

Article 16 requires States to exchange knowledge of local communities while Article 17 requires that countries promote technical and scientific cooperation in combating desertification in a way that protects and validates traditional knowledge. Once again, P3D modelling is invaluable in giving evidence to the knowledge of IPs and local communities in this regard.

The UNCBD provides another valuable tool for IPs. **The Programme of Work on Protected Areas (PoWPA)**, a tool under the CBD, requires that governments contribute to building the capacity of Indigenous communities to protect biodiversity. This Convention provides the best space for protecting the rights of IPs and to ensure their contribution to the protection of natural resources.

This describes the potentially enabling environment for IPs to advocate for their rights, land and resources. There are plenty of opportunities to do so, and IPACC set off to do it and made significant headway.

Engagement at international level was probably fired by **three drivers** – IPACC’s own understanding of the UN from all their work on the UNDRIP, the commitment and enthusiasm of a number of key activists in IPACC, and the conscious suggestions, active support and introductions made by Rambaldi at CTA.

In the first case, IPACC needed to learn about all these new conventions and related committees and tools. Elsewhere, it is noted that since the Bali COP, IPACC has had a steadily increasing understanding of and contribution to make at successive COPs. The quick scan report details these results.

The second driver, activists themselves, has been central to the strategy. With the support of the secretariat and ExCo, many indigenous activists have been trained and coached, have been able to access what they need to act, and have used every opportunity to bring their voice and issues to decision-makers.

The third driver led to IPACC being introduced over time to a wide range of players they had not known until then. Some of these are The World Meteorological Organisation, UNESCO, the RRN (Congolese Natural Resources Network) and IUCN. Each of these led to wider and deeper networks and to deeper and more effective engagement. **Impact at this level** can be seen in how IPs and their organisations, as well as the IPACC secretariat have and still do serve on decision-making and influential bodies where no IPs were found before. Some examples are:

- Nigel Crawhall (Co-chair) TILCEPA (Theme on Indigenous Peoples, Local Communities, Equity and Protected Areas).
- Nigel Crawhall (Global focal point) IUCN Resolution 009/12 which is on faith-based organisational responses to climate change and biodiversity conservation.
- Agnes Leina and Zahra Mohammed Attayoub (global experts on gender, pastoralism and climate adaptation)
- Hindou Oumarou Ibrahim (Regional focal point) Nairobi Work Programme
- Vital Bambanza (Chairperson) Expert Mechanism on the Rights of Indigenous People (EMRIP)
- Hindou and Nigel (global experts) at next NWP workshop on traditional knowledge and adaptation. *A powerful space and by invitation only.*

- Kanyinke Sena (Chair) UN Permanent Forum on Indigenous Issues (for 3 years)
- Hindou Oumarou Ibrahim – UNEP Major Groups Representative for Indigenous People (for 3 years)
- Agnes Leina (adviser) – Conservation International Fellowship Programme
- Kanyinke Sena taking leadership in the REDD+ serving on advisory bodies to the World Bank, WWF International and the CCBA (Climate, Community and Biodiversity Alliance);

In addition, IPACC is accredited with the United Nations Economic and Social Council (UN ECOSOC), UNCBD, UNFCCC, UNCCD and UNESCO.

IPACC has observer status at the African Commission on Human Peoples' Rights (ACHPR) and is a member of the IUCN (International Union for the Conservation of Nature).

'Participation in any one COP cannot be seen in isolation. Rather through our multi-pronged processes plus our participation in all the processes rather than individual COPs, IPACC has emerged as a leader, first in climate change mitigation and now slowly in climate change adaptation. It is the collective, rather than the individual, picture that is the key to measuring the success. This has led to IPACC activists sitting in very high tables – the UN REDD Policy Board, FCPF¹² participants committee, CCBA and advisory groups for CI¹³ and WWF.'

Kanyinke Sena

c) National engagements

It is clear that actual change happens at country level for IPs. Getting national States to honour their signature to agreements at UN level is not always simple for a range of reasons. The argument that if IPs came home with significant understanding and experience of the relevant international systems and mechanisms in their favour, plus their own visible and recorded knowledge, this would strengthen their hand in negotiations with their own governments needs to be proven. The case of Chad attempts to demonstrate this.

¹² World Bank Forest Carbon Partnership Fund

¹³ Conservation International

3.2 Cross-cutting and process issues

Three issues have relevance.

The first is **leadership** which gets insufficient attention in most Civil Society Organisations (CSOs). This has been discussed at some length in this brief report. Paying attention to the development of leadership is a priority for IPACC, always has been, and it needs to continue to be so. Strengthening member's voices and capacity is the bottom line. In the process the trust needs to hold its function as must the secretariat in providing direction until such time as the ExCo is able to do this. To get there it will need sufficient time to meet, sufficient resources to gather and reflect, and sufficient capabilities to take over some of the fundamental tasks currently located in the secretariat.

The second is **gender**. We can look at this in a simple and practical way and show that IPACC has consciously created opportunities for women to lead and to participate. There is a gender representative for each region. The vice-president is a woman.

Many of the representatives of member organisations participating in mapping processes, COP processes, and UN processes are strong, competent women. Once in IPACC's history, the president was a woman; at present all three levels of IPACC leadership are held by men.

Taking gender to a more in-depth level looking at, for example, the dominant paradigm, the language in use, the frameworks used to understand issues – these all tend toward a male perspective in most organisations. Shifting this is a much bigger task particularly, as one indigenous trust member said, *'All indigenous institutions are patriarchies and we have a long way to go to shift this'*. Finding ways of bringing traditional and modern democratic institutions together to find new ways of thinking and doing is the deeper challenge.

“Paying attention to the development of leadership is a priority for IPACC, always has been, and it needs to continue to be so.”

“There is much greater emphasis on accountability and measurements, shifting a substantial documentation and analytical burden onto the CSOs of the South.”

The third is **sustainability**. Most organisations and their donors are deeply concerned about long term sustainability. This could be regarding the existence of the organisation, it could be the sustainability of the work, or it can be seen as the sustainability of the effects and impacts of the work. A few comments are worth sharing here.

At the level of the organisation, the council of elders is a powerful innovation. Secondly, IPACC has positioned strategically to use the gains from the wins at the UN to extend their agenda to climate change and indigenous peoples’ traditional knowledge and to bring the political battle down to national level. Their ability to adapt and renew is well known.

Sustainability is in part also defined by good governance. An organisation or network which is well governed is more likely to earn respect from its constituency and allies, as well as be more careful with contractual obligations and resources. IPACC continues to invest in governance quality, which in turn is a way to coach and model good governance for the network members trying to achieve the same qualities on a different scale.

The donor environment is changing dramatically. It is reported that the paperwork is frightening; at the end of a 3 year contract there is no roll-over but rather a 3-6 month gap of no funding for work that must halt and even die; and the constant need for CSOs to build a reserve fund is ignored by most donors.

Several donors have shut down their programming in the region or cut out certain national cooperation. Budgets in Europe are either frozen or being reduced. There is much greater emphasis on accountability and measurements, shifting a substantial documentation and analytical burden onto the CSOs of the South. For a lean agency such as IPACC, this is a threatening and challenging additional pressure.

A further issue for IPACC, in particular, is that they face a real challenge with growth. Historically they have grown organically and slowly and according to their ability to take on new tasks and challenges. A number of donor organisations are looking for fewer more “impactful” organisations to finance with significantly higher budgets and IPACC can easily be one of these. The consequence of dramatically increased funding equals dramatic growth which requires management and a different level of organisation and skill that will take some time, and resources to build.

3.3 Challenges for the future

Many of these have already been cited earlier in the report. I attempt to make a brief summary.

- Is it wiser for IPACC to consolidate its membership, its work, and its achievements, or should it expand?
- What are the best ways of building conscious learning processes, especially for ExCo to strengthen its leadership and effectiveness?
- What are the best ways of resolving the issues of control and decision-making across the organisation to strengthen ExCo and release the secretariat from some of these responsibilities?
- If there is more funding in the system should this mean doing more work or expending some, significant finance on building ownership through joint strategic work, reflection and learning processes, and deepening the IPACC experience into member organisations?
- What is the best way of establishing national platforms to mobilise and enable debate and action for indigenous peoples' (IP) struggles? Could this be a way of building solidarity across IP groups as well as building alliances with other organisations willing to act in solidarity with an IP rights agenda?
- Is the next step of establishing satellite offices the best idea? On the one hand it provides concrete support closer to the regions; on the other hand it creates yet another layer of leadership and administration that needs clarity, finance, policy and support.





CONCLUSION

4

This quick scan process has enabled IPACC to take stock of where it is and what it has achieved as well as where it might be going in the future.

At present, IPACC is strong. In terms of its resources, its systems and structures, its relationships, its values, its purpose and its connection to the reality of its context are all pretty strong. And of course it is not without its own challenges both to make some short term changes, but also to continue to reposition itself as artfully and thoughtfully as it has up to now.

An organisation that connects some of the most marginalised groups, supports the process to get recognition internationally at the UN to bring indigenous peoples' traditional knowledge and experience into the climate change debates and into the consciousness of governments, makes it unique at this time.

IPACC's further investment in monitoring and evaluation capacity (including outcomes and impacts) can contribute to its growth, capacity and sustainability. IPACC's greatest resource is its leadership, particularly those serving on the ExCo. It is important for IPACC to prioritise leadership training, skills and empowerment as part of its primary function and outputs.

IPACC's current status is in no small part the result of CTA's particular contributions and partnership. IPACC was able to grow into new and strategic policy arenas, and bring practical activities to the grassroots of its members in different parts of Africa. Thanks are due to CTA for its consistent support and the opportunity to engage in this international and inter-organisational process of reflection and learning towards impact.

4.1 Where to from here?

The work now is to monitor whether and how this access leads to the next level of impact – new policies and frameworks as well as new ACTIONS that actually protect the rights and needs of IPs and that adaptation strategies work. And what do the collaborators say?

Director: IPACC secretariat says:

- We keep doing what we are doing now – and keep a high profile, built on integrity, at the UN level.
- Bring the benefits home to Africa
- Strengthen national capacity to develop effective platforms and continue to learn how to manage ‘bad apples’ and to manage the complexity of the network
- Couple some of the newer leaders and support them to engage more effectively with networks outside their comfort zone such as the IUCN and commissions with worldwide influence, as well as issues – gender – and engage with groups that are not only IP.
- Study a strategy in IPACC, which excludes Nigel as the secretariat director – how to transform the capacity we have and to build and strengthen leadership.
- Continue our two programmes: a rights-based approach to mitigation and the use of traditional knowledge in adaptation strategies.

Mr Giacomo Rambaldi, Senior Programme Coordinator at CTA says:

- Continue with our objective which was to introduce mapping in more regions in Africa.
- Our plan is to include DRC, Rwanda, and Congo. Had thought to go to Niger but the conflict between the government and Tuareg limited this.
- Next activity would be to do a mapping activity in South Africa that would include capacity building, use of social media, making a video and documenting the whole process,
- IPACC still fits within our new approach – not on the value chain work, but on the policy development side.

“[...] new policies and frameworks as well as new ACTIONS that actually protect the rights and needs of IPs and that adaptation strategies work.”



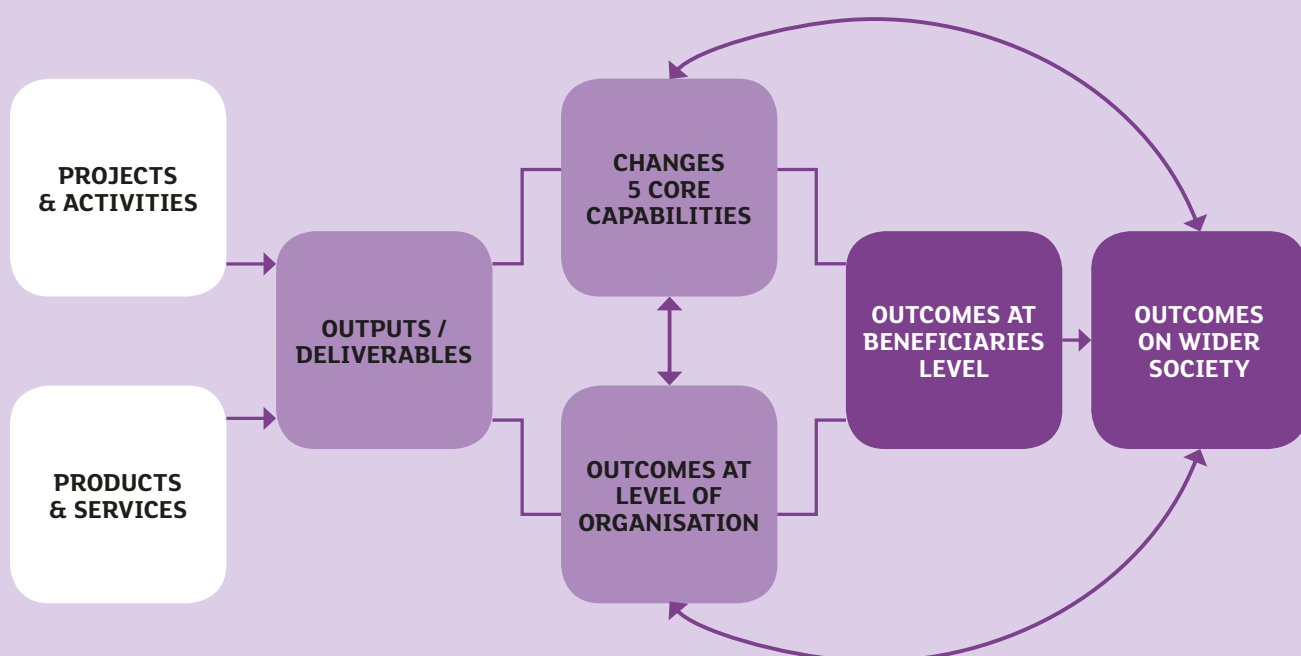
PART B: EXPLANATION OF THE CcIPA MODEL AND PROCESS

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

Capacity-centred Impact Pathways Analysis (CcIPA) model: design, testing and use through collaborative case studies

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

The Capacity-centred Impact Pathway Analysis Model







OVERVIEW OF THE CcIPA MODEL

5

5.1 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, KENAFF, 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 2012¹⁴, 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.

¹⁴ Consultation on 29-30 October 2012 at CTA's Headquarters in Wageningen, attended by representatives of CTA, ANAFE, KENAFF, FANRPAN, CDI-WUR, ECDPM, MDF and two private/individual consultants.

5.2 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.

5.3 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.”

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

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.

5.4 The CcIPA model explained¹⁵

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/models¹⁶. In view of the emphasis on the capabilities of organisations, it was decided that the **5 Core Capabilities (5Cs) model**¹⁷ 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**¹⁸, 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.

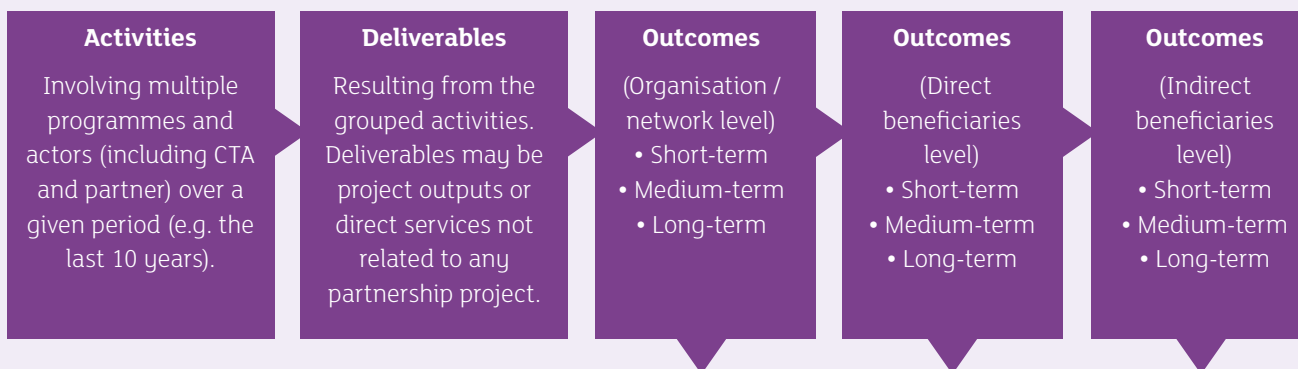
¹⁵ Since the model is described in detail in a 22-page guideline, only the salient points are highlighted in this article.

¹⁶ 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.

¹⁷ The 5Cs model was developed by ECDPM and applied in an extensive impact assessment study financed by the Dutch Government in 2009-10.

¹⁸ 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?
Political empowerment	Policy	New policy adopted	For whom? Unplanned? Etc...
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	

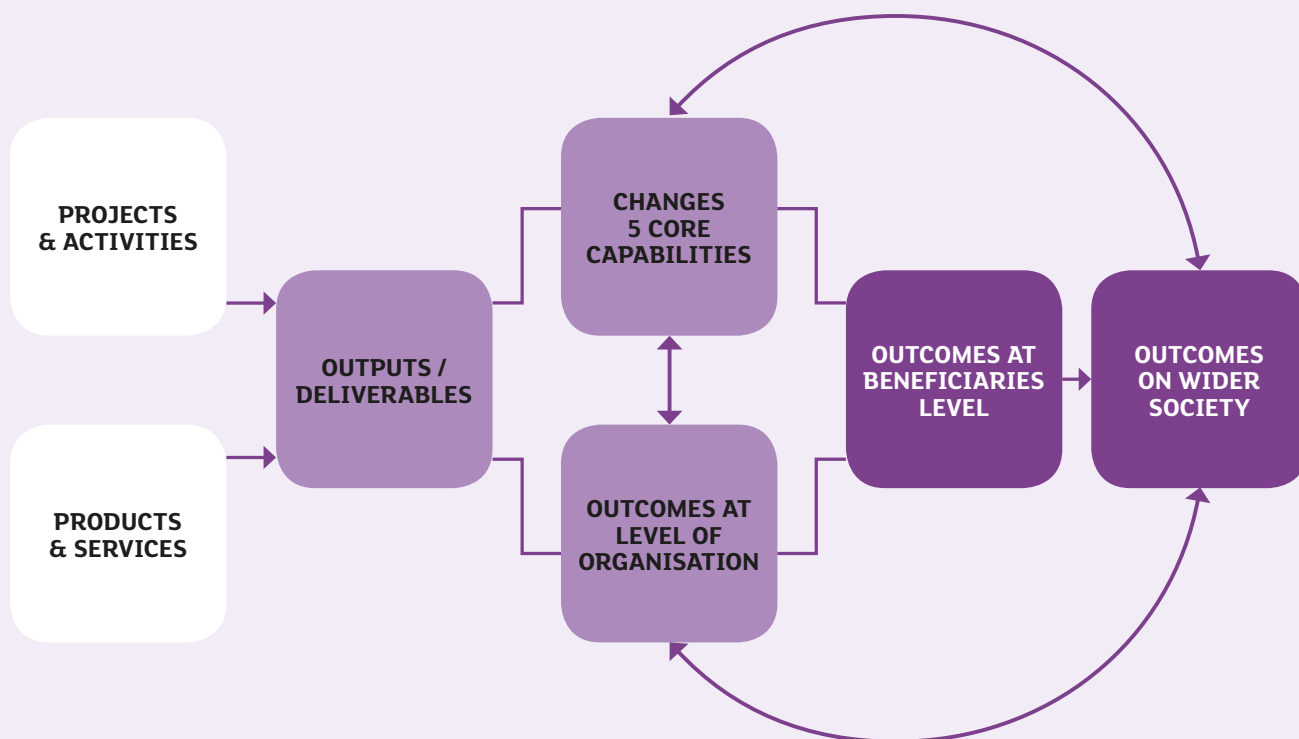
The CcIPA framework combines activities from different programmes, projects or services, whereas the conventional use of the logic model is limited to a single project or programme. Outcomes at the level of the implementing organisation/ network are separated from outcomes at the level of beneficiaries,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

Regarding the **impact indicators** the participants drew on previous work undertaken under the auspices of Oxfam¹⁹ 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

¹⁹ Chris Roche 1999; Impact assessment for development agencies – learning to value change (Oxfam development guidelines)

The Capacity-centred Impact Pathway Analysis Model



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/ environment.

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)²⁰ 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.

²⁰ 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

6

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

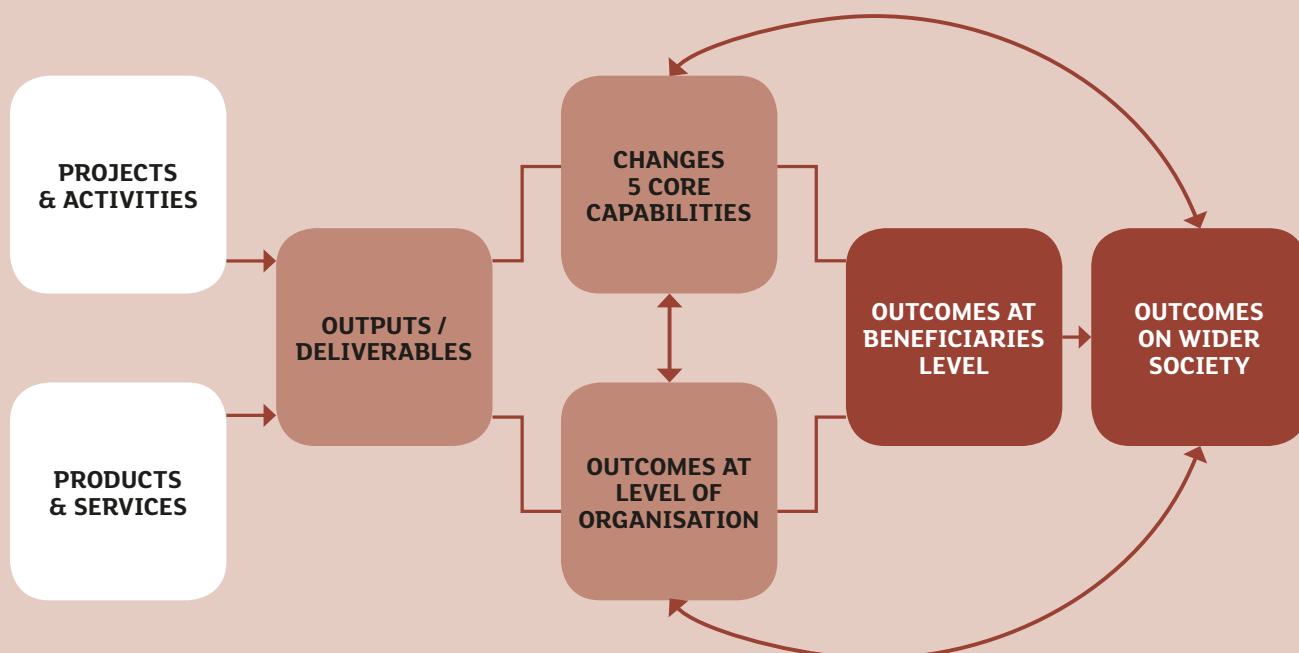
- Intensify dissemination of findings and CcIPA model;
- Carry out a second round of impact studies;
- Further clarification of impact pathways.

“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)

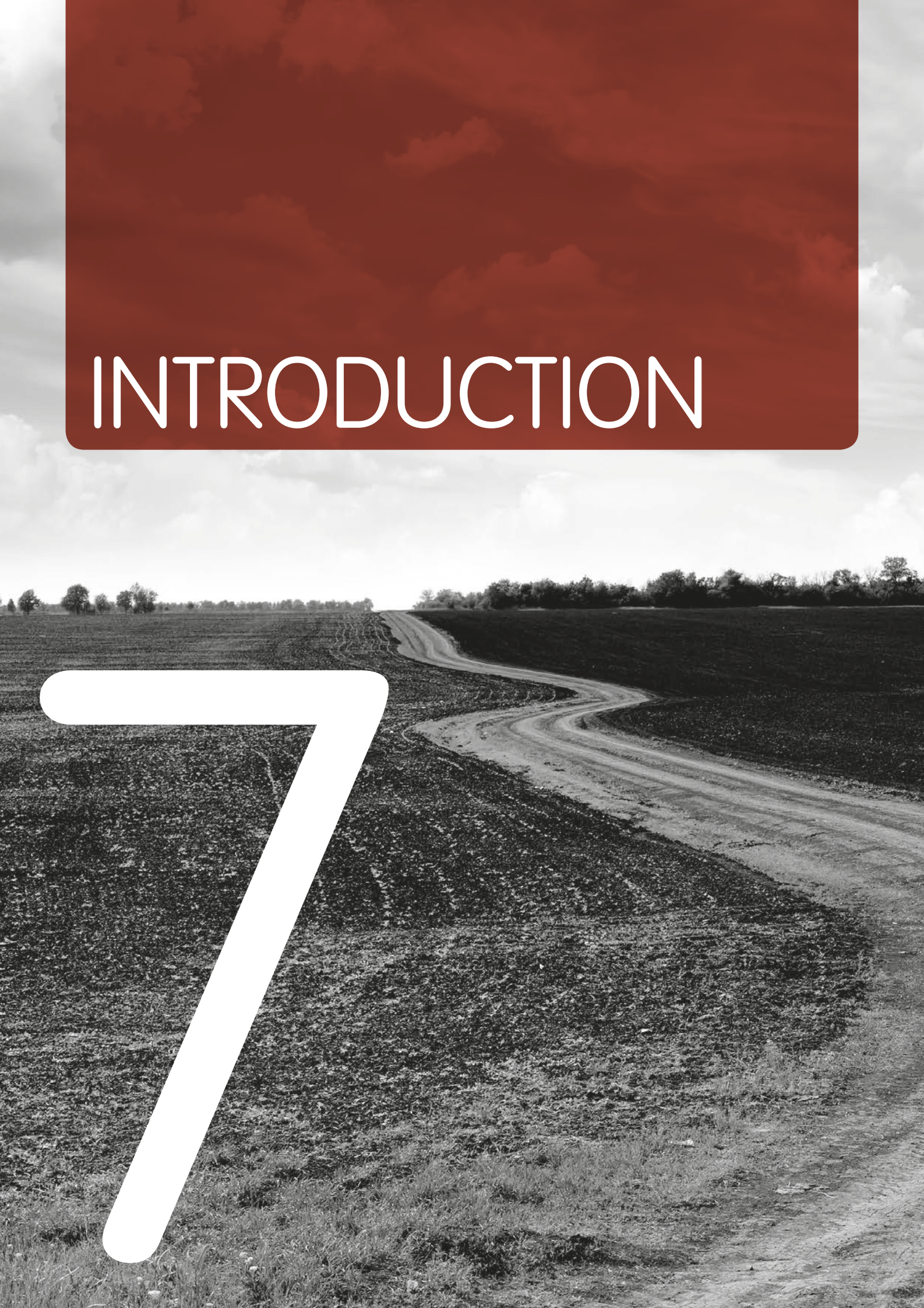
The Capacity-centred Impact Pathway Analysis Model





INTRODUCTION

7



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



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

9

9.1 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.

9.2 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.

9.3 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.

9.4 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.

9.5 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.

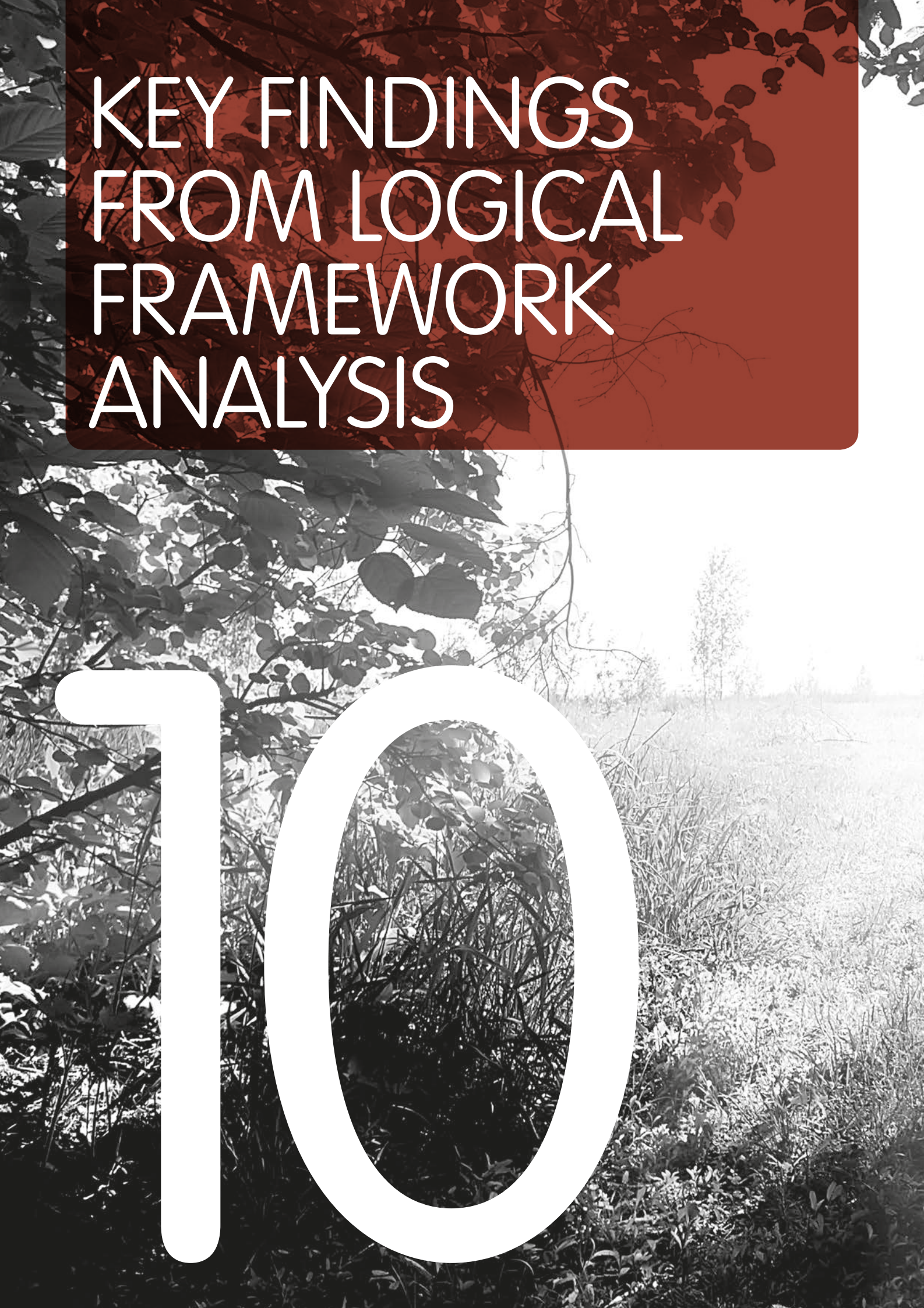
IPACC has a clear vision and mission and reformulates its strategy at the executive committee meetings, conferences, and workshops in a semi-formal way as formal planning is costly. However, working together on a strategic plan at least once in next 5 years would strengthen IPACC and deepen and widen 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.



The image features a background of a natural landscape with trees and a field. The top portion is overlaid with a solid red color. The text is white and positioned within the red area.

KEY FINDINGS FROM LOGICAL FRAMEWORK ANALYSIS

10

10.1 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>

10.2 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>

10.3 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

CARDI recognised as having science-based positions on climate resilient agriculture. Seen as an engaging organisation willing to learn from the experiences of others.

CARDI provides nurturing secretariat support for proposed network.

CARDI led the recovery effort for the spice industry in Grenada (post hurricane Ivan).

Reciprocal feedback mechanisms put in place such that CARDI steers policy and can proactively design the requisite programmes and projects.

CARDI has gained in-house expertise to communicate with its various publics using internet-based systems. Enhanced capacity to interact with younger stakeholders.

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.

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.

Outcome at individual level

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.

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.

Climate change case studies provided on-farm prescriptions to effect mitigation and adaptation measures.

Closer collaboration between scientists in three nations leading to the implementing of climate resilient protocols in a fourth country .

Several entities base their buying and selling behaviour in new markets on CARDI research results.

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.



10.4 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>

10.5 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.



10.6 IPACC

**Activities /
Outputs**

Regional conference on participatory mapping and environmental advocacy, in Namibia;

- regional adaptation and meteorology workshop, in Chad; support for advocacy and side events at UNFCCC COP15 (Copenhagen), COP17 (Durban) and COP18 (Doha).

Participatory 3D mapping in Kenya, Gabon and Chad.

ICT/Web 2.0 training related to climate advocacy.

Support to develop IPACC pan-Africa climate and environment plan.

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.

**Outcome at
organization
level**

IPACC has moved into the domains of climate advocacy, environmental policy and natural resource tenure advocacy.

Greater profile politically and also on the ground with members as a result of participatory mapping.

The use of new media/ICTs for networking and rural advocacy.

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.

Bringing indigenous knowledge into the climate change and environmental rights terrain and debates.

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 led 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.

10.7 KENFAP

<p>Activities / Outputs</p>	<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>
<p>Outcome at organization level</p>	<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>
<p>Outcome at individual level</p>	<p>Improved communication between farmers and other stakeholders.</p> <p>Members have benefited from ease of access to timely, relevant and credible information.</p>
<p>Impact</p>	<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>

10.8 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>

10.9 RUFORUM

**Activities /
Outputs**

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.

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).

Co support with the African-wide women and young professionals in science competitions; at least four projects were implemented with CTA as associate partner.

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.

**Outcome at
organization
level**

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.

Increased competitiveness of the network: more grants won under ACP-EU EDULINK, ACP-S&T, and ACP-EU intra academic mobility.

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).

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.

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

11

“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.

ANNEXES

12

12.1 List of Participants in the CclPA impact study

ACP-EU Technical Centre for Agricultural and Rural Cooperation (CTA)

- 1 Dr. Ibrahim Khadar
- 2 Ms Tarikua Woldetsadick

Food, Agriculture and Natural Resources Policy Network (FANRPAN)

- 3 Mr. Tshilidzi Madzivhandila
- 4 Ms. Sharon Alfred
- 5 Ms Siphokazi Phillip

African Network for Agriculture and Forestry Education (ANAFE)

- 6 Dr. Amadou Issaka
- 7 Dr. Sebastian Chakeredza
- 8 Mr. Alfred Ochola

Kenyan National Farmers Association (KENFAP)

- 9 Dr. Jhon Mutunga
- 10 Ms. Stellan Nyagah
- 11 Ms. Nancy Yawera

Rwanda Telecentres Network

- 12 Mr. Paul Barera

Indigenous peoples of Africa Coordination Committee (IPACC)

- 13 Dr. Nigel Crawhall

Caribbean Research Development Institute (CARDI)

- 14 Mr. Maurice Wilson
- 15 Mr. Allister Glean

Caribbean Farmers Network (CaFAN)

- 16 Dr. Cleve Scot

Regional Universities Forum for Capacity Building in Agriculture (RUFORUM)

- 17 Mrs. Agnes Obua-Ogwal

East African Farmers Federation (EAFF)

- 18 Ms. Joyce Wanjiru

EU-based M&E Specialists

- 19 Mr. Dick van Blitterswijk *MDF, Netherlands*
- 20 Mr. Jan Brouwers *CDI-WUR, Netherlands*
- 21 Mrs. Eunike Spierings *ECDPM, Netherlands*
- 22 Mr. Harsha Liyanage *eNovation, UK*
- 23 Ms. Sara Gwynn *Independent consultant*
- 24 Mr. Domien Bruinsma *Independent consultant*

Local/ ACP-based M&E Specialists

- 25 Mrs. Enid Kaabunga *Consultant (ANAFE)*
- 26 Mr. Steve Maximay *Consultant (CARDI)*
- 27 Ms. Shantal Munro *Consultant (CARDI)*
- 28 Dr. Paul Gamba *Consultant (EAFF)*
- 29 Mr. Edward Mbaya *Consultant (EAFF)*
- 30 Ms. Karen Lock *Consultant (FANRPAN)*
- 31 Ms. Davine Thaw *Consultant (IPACC)*
- 32 Mr. Daniel Gachichi *Consultant (KENFAP)*
- 33 Mr. Moses Twesigye *Consultant (RTN)*
- 34 Mr. Godfrey Kabobyo *Consultant (RUFORUM)*

12.2 Evaluation questions

BRIEF QUESTIONNAIRE FOR IPACC EXCO MEMBERS FOR THE CTA ORGANISATIONAL REVIEW

Name: _____

Surname: _____

Organisation: _____

Date: _____

1 How long have you been a member of IPACC?

2 How long have you served on ExCo?

3 Could you please comment on what difference it has made to have been part of the following events or processes, if you have been part of any of these:

- The P3D mapping exercises in Kenya in 2006, Gabon in 2010 or Chad in 2012

- The Strategic Planning Process in Bujumbura in 2007

- The Windhoek conference on Participatory Mapping in 2008

- Participation at UN Framework Convention on Climate Change COP 15, 2009

- The regional Adaptation and Meteorology workshop in N'Djamena, 2011

- Participation in UNFCCC COP 18 in Durban, 2011

4 Please name 3 important things you have learned since being part of IPACC?

5 Please name 3 ways in which IPACC has become stronger over the last 5 years?

12.3 Interviewees and other sources

Interviewees

Hindou Oumarou Ibrahim

Director: AFPAT
IPACC ExCo

Kanyinke Sena

First African Chair of the Permanent Forum
on the Rights of Indigenous People
Member of IPACC

Nigel Crawhall

Secretariat director: IPACC

Giacomo Rambaldi

Senior Programme Coordinator, Policies,
Markets and ICTs Programme at CTA

Ali Aii Shatou

Director: Mboscuda (Mboro Social and
Cultural Development Association)
Gender Representative on IPACC ExCo

Joseph Itongwa Mukumo

Coordinateur National: REPALF-RDC
IPACC ExCo

Jorem |Useb

Southern Africa Programme Officer
IPACC secretariat

Mala Mareachealee

Operations Manager
IPACC secretariat

Adele Wildschut

Trustee, IPACC

Sources

Publications:

Publication: *TILCEPA delegate report on the 18th Meeting of the Conference of Parties to the UN Framework Convention on Climate Change (UNFCCC COP18) & the 8th Meeting of the Parties to the Kyoto Protocol (COP/MOP7). (Doha, Qatar)*

Author/s: IPACC

Date: 26 November – 7 December 2012

Publication: *National Workshop on Indigenous Peoples Rights and Recognition in South Africa*

Author/s: IPACC

Publisher: IPACC

Date: 22 – 24 July 2012

Publication: *N'Djamena Declaration, on adaptation to Climate Change, Indigenous Pastoralism, Traditional Knowledge and Meteorology in Africa. (Hotel Novotel de N'Djamena, N'Djamena, Republic of Chad)*

Authors: IPACC

Publisher: IPACC

Date: 7-9 November 2011

Publication: *African Indigenous Peoples and REDD+, Human rights, equity and forest carbon capture in climate mitigation*

Author: IPACC

Publisher: IPACC

Date: November 2011

Publication: *Briefing Note setting out IPACC's recommendations to the African Group of Negotiators at COP17 in Durban*

Author: IPACC

Publisher: IPACC

Date: November 2011

Publication : *COP17, Recommendations on Reduced Emissions from Deforestation and Degradation and Ecosystems Conservation (REDD+)*

Author: IPACC

Publisher: IPACC

Date: November 2011

Publication : *Report on Participatory 3D Modelling Workshop*

Author: Leonard Fabrice Odambo, Minorites Autochtones Pygmees du Gabon (MINAPYGA)

Publisher: IPACC

Date: 22 September – 3 October 2010

Publication : *African Indigenous Peoples' Workshop on effective use of Information Communication Technology (ICTs) in environmental advocacy.*

(Windhoek, Namibia)

Author: IPACC

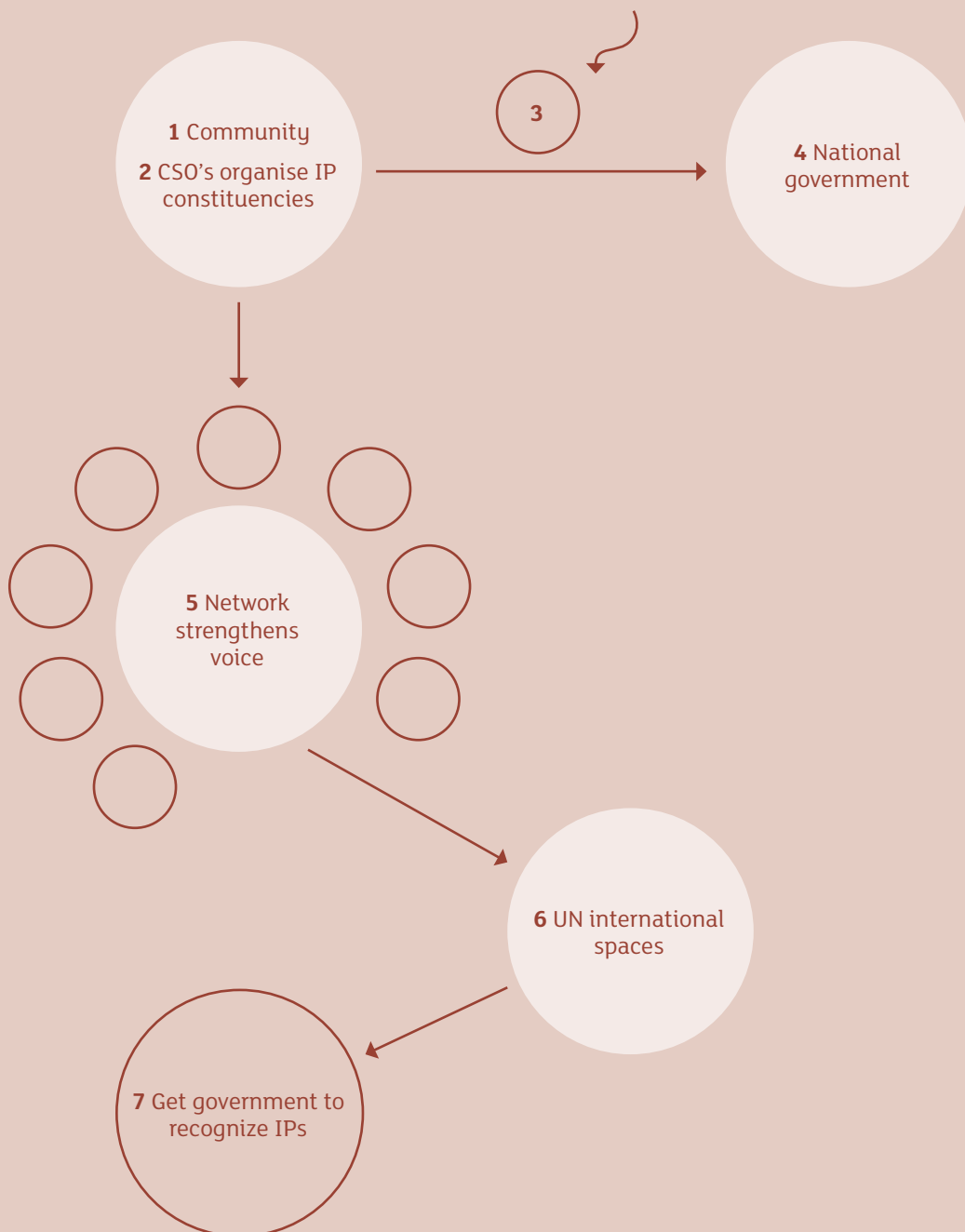
Publisher: IPACC

Date: 26-28 August 2008



12.4 A framework for rights

Figure 1: A framework for rights



Explanation of framework above

1 Change needed is at the level of community. In order for people to be heard they need to organise themselves.

2 A wide range of civil society organisations across Africa have organised IP constituencies over many years with a view to claim their rights with their own sovereign governments.

3 Efforts to do so seldom meet with success. IPs are historically a minority, marginalised and often mobile.

4 National governments do not take IP constituencies seriously and seldom listen to them.

5 IPACC, as a network, has brought dozens of organisations together across Africa in order to strengthen the indigenous voice. As a democratic organisation, members take key decisions regarding how they act to claim their rights.

6 IPACC supports a wide range of its member activists to participate in the UN negotiations around the Convention on the Rights of Indigenous People. Members learn how the UN works, what mechanisms can be activated in their interests, how to work together and how to negotiate with their own government representative at the UN.

7 The intention is then to return to their own countries (after the signing of the Convention in particular) and negotiate with their national governments to recognise IPs in terms of the Convention. IPACC interviewees point out that this has not been an easy matter.

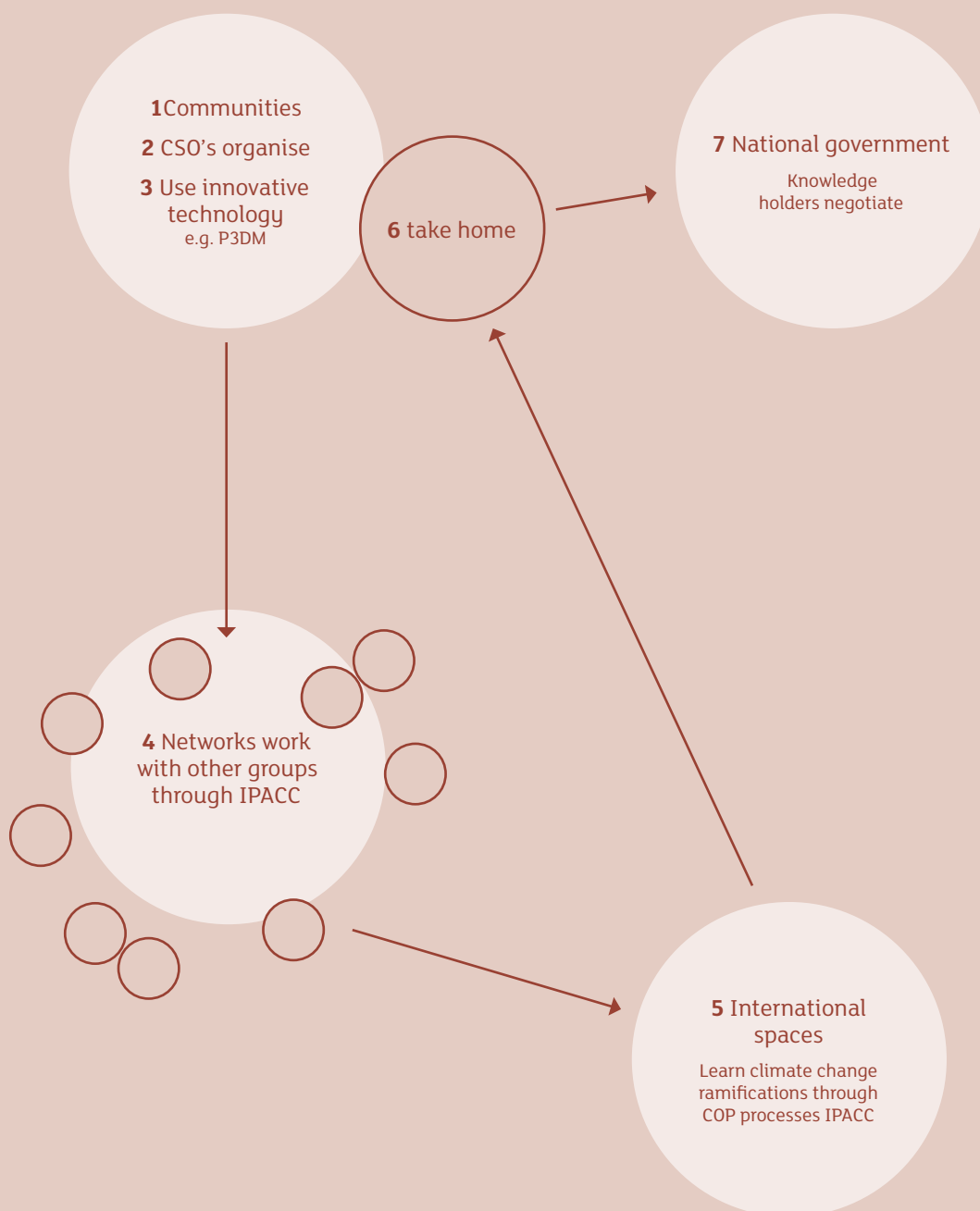
The line does not go back to the National bubble!

With a shift in strategy to engage in climate change and environment debates, and with a new relationship with CTA, a new set of opportunities emerged.

“With a shift in strategy to engage in climate change and environment debates, and with a new relationship with CTA, a new set of opportunities emerged.”

12.5 A framework for engaging national governments around climate change

Figure 2: A framework for engaging national governments around climate change



Explanation of framework above

1 Once again the struggle is with the people on the ground and IP communities' experience of marginalisation.

2 A wide range of organisations emerged representing Indigenous People as is the case in the previous framework. What is new is that the Convention has been signed and IPACC has seen the opportunity to work in the field where IPs, their indigenous knowledge and climate change become relevant.

3 Work with the CTA enabled the use of innovative technologies, in particular the P3D Modelling process. This is used on the ground with IPs leading the conversation and other scientists and government officials observing and listening.

4 It is because of IPACC, and its relationship with CTA, that mapping exercises as well as cyber tracking and other technological opportunities are exploited and, with this knowledge, IPs arrive at a range of international spaces.

5 These spaces are defined elsewhere in the report but what is important is that through COP processes and other meetings around climate change-related issues, IPs once again strive to learn about the ramifications of the international mechanisms available through which they can negotiate.

6 With both the knowledge at local level, the experience and solidarity of working through a network, and developing and understanding, as well as an ability to negotiate and present their case in international forums, IPs are ready to meet and negotiate with their own national governments – with 'ammunition'.

7 Efforts to engage with and discuss climate change, mitigation, adaptation and other related issues becomes a lot 'easier' as IP organisations arrive at any engagement as significant knowledge holders with substantial international experience and available to negotiate.

12.6 Appendix 5

République du Tchad

Présidence de la République

Primature

Ministère Chargé des Droits de l'Homme
Et de la Promotion des Libertés

Direction de Cabinet 

Unité-Travail-Progrès

N'Djamena, le 15 septembre 2010

N° 156/PR/PM/MCDHPL/CAB/2010

LETTRE DE RECONNAISSANCE OFFICIELLE

Le Ministre Chargé des Droits de l'Homme et de la Promotion des Libertés vient par la présente, porter à la connaissance de nos partenaires nationaux, internationaux et les systèmes des Nations Unies que « l'Association des Femmes Peules Autochtones du Tchad » collabore belle et bien avec le Ministère en charge des Droits de l'Homme.

Cette Association a pour coordonatrice **HINDOU OUMAROU IBRAHIM.**

En cas de quoi, la présente lettre de reconnaissance et de collaboration est établi pour faire valoir ce que de droit.

Le Ministre Chargé des Droits de l'Homme et de la

Promotion des Libertés


ABDERAMAN DJASNABAILLE



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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