JOINT IMPACT ASSESSMENT OF CTA'S SUPPORT TO WOUGNET

(2003–2013)
Godfrey Kayobyo, Moses Owiny, Brenda Akite and Dorothy Okello

INCLUDING:

- **Brief on the Capacity-centred Impact Pathway Analysis (CcIPA) model**
- **Abstracts on five studies**

Ibrahim Khadar, Tarikua Woldetsadick, Jan Brouwers and Eunike Spierings

About WOUGNET

Women of Uganda Network (WOUGNET) is a non-governmental organisation initiated in May 2000 by several women's organisations in Uganda to develop the use of information and communication technologies (ICTs) among women as tools to share information and address issues collectively.

WOUGNET's mission is to promote and support the use of ICTs by women and women organisations in Uganda, so that they can take advantage of the opportunities presented by ICTs in order to effectively address national and local problems of sustainable development. The new ICTs, in particular, email and the Internet facilitate communication with each other and the international community. Indeed, access to information about best practices, appropriate technologies, ideas and problems of other groups working on similar concerns have been identified as critical information and communication needs of women organisations in Africa.

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.

JOINT IMPACT ASSESSMENT OF CTA'S SUPPORT TO WOUGNET

(2003–2013)
Godfrey Kayobyo, Moses Owiny, Brenda Akite
and Dorothy Okello

INCLUDING:

• Brief on the Capacity-centred Impact Pathway Analysis (CcIPA) model
• Abstracts on five studies

Ibrahim Khadar, Tarikua Woldetsadick, Jan Brouwers and Eunike Spierings

Table of contents

Contacts

Ms Dorothy Okello

Plot 55 Kenneth Dale, Kamwokya,
P.O.Box 4411 Kampala, Uganda

Tel: +256 41 453 2035
Fax: +256 41 453 0474
Email: info@wougnet.org

Mr Godfrey Kayobyo

Plot 55 Kenneth Dale, Kamwokya,
P.O.Box 4411 Kampala, Uganda

Tel: +256 41 453 2035
Fax: +256 41 453 0474
Email: info@wougnet.org

Acknowledgements

WOUGNET would like to thank CTA's LME staff and the external experts who facilitated the study.

Acronyms

5Cs	Five Capabilities Model
ACP	African Caribbean and Pacific group of states
APC	Association for Progressive Communications
CAES	College of Agriculture and Enviornmental Sciences Makerere University
CAI	Computer Aid International
CARP	Community Action Research Program
CATALIST	Catalyze Accelerated Agricultural Intensification for Social and Environmental Sustainability
CBOs	Community Based Organisations
CcIPA	Capacity Centered Impact Pathway Analysis
CTA	Technical Centre for Agricultural and Rural Cooperation
DOT	Digital Opportunity Trust Uganda
EAAI	Enhancing Access to Agricultural Information
EASSI	East African States Sub regional Initiatives
ECDPM	European Centre for
EU	European Union
FARA	Forum for Agricultural Research in Africa
FAO	Food and Agriculture Organisation, United Nations
FGDs	Focus Group Discussions
IFDC	International Fertilizer Development Cooperation

MDGs	Millenium Development Goals
MOU	Memorandum of Understanding
NGOs	Non Governmental Organisations
ICM	Information Communication Management
ICT	Information and Communication Technologies
IK4Dev	Information and Knowledge Management for Development
ILO	International Labor Organisation
KIC	Kubere Information Centre
PASUD	Pioneer Action for Sustainable Development
PROPAC	R gionale des Organisations Paysannes d'Afrique Centrale
PWDs	People With Disabilities
PCM	Program Cycle Management
RUFORUM	Regional Universities Forum for Capacity Building in Agriculture
SMS	Short Messaging Services
SUFACE	Strengthening University - Farming Community Engagement
SPIDER	Swedish Support for ICT in Developing Regions
SWOT	Strength Weakness Opportunities and Treats
UCC	Uganda Communications Commission
UWCI	Uganda Women's Caucus on ICT
WOUGNET	Women of Uganda Network

Executive Summary

Women of Uganda Network (WOUGNET) is a Non-Governmental Organization established in May 2000 by several women's organizations in Uganda to promote and support the use of information and communication technologies as tools to share information and address issues of sustainable national development collectively. WOUGNET and the Technical Center for Agricultural and Rural Cooperation (CTA), have collaborated over the last decade during which time they have undertaken several partnership activities.

One of such activities was a project entitled "Enhancing Access to Agricultural Information through the use of Information and Communication Technologies" (EAAI) initiated by WOUGNET in 2005 with support of CTA initiated. This Project was implemented in Apac District, and now Kole District in Uganda targeting 12 groups of grassroots women farmers as the main beneficiaries.

In 2012 CTA's Learning, Monitoring and Evaluation (LME) initiated a joint impact study with a view to assess outcomes and impacts of the Centre's technical and financial support to its long-standing partners. WOUGNET participated in round two of CTA Joint Capacity Centred Impact Pathway Analysis (CcIPA) study between July 2014 and March 2015. The overall aim of the study was to promote learning for development impact within CTA and its ACP partner organisations and networks.

CcIPA is an innovative 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 core capabilities. CcIPA is a participatory impact pathway analysis model drawing on the best aspects of various existing tools and methods, mainly the logical framework, and the 5 Capabilities (5Cs) model.

The study was implemented in two phases namely, the quick scan and the in-depth study. Implementation of the quick scan involved the application of the 5Cs model and logical framework. This provided a snap shot of changes in WOUGNET's capability to relate, act, deliver, adapt, and achieve coherence, all of which together constitute an organisation's capacity; and outcomes at direct beneficiary and indirect beneficiary levels.

"Findings reveal that the CTA supported WOUGNET EAAI project triggered outcomes and impacts at individual and group levels."

It also provided an assessment of the immediate outputs and outcomes at WOUGNET as a direct result of the partnership activities with CTA. The quick scan helped in identifying the focus area for the in-depth study. The quick scan was conducted between July and November 2014 and a separate report submitted to CTA. This report presents the methodology and findings of the in-depth study.

The in-depth study, focused on an assessment of changes triggered following delivery of outputs of the EAAI project. Data collection for the in-depth study was undertaken through a desk study of relevant documents, and a survey that involved individual household interviews with the help of a questionnaire, key informant interviews and focus group discussions. Data collection, analysis, and reporting for the in-depth study was structured around and guided by impact categories and dimensions provided by CTA.

Findings reveal that the CTA supported WOUGNET EAAI project triggered outcomes and impacts at individual and group levels. The most significant changes were recorded in the human capital, social capital, wealth impact, political capital and environmental domains in that order of predominance.

The intervention strengthened capacity of individuals to use ICTs notably radio to access agricultural information and services; ensured acquisition of farming skills and contributed to adoption of modern farming practices/ technologies. Virtually all (97%) of sampled respondents acknowledged having received training on ICTs from KIC/WOUGNET.

Three (74%) in every four respondents acknowledged that their ability to use ICTs had increased to a satisfactory extent compared to the situation ten years ago in 2005, 16% reported that it increased to limited extent while one (10%) in every ten noted that it remained at same levels as at baseline. This capacity contributed to increase in proportions using a radio (82%) and mobile phone (50%) in 2015 to access agricultural information compared to 62% and 1% who reported the same in 2005 respectively. Use of the ICTs has contributed to increased access to agricultural information with (85%) of the respondents reporting that it was relatively ease to access agricultural information now compared to the situation before the project in 2005.

The increased access to information triggered changes in farmer farming knowledge and skills with 98% of the respondents acknowledging having learnt at least one new skill /practices related to farming. Crop husbandry techniques, use of improved varieties, post harvest handling and value addition, as well as livestock management in that descending order of predominance were the new skills cited as having been learnt from project activities by 84%, 75%, 35%, and 20% of respondents respectively. Acquisition of knowledge and skills triggered farmer adoption of new farming technologies and practices acknowledged by 95% of the respondents. Crop husbandry practices (75%) improved varieties (68%), post harvest handling (31%) and livestock management practices (10%) were the most common practices farmers acknowledged to have adopted.

Adoption of the modern farming practices was noted to have resulted in a number of benefits notably increased production, reduced drudgery for women, saving time to attend to other productive activities, improved food security and incomes.

With respect to social capital the strengthened groups are recognised by local government authorities, and have been attractive to other development agencies thereby enabling their members to continue to access agricultural advisory services as well as equipment. Groups have facilitated networking, and offered a platform for sharing of experiences and continued learning. Collective action through VSLA, labour exchange and in some cases produce bulking and marketing have enabled group members to save money, get loans to stop distress sells and access to better markets.

With regards to impact on wealth, groups acquired productive assets like oxen and ox-ploughs and also enabled their members to own livestock notably goats and pigs. At the individual level seven in every ten respondents noted that their incomes had increased which enabled them to acquire physical assets, construct permanent households and send their children to better schools. The increased incomes have also contributed to increase in proportion of households reporting to own a radio (86%) and a mobile (75%) in 2015 compared to 74% and 2% who reported the same respectively in 2005. Adoption of planting trees (citrus and multi-purpose trees) as well as abandoning burning of garden waste and resorting to trash lines positively impacts on the environment.

The project strategy of using information channels which the women were already familiar with ensured success in getting the women to access agricultural information. Provision of the radio and audio tapes triggered increased appreciation of the value of the radio as source of information. Majority of farmers continue to use the radio and mobile phone to access agricultural information which attests to sustainability of project outputs and outcomes.

However limited training on how to send SMS and use of digital camera coupled with low literacy levels have curtailed some women's use of these functions even when they have access to the phones. Future interventions should allow adequate time for training a critical number of people who can then gradually train other members in the groups. WOUGNET and its partners should also consider engaging in functional adult literacy if the proportion of women (39%) with no formal schooling are to get skills to use mobile phones to send, retrieve, read and comprehend information in SMS.

Lack of remunerative markets was cited as a key problem for farmers who planted citrus after listening to the radio programs and training during the project. WOUGNET could consider interventions to link these farmers with other actors in the citrus fruit value chain and also impart them with skills on juice and wine making so to add value to their fruits and access better markets.

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

The Capacity-centred Impact Pathway Analysis Model
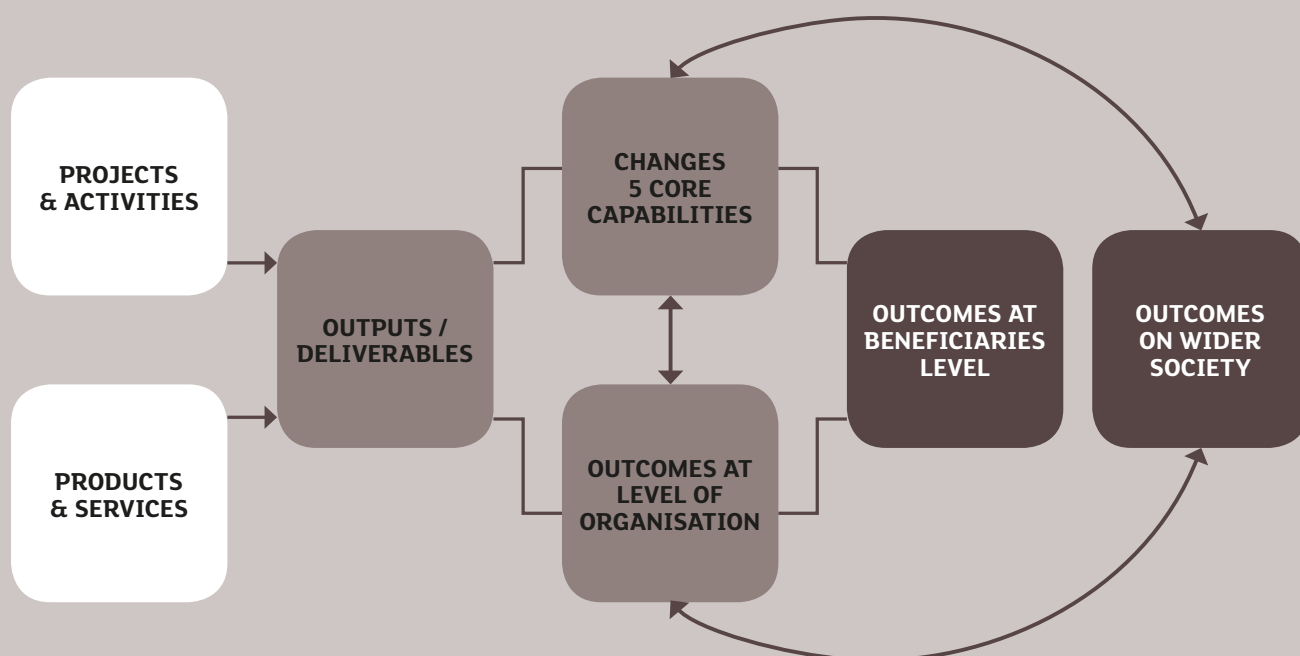
INTRODUCTION
& BACKGROUND

1
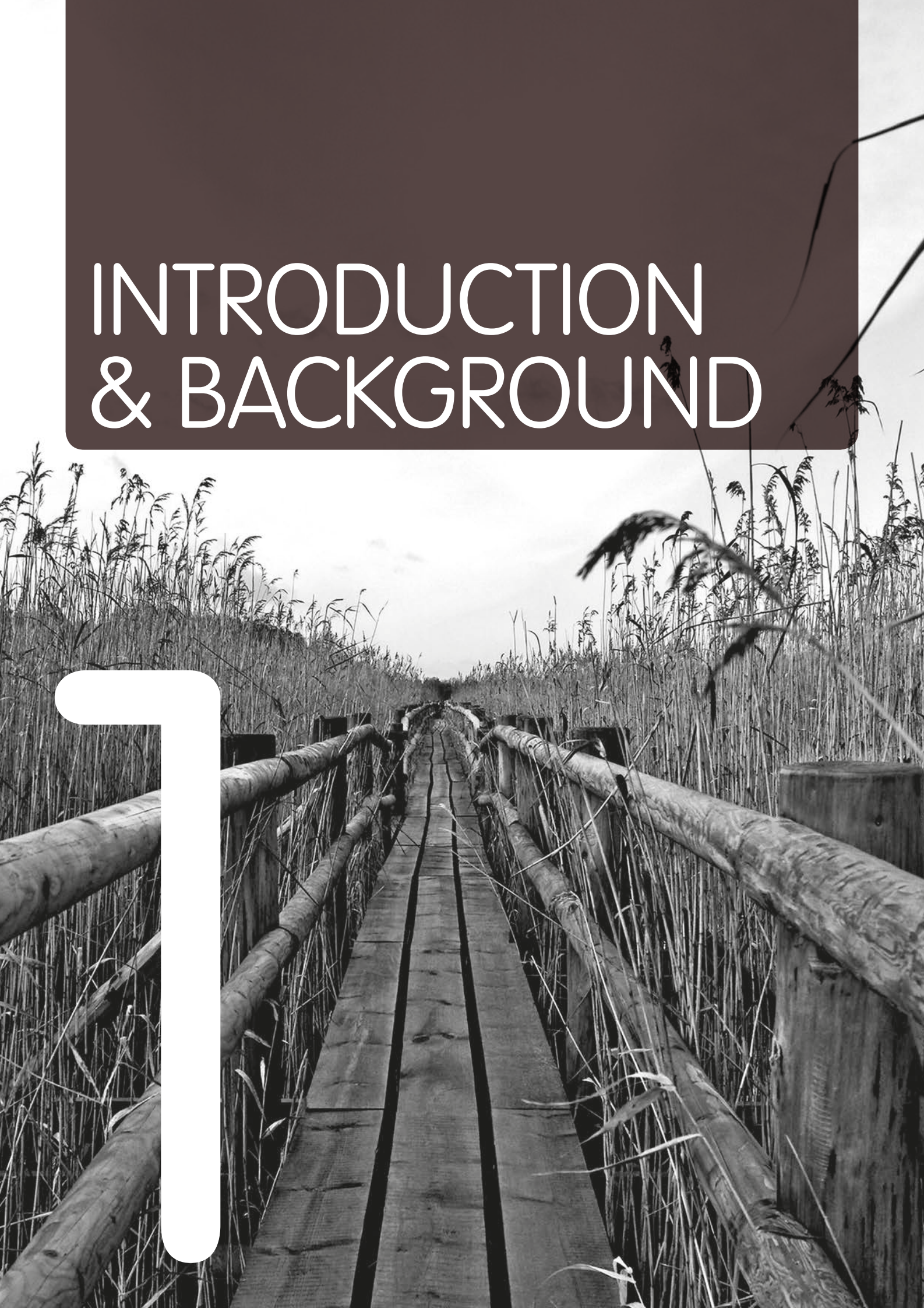
1.1 About WOUGNET

Women of Uganda Network (WOUGNET) is a non-governmental organisation initiated in May 2000 by several women's organizations in Uganda to develop the use of Information and Communication Technologies (ICTs) among women as tools to share information and address issues collectively. WOUGNET is engaged in contributing to development by introducing and promoting the use of ICT for development among women.

It currently has over 104 Women Organisations as members, of which majority are located in urban areas and / or district towns where there is Internet access and a few in rural areas.

WOUGNET envisages a society in which women are empowered through the use of information and communication technologies (ICTs) for sustainable development. To realize its vision WOUGNET strives to develop the use of information and communication technologies (ICTs) among women as tools to share information and address issues collectively. *Its mission is to promote and support the strategic and innovative use of ICTs by women and women organisations in Uganda*, so that they can take advantages of the opportunities presented by ICTs to effectively address national and local problems of sustainable national development.

WOUGNET was established to respond to the challenges of insufficient access to information, particularly by women, limited access and application of ICTs, gender digital divide, as well as low development among women and women organizations which collectively impede women's ability to strategically and innovatively use ICTs for sustainable development. WOUGNET views the link between ICTs and sustainable development as a critical entry to meeting national goals and the broader Millennium Development Goals (MDGs). It endeavors to ensure that access and application of ICTs by women and Women Organisations in Uganda is promoted and supported for sustainable development. Hence it is involved in information sharing and networking, technical support as well as gender and ICT policy advocacy.

"WOUGNET is service-oriented network-type organisation working in the arena of ICTs for Development."

The WOUGNET platform facilitates information access and sharing on human rights, health, agriculture, entrepreneurship, democracy and other areas that promote development of women in Uganda.

WOUGNET is service-oriented network-type organisation working in the arena of ICTs for Development. Its niche is in addressing gender divide in access, and use of ICTs. WOUGNET programs are guided by two pillars, namely, ICTs as tools for development, and gender responsiveness of ICT programs and policies. WOUGNET focuses on:

(a) Information sharing and supporting the use of ICTs by women. Its efforts have been directed towards e-mail, web based activities, as well as mobile phones, and how these activities can be integrated with the traditional means of information exchange and dissemination.

(b) Using ICTs to create strong networking links with members and other relevant stakeholders.

(c) Testing the latest innovation in ICT and advising members appropriately

(d) Integrating the youth and concerns of persons with disabilities (PWDs) in all its activities and programs in order to bridge the digital divide and realize the potential of ICTs to transfer knowledge and ensure e-participation.

(e) Ensuring gender responsiveness to ICT Policies and programs through gender policy and advocacy initiatives

1.2 WOUGNET organisational structure

WOUGNET Board. The board is responsible for overall governance and strategic guidance of WOUGNET, including providing support in determining and upholding the values, vision, mission, policies and standards of the organisation.

WOUGNET Secretariat: The Secretariat serves as the head office of the organisation. It is headed by an Executive Director who is the chief executive officer and secretary to the WOUGNET Board. The Executive Director provides leadership in the development and implementation of WOUGNET programs; promotes, represents and communicates WOUGNET's vision, mission and values nationally and internally; and builds and sustains relationships with national and international institutions and networks that promote the organisation's goals and objectives.

The Executive Director is supported by staff in five units/departments: Finance, Administration and Human Resources; Resource Mobilisation; Information Sharing and Networking, ICT technical support, and Gender and ICT Policy Advocacy. Program Managers head the program areas and are responsible for implementing policy directives and managing the implementation of approved strategies and policies in order to achieve expected results. The secretariat coordinates activities of the organization; facilitates information sharing and exchange among members; and provides ICT support to the network members. It also draws upon the expertise and resources of members for ICT and gender policy advocacy under the auspices of the Uganda Women Caucus on ICT (UWCI); secretariat.

"Two special meetings are held annually to get members review and input into WOUGNET planning and activities."

Figure 2: SPC organisational structure
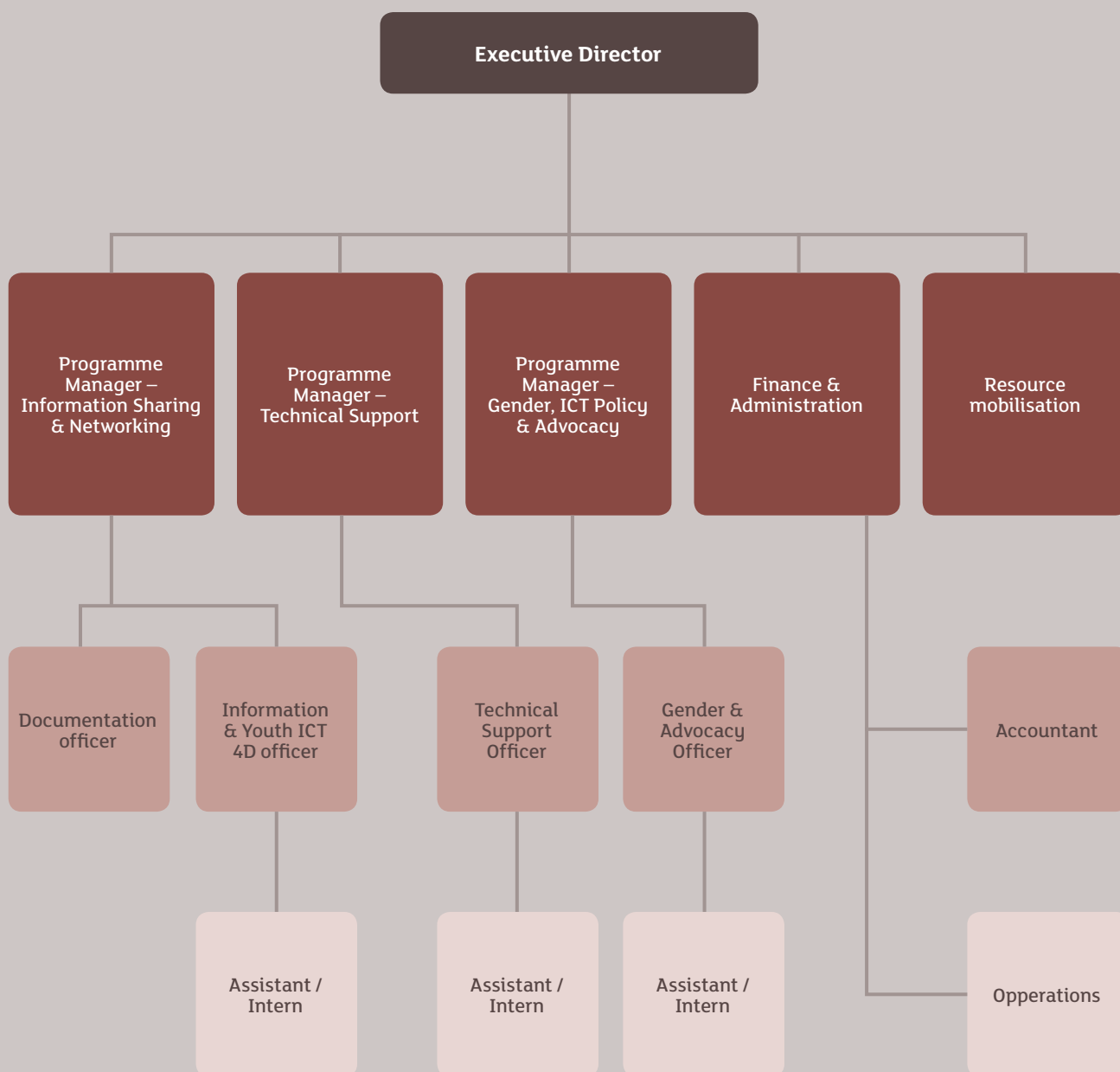
WOUGNET Members: Currently over 104 women organizations in Uganda with majority in urban areas, or district towns as well the rural and urban women in the member organizations. The member organizations and their own members constitute the primary target group and beneficiaries of WOUGNET products and services. Members send their profiles and articles about their activities to WOUGNET Secretariat which creates a page for each member on its website. The members participate in Annual Members' Meetings; policy formulation, and strategic planning processes which review organization's programs and set its strategic direction. The members are also a key stakeholder in the institutional and organizational development of WOUGNET.

Two special meetings are held annually to get members review and input into WOUGNET planning and activities. These are the Annual Members Meeting held during the first quarter of the year bringing together about 50 participants on average. The second meeting is the Planning Meeting held in the last quarter of the year to review the year ending and the work plan for the upcoming year. The annual reports and the work plan from the Planning Meetings are inputs for discussion during the Annual Members Meeting. The Planning Meetings are smaller in participation with about 25 participants on average. For both meetings, invitation to participant is made in recognition of geographic coverage and thematic areas — agriculture, health and entrepreneurship.

Secondary target group: These include the men and youth within the communities in which WOUGNET have a presence on the ground, for the moment, in Apac, Kole, Oyam, Lira, Gulu, Amuru (North), Tororo, Busia, Palisa (East), Kampala, Wakiso, Mukono (Central) as well as those who access its on-line communication channels and products. The general public that is interested in issues of ICT for Development and of Access to ICTs by all Ugandans also constitutes part of the secondary target group.

Professional Advisors

Development partners: These include the various organizations that provide funding to finance the WOUGNET activities.

Policy makers from Government particularly from the ICT and Gender Ministries, ICT experts, Journalists.

1.3 Growth of the Network

Geographic spread. The organization started in 2000 with a Secretariat in Kampala and no physical presence in any other part of the country. By 2009 it had established a field office in Apac, this was followed by one in Amuru both in northern Uganda and recently set up one in Tororo. WOUGNET also has another center in Kampala called the Community Development through Technology Center (CDTC). The center provides training on web 2.0 and ICT for entrepreneurial trainings. Today, WOUGNET operates nationally directly working with women and men in the twelve districts of Apac, Kole, Oyam, Lira, Gulu, Amuru (North), Tororo, Busia, Palisa (East), Kampala, Wakiso, Mukono (Central).

Institutional and Membership growth: Consultations prior to formation of WOUGNET highlighted the need for:- i) a mailing list that would facilitate exchange of ideas and information between women's organisations; ii) a companion website that would profile women's organisations and use the web to provide additional exposure for their activities; and iii) information and support on how to maximise the potential of ICTs within women's organisations. In response to the above, the WOUGNET mailing list and website were set up. At the time the WOUGNET website and mailing lists were hosted by Kabissa - Space for Change in Africa. By the end of 2000, the WOUGNET mailing list had fifty subscribers, including 18 women's organisations, while the website profiled 25 women's organisations and women-related projects. Membership has since grown to 90 by end of 2010 and in total of 104 member organizations in 2014.

Human resources. WOUGNET has experienced growth in its human resources to support implementation of activities. Staffing levels increased from 9 staff in 2005 to a total of 16 staff (8 at Secretariat and 8 in the 4 field/project offices) in 2014. Since 2005, WOUGNET staff are complimented by at least 3 interns and 4 international volunteers both online and at site.

Projects: Projects have increased from just having the mailing list and website in 2000 to more than 10 projects implemented over the years in Northern, Central and Eastern Uganda focusing on governance and accountability, entrepreneurship, Agriculture, livelihoods, and policies.

Financial growth: WOUGNET relies on funding from development partners/donors, partnerships, and research and other consulting projects. Members are also encouraged to contribute for their participation in some of the activities. In its formative years donors were the only source of funding. Hivos provided core funding for the last 10 years to the tune of 50,000 Euros per year.

"WOUGNET has experienced growth in its human resources to support implementation of activities. "

Funding partners have increased over the years. These have included: Uganda Communications Commission (UCC), Association for Progressive Communications (APC), International Labor Organisation (ILO), African Adapt Evaluation, Dimitra Project/FAO, EASSI, Sida, CEWIGO/IWTC, UNESCO IPDC, Global Fund for Women, SPIDER project, Indigo Trust, infoDev, Citizen Journalism, 1% Club, Cherie Blair Foundation, Digital Opportunity Trust (DOT) Uganda, WeTech Seed Funding, and the Technical Centre for Agricultural and Rural Cooperation ACP EU (CTA).

Under CTA by 2004, WOUGNET first received 25,000 Euros but by 2014 a total sum of 223,514 Euros had been received from CTA in support of various projects. The organization has diversified its resource mobilization strategies to include internal revenue generation through trainings offered on a cost-recovery basis; consultancies and member contributions.

1.4 WOUGNET Projects

WOUGNET's core business is two-pronged focusing on addressing ICT access and application, and ICT policy advocacy. The two areas are related through 'access' 'application' and 'ICT policy processes'. Over the years its interventions have focused on the following result areas:

(a) Facilitating access to relevant information to its members in urban and rural area,

(b) Providing technical support to its members in accessing and applying ICTs in their activities,

(c) Advocating for the integration of gender issues into ICT policies and programs and

(d) Building and strengthening WOUGNET's institutional capacity to implement WOUGNET programs.

WOUGNET's activities are carried out under three major program areas:

Information Sharing and Networking. This program aimed at providing relevant information to urban and rural women and sharing of experiences for purposes of improving quality of lives. which it does through a variety of online and offline channels including electronic mailing lists, a monthly e-newsletter with updates on the activities of WOUGNET members and the secretariat, the WOUGNET website www.wougnet.org, social media platforms (twitter and facebook), a print newsletter "WOUGNET News", a resource centre, community radio and rural information centres – Kubere Information Centre (KIC) in Apac district and Ribe-ber Information Centre in Amuru. These various channels are used by WOUGNET to share information thereby enhancing access to and sharing of information among our members and beneficiaries.

Technical Support: This program aims at supporting women organizations to strategically and innovatively access, utilize and apply ICTs in addressing their development problems. This involves researching as well as piloting new software and hardware technologies to enhance members' choice of technologies with which to exchange information and knowledge as well as to integrate into their activities for improved livelihoods. It also involves building capacity of members and at the secretariat in the use of ICT as well as providing technical assistance to WOUGNET members (such as designing simple websites for members, provide Tech Tips on a variety of computer related queries and issues of members); and facilitating access to ICTs (e.g., refurbished computers in collaboration with Computer Aid International (CAI), use of SMS for mobile advocacy, as well as identifying and matching ICT volunteers with WOUGNET and WOUGNET members

Gender and ICT Policy Advocacy: this program is aimed at effectively influencing the formulation and implementation of gender sensitive ICT policies and programs, in collaboration with members and partners. WOUGNET serves as secretariat for the Uganda Women's Caucus on ICT (UWCI) to undertake advocacy activities geared towards addressing gender concerns within the ICT Policies and programs. Advocacy activities have included:- building the capacity of policy makers, ICT experts and the media to articulate gender issues in the on-going ICT policy processes; research studies, analysis and production of policy briefs for advocacy of issues in areas of e-governance, access, and the review of national/local communications policies and strategies to establish what works, what does not and the recommendations for a way forward.

1.5 Objectives of the Joint Impact Assessment

Issues raised by WOUGNET are addressed to policy and decision makers, and the organization monitor and evaluate progress made to integrate a gender-perspective in programs, policies, and practices. WOUGNET also implements projects and programs that promote gender equality among communities. Such projects aim at benefiting women and the youth, for example, empowering communities to monitor district service delivery through ICTs and promoting economic empowerment of women entrepreneurs.

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

- Learning opportunities identified for improving organisational capacity development practices in CTA and its partners (i.e. concrete/practical lessons).

- Inputs obtained for immediate use in the project cycle management practices (e.g. baseline data for future impact studies and formulation/revision of CTA's partnership strategy).

- An adapted and easily accessible methodology for future impact studies.

THE QUICK SCAN

2

2.1 Design and Approach

The study was undertaken using the Capacity-Centred Impact Pathway Analysis (CcIPA) model developed by CTA in collaboration with its partner organisations as well as a team of experts. CcIPA is an innovative synthesis model, based on the premise that performance and impact of organizations depend greatly on the state of their core capabilities. It is geared at internal learning as opposed to accountability. It focuses on looking at changes in the core capabilities of organizations and interactions among its key actors which influence the impact pathways for outcomes.

The model draws on the best aspects of various existing tools/methodologies including: (i) Five Core Capabilities model, (ii) Results-based management, (iii) Logical Framework Analysis, (iv) Theory of change, (v) Outcome mapping and (vi) Participatory impact pathways analysis.

The study was undertaken by an external consultant working closely with the WOUGNET Secretariat Program Manager - Information Sharing and Networking, and the Rural Projects Officer, Northern Uganda who were the designated internal focal persons for the impact assessment.

"Comments raised by staff in response to the questions coupled with discussions on the open questions were used to complete the 5Cs matrix."

Key activities in the study included:-

(i) Participating in a 3 day consultative planning meeting on 29-31 July 2014 at Hamura Resorts, Kampala Uganda to harmonise understanding of the study tools and data collection processes, sharing of experiences from round one studies by RUFORUM, plan and agree on way forward and discuss guidelines on the way forward. The meeting was attended by CTA staff, resource person from ECDPM, the internal and external resources persons from WOUGNET, and Regional Universities Forum for Capacity Building in Agriculture (RUFORUM), PROPAC.

(ii) Desk study of relevant WOUGNET documents with a view to gather information to complete the logic model with regards to activities undertaken in association with CTA, their deliverables, outcomes at the organisational level, its members (direct beneficiary) as well as outcomes which can influence changes at the wider society level. The literature review also provided information of the organisation's growth as well as changes in its capabilities. Documents reviewed included WOUGNET Strategic Plans 2008-2010, and 2014-2018, the organisational policy, the Information Communication Management Strategy, annual reports for each of the last three years (2011, 2012 and 2013), external evaluation report of ICT Usage and Application by Women Farmers in Apac and Kole districts; study report on access and utilization of e-governance using a gender perspective, activity reports of interventions supported by CTA.

(iii) Consultations with Secretariat staff with a view to gather information for rating the organisation's capabilities and explanatory notes. The key questions for assessing the various domains in each of the 5 capability areas were formulated into Google forms questionnaire and the staff requested to respond. This was intended to ensure that individual staff felt free to assign scores. A total of 12 out of the 15 technical staff responded to the survey.

The average scores for the various questions in a given domain were then summed up and divided by the number of questions so as to produce the organisation score for the respective domain. Likewise average scores for the domains were summed up and divided by the number of domains to get the composite score for the specific capability area. Comments raised by staff in response to the questions coupled with discussions on the open questions were used to complete the 5Cs matrix.

(iiii) Summary findings were shared in form of a power point presentation with WOUGNET staff during a meeting held at the Secretariat on 14th and 15th October 2014. This helped to provide more insights and explanatory notes for the 5Cs analysis. The salient issues which emerged during the validation meeting with staff were then used to refine the PPT report. The quick scan PPT report was also shared with participants during a joint synthesis meeting of the five organisations currently undertaking the study held in Rome Italy 21-25 October 2014 at the Holiday Inn Hotel in Rome Italy. The meeting provided further guidance on documentation of the findings.

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 WOUGNET

Deliverables

WOUGNET and CTA have collaborated since 2004. Over the last decade, the CTA-WOUGNET partnership has supported:-

(i)   Skills enhancement of WOUGNET staff in four thematic areas:-

(a) **Media, communication and policy advocacy.** CTA supported the progam manager gender, ICT and policy advocacy to participate in training workshop on media, communication and policy advocacy

(b) **Information and knowledge management for development.** WOUGNET staff participated in the InK4DEV weeks that took place in Namibia in 2009, 2010 in Imperial Royale Hotel in Kampala and 2011 in Entebbe. On return from the Regional Validation Workshop for the ICM Strategy Development Facilitator's Guide organized by the Technical Centre for Agriculture and Rural Cooperation (CTA) in collaboration with the Regional Universities Forum (RUFORUM) – at Imperial Royale, Kampala Uganda on 21 – 25 November 2011, WOUGNET Coordinator and Rural Projects Manager, Northern Uganda wrote a report which was shared with all staff to inform them about the outcome of the conference. They then had one-on-one meetings with the other staff members sharing the conference outcomes and also stressing the importance of ICM in organizations.

WOUGNET staff ably embraced the idea as most of the key staff had taken part in the InK4DEV workshops. WOUGNET Rural Project Manager, Northern Uganda and the Coordinator used the ICM facilitator's guide and the ICM Users' manual developed by CTA to guide them in drafting the Terms of Reference for the development of the ICM strategy. This draft was then circulated among all staff to have their input into it.

(c) **Information Communication Technologies (ICT) web-based learning (Web 2.0) and social media.** In 2009 3 WOUGNET staff were trained by CTA on internet based communication including web 2.0, design of websites, uploading documents among others. In 2013 4 WOUGNET staff participated in training by the United Nations Institute for Training and Research (UNITAR) on Web 2.0 and Social Media, an e-learning Course on Innovative Collaboration for Development. WOUGNET's participation was sponsored by CTA. In addition 3 WOUGNET Staff are enrolled for a 3-month e-Learning course on 'Communication for Development' organized by the Commonwealth of Learning (COL). This has equipped WOUGNET staff with knowledge and skills on the subject a created in-house capacity to continue to training other people staff and members.

(d) **Strengthening capacity in Program Cycle Management.** A total of 15 WOUGNET staff were trained and an M&E framework developed in August 2013.

"WOUGNET staff ably embraced the idea as most of the key staff had taken part in the InK4DEV workshops."

(i) **Development of Information Communication Strategy.** CTA supported to WOUGNET under this area resulted into:-

(a) Development of a well elaborated three year information and communication management (ICM) strategy, Strategy Implementation Plan- SIP and Indicative budget for the implementation of the ICM strategy. *The ICM strategy is noted to provide a basis for enhancing capacity of WOUGNET to support ICT use and develop ICT programs for greater developmental impact.*

(b) Documented process and lessons in developing ICM strategy which WOUGNET will use to introduce its member organizations to ICM so that they can appreciate it and also embrace and also develop their own ICM strategies at organizational levels.

(iii) Access to CTA publications. CTA publications have been provided periodically and during short skills enhancement events over the years. These include: resource materials on knowledge management (ICM facilitator's guide, and the ICM Users' manual); Web4Dev training curriculum; CDs, flash discs, farmer technical guides for specific technologies/enterprise; among others.

(iv) Enhancing Access to Agricultural Information (EAAI) using Information and Communication Technologies (ICTs) project in Apac District. This project was implemented under the rural access program that was aimed at improving rural women's access to ICTs, strengthening WOUGNET members and building their capacity in ICT use and application. The EAAI project was initiated to develop and improve information and communication systems so as to enable easy access to agricultural information for rural women farmers via a variety of ICTs including mobile phones, radio cassettes, and community radio. Key interventions under the project included information sharing, training in ICT use for rural women farmers in Apac, production of news articles for the Open Knowledge Network; production of articles for WOUGNET News; holding meetings on ICT and Rural Access, with a focus on Agriculture – both online and face-to-face meetings; facilitating and conducting exchange visits; as well as networking with stakeholders. Key deliverables of the project included:-

(a) Using a combination of ICTs which included radio, mobile telephones, listening clubs, and face-to-face meetings, a total of 360 women farmers from 12 groups were equipped with skills on how to use ICTs to access information to improve their farming.

(b) Strengthening of farmers groups in group dynamics and management.

(c) Kubere Information Centre (KIC) was established in Apac town. KIC acts both as an Information Resource point and supports project implementation and two-way linkages with the women farmers. From the centre, women farmers can access training in agricultural practices, as well as in the use of ICTs such as cell phones. Group members were also are also able to share experiences with each other around best practices and new ideas. In addition to the direct work with the rural women's farming groups, the KIC participated in an e-society programme designed to foster collaboration between local government and civil society in the district through the use of ICTs.

(d) The project aired a weekly agricultural radio show, in partnership with community radio station Radio Apac, which provided information about agricultural techniques and resources. Farmers could also receive information by short messaging service (SMS). According to the organisers, these methods of information dissemination proved very beneficial for group members.

(e) Local agricultural information was also made available on audiotape, video tape, CD-ROM, and on notice boards. Calendars, brochures and a handbook were also produced. All content produced was made available in the local language, Luo. In addition WOUGNET leveraged support from FAO under the Dimitria project to produce posters on Post Harvest handling in Luo, which complimented messages under the EAAI project.

(f) Production and distribution of information materials bearing various educative messages to WOUGNET's members.

"A total of 56 people have been trained by WOUGNET since 2012 when the organisation started offering web 2.0 trainings."

2.3.1 Outcomes at the Organisational Level

The partnership activities and their corresponding deliverables have triggered and/or contributed to changes at WOUGNET Secretariat. These include:

(i) Outline of a media strategy. The training on media, communication and advocacy increased staff appreciation of need for clear media strategy for effective advocacy. This propelled WOUGNET to produce an outline of a media strategy indicating the various channels to use to reach specific audiences. This was also noted to have contributed to enhanced capacity in advocacy.

(ii) Increased access to information and new knowledge in CTA publications. This is noted to have contributed to building skills of individual staff and members. WOUGNET staff use the CTA technical guides on various technologies and enterprises to advise farmers through the question and answer services provided by KIC. The farmers also access the technical guides which enable them to acquire knowledge on production of their enterprises. Access to information materials such as the ICM facilitator's guide and the ICM Users' manual developed by CTA guided WOUGNET in drafting the Terms of Reference for the development of the ICM strategy.

(iii) Networking and learning from other ACP countries through stories on the ICM wiki which was created for the purpose of the project

(iv) In house capacity to provide training on Web 2.0 and social media established in WOUGNET.

(a) A total of 56 people have been trained by WOUGNET since 2012 when the organisation started offering web 2.0 trainings. Trainings have also been offered to WOUGNET partners upon request.

(b) Staff delivery of the trainings has improved their confidence and skills as facilitators/trainers in Web 2.0.

(c) Adapted Web 2.0 and Social media training curriculum. The training is conducted based on the CTA Web4Dev Curriculum which is expected to be delivered in 5 days but WOUGNET has adapted it and its delivered in 2-3 days.

(d) Trainings have diversified sources of revenue for WOUGNET. These trainings are offered on a cost-recovery basis at WOUGNET's Community Development through Technology Centre. This has helped WOUGNET to mobilise resources from the training to maintain the resource centre and support other activities.

(e) Increased visibility and reputation for providing Web 2.0 training in the country thereby positively impacting on WOUGNETs credibility.

"Existence of the KIC has served as a spring board for other projects and development."

(v) Training of program cycle management and development of the ICM strategy has triggered improved communication and dialogue between staff.

 (a) It was noted that staff have increased understanding of the results chain and logical analysis in process of developing proposals and reviewing achievement of program deliverables and outcomes. The improved knowledge was noted to have facilitated staff to make meaning contributions to design of projects and hence better exploitation of ideas from all staff.

 (b) Improved reporting. Development of the ICM strategy fostered realisation of weakness in documentation and marketing of WOUGNET. Development of the ICM strategy brought to the fore the fact that WOUGNET was not adequately taking advantage of the available communication channels to share information on its programs/ projects. Subsequently the WOUGNET articulated strategies and actions to improve documentation in the organisation. This has improved tracking and reporting of program activities, outputs and outcomes.

(vi) Development of the Information Communication Strategy and plan has

 (a) Enhanced capacity to support ICT use and develop ICT programs for greater developmental impact,

 (b) Tested and proven process for WOUGNET to use in introducing its member organizations to ICM so that they can appreciate it and also embrace and develop their own ICM strategies at organizational levels.

 (c) Enhanced networking and learning from other ACP countries through stories on the ICM wiki.

(vii) The Kubere Information Centre which was established under the CTA supported EAAI project serves as a field office which supports other projects and two-way linkages with women farmers. **Existence of the KIC has served as a spring board for other projects and development.**

 (a) KIC hosted a research team from Makerere University, who were interested in meeting farmers growing upland rice, soya bean, and groundnuts to learn together how growing of legumes contributes to improving soil fertility. As a result twelve sites were set up for demonstration gardens in Lira (Oribcing women's group in Kole and Note ber women's group in *Lira- KIC affiliate farmer groups*).

 (b) In 2010, WOUGNET opened another rural information centre in Amuru district, called Riber-Ber Information Centre, to help farmers access market information using mobile phones. Using a combination of ICTs which included radio, mobile telephones, listening clubs, and face-to-face meetings, women farming communities were equipped with skills to be able to access farming information to improve their farming as well as increase yields.

(c) Efforts of the EAAI project are sustained by a new, connected initiative that WOUGNET is undertaking in partnership with Makerere University involving the women farmers that were involved under the previous project. Strengthening University - Farming Community Engagement (SUFACE) seeks to develop an operation framework where universities can work with communities to enhance productivity and competitiveness of smallholder agriculture as well as responsiveness and impact of universities in agricultural development. The partnership with WOUGNET under this project has further consolidated Makerere University's engagement with rural communities with the objective of improving livelihoods, adapting better farming technologies developed by Makerere University, and fostering better access to agricultural information.

(viii) Increased visibility, recognition and credibility of WOUGNET. It was noted that participation in national and international meetings and conferences has increased visibility and recognition of WOUGNET. WOUGNET was a partner of the International Conference on ICT and Agriculture held 4 – 8 November 2013 in Kigali, Rwanda, and also coordinated the Gender session at the event. Information and conference outputs of the event are at http://www.ict4ag.org. The third European Forum on Rural Development in Palencia Spain". At this meeting during one of the special sessions on ICTs, WOUGNET was a case study in a research findings presentation focusing on use of ICTs and Agriculture. This study was based on a research carried out by the Makerere University social research team and a Kenyan University that interviewed, WOUGNET staff(Information Programme), the KIC and women farmers in Apac. Case studies carried out on WOUGNET activities and discussed at international platforms continue to enhance the organization's visibility and credibility.

"WOUGNET is a member of the Gender National Development Plan Taskforce that is lead by EASSI."

(ix) Participation in partnership oriented programs enhanced networking and establishment of strong partnerships with several organisations thereby fostering information sharing among women and women organizations in Uganda and worldwide. Examples of partners include:

- **Government Ministries, Departments and Agencies** (MDAs) such as the former Ministry of Works, Housing and Communications and the current Ministry of ICT, the National Planning Authority (NPA), and the Uganda Communications Commission (UCC), the Department of Gender under the Ministry of Gender, Labour and Social Development

- **NGOs and Civil Society Organisations** such as Isis-WICCE, Uganda Development Services, BROSDI, UWONET. WOUGNET is collaborating with Akina Mama wa Afrika (AMwA) on the process to have the Africa Protocol of Women's Rights ratified by Uganda. Again, the key point is in facilitating information sharing about the ratification process. WOUGNET is a member of the Gender National Development Plan Taskforce that is lead by EASSI.

- **National and regional research organisations:** Nationational Agricultural Research Organisation (NARO)- under the Regional Agricultural Information and Learning systems – RAILs project implemented and funded by the Forum for Agricultural Research in Africa (FARA), WOUGNET populated space on the erails portal. During this period, a page for WOUGNET was also opened on the erails portal as a requirement as a learning team member of the Rails program run by NARO, FARA and Association for Strengthening Agricultural Research in East and Central Africa (ASARECA).

- **National organisations** such as INetwork, the NGO Forum, UgaBYTES, and FIT Uganda to disseminate market information

- **International organisations** such as International Institute of Rural Reconstruction - IIRR, ILO WEDGE Project, World Space satellite radio in collaboration with RANET-Uganda, innovative technologies such as i.scribe)

- **Funding agencies:** for instance Sida, SPIDER, Hivos, CTA, the Cherie Blair Foundation among others. WOUGNET is collaborating with Cherie Blair Foundation for Women on an e-Mentoring Programme for women entrepreneurs in Uganda. The two year project targets at least 40 women entrepreneurs who will spend 12 months working one-on-one with their mentors to achieve key business goals. Participants are expected to build business skills and digital literacy through trainings, and become part of a community of committed entrepreneurs who are invested in each other's success. In November 2013, the first intake of 10 women entrepreneurs was matched with e-mentors from India, Rwanda, Switzerland, UK, and USA.

- **Universities:** For instance Makerere University (the Colleage of Agriculture and Enviornmental Sciences-CAES, and Department of Women and Gender Studies); and the McGill University seminar course on Internet and Human Rights (Internet governance). The focus for WOUGNET together with Dr. Becky Lentz, Assistant Professor in Communication Studies, and a student research team is to investigate concerns around government policy on cyber-security as it relates to Internet Freedom as well as particular concerns for ICT-enabled violence against women.

2.3.2 Outcomes with the Direct Beneficiaries

(i) Acquisition of skills to be able to access farming information to improve their farming and productivity. The acquired knowledge and skills mproved abilities of rural women to apply and use ICTs to access agricultural information.

    (a) For instance in the 2013/14 123 female and 520 males accessed information both online and from the information centers at the Kubere Information Center, Ribe ber Information Center and the Community Development through Technology Center (CDTC)

    (b) Women group members were able to share their experience with each other around best practices and new ideas in agricultural activities through radio talk shows, learning events at KIC, as well as group meetings.

(c) Member organisations and the individual members source information on various skill enhancement and IGAs

(d) Access to agricultural information triggered some women farmers to engage in new enterprises including tree planting, new methods of bee keeping among others

(e) Using the phones, women farmers have been able to get markets for their produce thereby increasing their income levels.

(f) Accessing market information on commodity prices using cell phone increased capacity of women farmers to bargain for better prices and equips them with knowledge of existing prices which reduces exploitation by middle men or buyers

(ii) An information resource centre that continues to be used by farmers in Apac and northern Uganda to a source of agricultural information. The centre is a key resource for bridging information gaps in among women in agriculture. Although EAAI project ended in June 2011, the KIC still serves as a source of agricultural and other development-oriented information in the districts Apac, Kole and in northern Uganda. Farmers can still borrow radio scripts and recorded agricultural audio discussion on radio tapes, and they can still consult on agricultural information and use the services of the centre as they wish. This is supported by the presence of other ongoing projects that use the centre as its coordinating office/field office. The centre can facilitate real-time and cost effective information on weather, market prices, diseases and pests. Such services allow farmers, especially women farmers who may not otherwise have access to this type of information, to make more informed decisions about land preparation, planting, harvesting, and marketing. The center can help increase women's access to information and services which can in turn close gender gaps in yields and productivity.

(iii) Improved functioning and performance of roles and new income streams for participants in Web 2.0 trainings. Participants in the Web 2.0 training claim that they are more effective in their work.

(a) Anecdotal evidence reveal that one women activist noted that the knowledge on web 2.0 and social media has enabled her to take her advocacy work to another level and reach many more people.

(b) A youth used social media to mobilise funds to support their project activities.

(c) Opened opportunities to venture into new income streams. One trainee on Web 2.0 claimed that he had trained other people thereby earning money.

"Improved functioning and performance of roles and new income streams for participants in Web 2.0 trainings."

(iv) Increased access to information sharing.

    (a) Members empowered to establish own mailing lists that further their communications targeted to particular audiences. In July 2014, the Hon. Janet Kataha Museveni, First Lady of Uganda officially launched the Women Public Administrators (wopubadmin) online platform that was established on request by Action for Development (ACFODE) and maintained by WOUGNET. The forum is primarily targeted at providing female public administrators in Uganda with a networking and information sharing platform so as to facilitate dialogues and cross learning [https://dgroups.org/hivos/wougnet/wopubadmin]. In this case, WOUGNET is providing technical support for administration of the platform

    (b) Network members in the ICT4Democracy Network in East Africa facilitated by WOUGNET with support from Spider share information through monthly Skype meetings and regular updates to the network's information platforms.

    (c) WOUGNET members implementing projects on governance are using ICTs to amplify grassroot voices. For example, WOUGNET and ToroDev are using Ushahidi to enable local communities to report on service delivery by their local governments [http://www.wougnet.org/ushahidi/;[http://indigotrust.org.uk/tag/wougnet/].

2.3.3 Outcomes with Indirect Beneficiaries

(i) Heightened awareness of policy concerns. Developing an outline of the media strategy and enhanced capacity of WOUGNET in advocacy was noted to have enabled the organization to increase awareness on gender concerns in ICT related policies. The heightened awareness subsequently contributed to policy makers and implementers making adjustments in implementation procedures. Case in point is the implementation arrangements made for the Rural Communication Development (RCD) fund phase II which are now gender sensitive. Before the criteria to access RCD funding had barriers such as collateral which would make it difficult for women to access such funds. These issues were pointed out and subsequently addressed in RCD phase II.

(ii) Enhanced capacity of community members to use ICTs to report on service delivery is noted to have contributed to better response from the local governments, fostered e-governance efforts of the central government and improve service delivery with benefits to all members of the community.

2.4 THE 5 CORE CAPABILITIES OF WOUGNET

2.4.1 Capability to Act and Commit

Secretariat staffs were asked to rate extent to which WOUGNET has action oriented leadership; organisational culture is committed; takes decisions based on information and in a participatory manner. Findings reveal that the composite score for this capability area stood at 3.7 suggesting WOUGNET Secretariat has a moderate towards strong capability to act and commit (Table 3.1).

- WOUGNET was rated to be moderate close to strong on "action oriented leadership". Its ability to manage and implement projects as well as liaising with staff and stakeholders is good. Project design and implementation is usually participatory with several staff actively participating in development of project proposals.

- For organizational commitment, the Secretariat scored 4.0 suggesting that the organisation's culture to plan, take decisions for the betterment of WOUGNET, and to act on the decisions made collectively is good. The Secretariat provides WOUGNET with an entity with a legal basis to make binding commitments on behalf of the organization.

- Overall the internal decision making structures/ mechanisms scored 3.4. Its is making decisions in a participatory manner where WOUGNET scored 2.9 which brought down the overall score for capability to act and commit. It was noted that though request for staff inputs/ views are made through emails and staff meetings, sometimes views are not considered as they may not be realistic, may be provided after the decision has been taken, or their implementation may require substantial resources notably staff time and finances. In such instances the views are heard but deferred to the major program planning events. It was also observed that some staff are reluctant to provide inputs/contributions due to limited knowledge on the subject, and or lack of confidence notably among junior staff.

Table 3.1: Staff rating of WOUGNET's capacity to act and commit

Domain being rated (1=Low, 2=to a limited extent, 3= to a moderate extent, 4=to a strong/significant extent, 5=fully/very strong)		Average Score
Leadership & Management	The organisation has an action oriented leadership.	3.8
Organisational commitment	The organisation's culture is committed.	4.0
Decision making structures/ mechanisms	Decisions are made based on information	4.1
	Decision making happens participatory.	2.9
COMPOSITE SCORE		**3.7**

2.4.2 Capability to Adapt and Renew

The assessment focused on establishing ability of WOUGNET Secretariat to: (i) manage the external environment; (ii) managing the internal environment and (iii) monitor and evaluate its programs. The composite score averages at 3.73 suggesting that WOUGNET Secretariat has a moderate moving towards strong ability to adapt and renew.

- Ability of WOUGNET Secretariat to manage the external environment was rated 3.8 suggesting moderate towards strong capability. It was noted that the external landscape is monitored information used to guide the organisation to flexibly change with change. SWOT analysis conducted during strategic review meetings, and annual meetings helps to devise means of minimizing threats & weaknesses, as well as taking advantage of opportunities and its strengths for performance improvement.

- Managing of internal environment returned an average score of 3.7 suggesting moderate to strong capability. Having adequate incentives for a learning culture (self assessment, taking action to apply learning was rated to be strong (score 4.0). WOUGNET conducts annual self and peer assessments. The lessons learnt, best practices, and areas for improvements from the self and peer assessments are shared at the beginning of the new year during feedback meeting. It was however noted that the secretariat need to do more to translate learning by individuals into action for the benefit of the organization.

The internal communication at WOUGNET was noted to be open about constraints and failure in implementation of programs, average score 3.9. Everyone is free to talk about failures, constraints in implementation of activities and required remedial actions through official email accessible to all staff, and staff meetings. However it was pointed out that staff should always endeavor to give genuine views.

How well the Human Resource policy is implemented was rated to be moderate (average scores 3.3). It was noted that though the organization policy which also stipulates human resource issues is shared with staff at the time of joining the organization, staff do not read it and hence are not familiar with the policy. It was also noted that due to the size of the Secretariat and available resource envelope it may not be feasible to implement some aspects of the policy. Hence the need to institutionalize annual staff retreats to reflect on organisational policies, there implementation and implications for staff under the prevailing contexts

WOUGNET Secretariat was rated to have moderate towards strong ability with regards to monitoring and evaluating its programs, average score 3.6. Findings from literature review, key informant discussions and staff validation meeting revealed that regular reflections are undertaken; and implementation process improved/adjusted based on lessons from implementation experiences. Institutionalization of periodic reflection events and subsequent adjustment of programs/activities points to internal openness to learning. WOUGNET Secretariat holds weekly, monthly meetings to review progress in programme implementation.

"Using feedback from stakeholder and availability of baseline data were rated moderate with average score of 3.2 and 3.4 respectively."

It also organizes quarterly review and planning meetings that are attended by Board members and staff. The planning meetings are important as they are used to identify critical issues impeding efficiency and effectiveness of the programmes, the achievements, challenges and changes in the operating environment. A key lesson learnt from this routine practice is that it has become a source of learning for all staff and members in understanding the vision and mission of the organization and ensuring that resource utilization is optimized. Program heads produce monthly progress reports based on the activities as identified in the annual work plan and in line with the WOUGNET Strategic Plan. These reports are shared among all WOUGNET staff for queries, comments and further ideas for improvement.

Field visits are also carried out to programme activity sites to monitor their implementation and evaluate the impacts the programmes and activities are having on the WOUGNET constituents. All staff who participate in skill enhancement and or exposure events are required to write a report about the conference or workshop attended for the benefit of other staff members. The various strategies to track progress of activity implementation and learn from it notwithstanding, it was noted that there is need to improve on documentation and reporting of results including unplanned outcomes.

Table 3.2: Staff rating of WOUGNET's capability to adapt and self renew

Domain being rated (1=Low, 2=to a limited extent, 3= to a moderate extent, 4=to a strong/significant extent, 5=fully/very strong)		Average Score
External environment	The organisation takes external environment changes well into account.	3.8
Internal environment	The organisation has adequate incentives for a learning culture	4.0
	The organisation has adequate incentives for a learning culture	3.3
	The internal communication is open.	3.9
Monitoring and evaluation	Feedback from stakeholders is taken into account in daily processes	3.2
	The M&E process contributes to improving projects	4.1
	Baseline information	3.4
COMPOSITE SCORE		**3.7**

Using feedback from stakeholder and availability of baseline data were rated moderate with average score of 3.2 and 3.4 respectively. It was noted that financial resource and time constraints impede using of feedback from stakeholders in daily process. Some projects have no baselines, while others rely on secondary sources such as reports from government agencies like Uganda Bureau of Statistics, other civil society organizations, research papers from the university, as well as media (print and electronic) to get baseline data.

2.4.3 Capability to Deliver Products and Services

This core capability concerns the organisations' skill to ensure that it is producing what it is established to do. Secretariat staffs were asked to rate extent to which WOUGNET has ability to implement activities, initiate/phase activities and assure quality of its work.

"WOUGNET received an overall composite score of 3.98 which suggest a towards strong ability to deliver on products and services."

Findings reveal that:

• WOUGNET received an overall composite score of 3.98 which suggest a towards strong ability to deliver on products and services.

• It has strong capability to implement activities (average score 3.9). It was noted that staff are competent and have the requisite skills to perform their duties. The well developed and constantly improving website; as well as functional e-mail system at the head office were noted to ease communication thereby enabling staff to access internal and external knowledge and information. All head office staffs have access to a computer and stable internet. However power black outs, poor internet connectivity, and inadequate equipment notably computers, cameras experienced by field staff were cited as gaps which need to be addressed.

• Has strong ability to initiate projects / activities (average score 3.9). All projects undertaken fit in the overall strategy of using ICT for sustainable development with emphasis on livelihoods of women and youth. Decisions regarding project strategies and processes are well documented. This is achieved through use of action sheets and the new template developed to operationalise ICM plan. These tools help to capture, track, and document decisions taken during review meetings and the corresponding actions taken to effect the decisions

• Has strong capability with regards to quality assurance mechanisms for the organizations work (average score 4.1). The organization policy puts in place a quality assurance committee comprising of the executive director and the program managers. It was noted that top management reviews and have to endorse all information materials produced by the organization before they are submitted to various audiences.

Table 3.3: Staff rating of WOUGNET's capability to deliver

Domain being rated (1=Low, 2=to a limited extent, 3= to a moderate extent, 4=to a strong/significant extent, 5=fully/very strong)		Average Score
Implementation of activities/ projects	Staff is competent for the job it needs to do.	4.5
	The infrastructure is adequate to perform the job	3.3
Project/ activity initiation or phasing out/ termination	The type of projects that are undertaken fit in the overall strategy	4.0
	Decisions regarding project strategies and process are well documentation	3.9
Quality assurance mechanism	The quality of the organisation's work is well assured	4.11
COMPOSITE SCORE		3.98

2.4.4 Capability to Relate

This capability is about building and maintaining networks with external actors. Findings reveal that WOUGNET has strong capability to relate to organizations (composite score 4.0)

- Has strong engagement and influence in partnerships (average score 4.1). WOUGNET is engaging in relevant networks and partnerships which add value to the network objectives and members. It has worked with 6 different categories of organizations including Uganda government ministries, departments and agencies; international organizations; continental and regional organizations; research organizations; universities; NGOs; and funding agencies. It has collaborated with over 30 individual organizations.

- Has strong social credibility, and political legitimacy within the partnerships/networks it is involved (score 4.0). This was attributed to WOUGNET serving on a number of committees established by various stakeholder organisations. For instance

  - It is the Secretariat for the caucus on ICT,

  - facilitator for the ICT4Democracy network,

  - Chair of the Media and ICT Expert Group for the Gender Based Violence Reference Group under the Ministry of Gender, Labour and Social Development

  - Member of the ILO task force on women entrepreneurship

Table 3.4: Staff rating of WOUGNET's capability to relate

Domain being rated (1=Low, 2=to a limited extent, 3= to a moderate extent, 4=to a strong/significant extent, 5=fully/very strong)		Average Score
Level of engagement and influence of organisation in networks, alliances and collaborative efforts	The organisation is involved in all relevant networks	4.1
	The networks add value to the organisation.	4.1
Social credibility, political legitimacy	The organisation has strong social credibility, political legitimacy, mandate from its stakeholders	4.0
Visibility - Reputation or status/ image	The organisation has a strong reputation among its stakeholders	4.0
COMPOSITE SCORE		**4.1**

"WOUGNET's work has been recognized by several organisations which have given it awards of good performance."

• Has strong visibility, reputation, and image (score 4.0). The various communication channels including website, electronic newsletter, mailing lists, social networks (face book, twitter,) other on-line platforms were noted to improve visibility.

  – WOUGNET's work has been recognized by several organisations which have given it awards of good performance. Such awards include: award in ICT Advocacy category from Uganda Communications Commission, WOUGNET Website received the World Summit Award in the e-inclusion category, WOUGNET Website received the Africa information Society initiative (AISI), Media Award in the International Institute for Communication and Development (IICD), Democracy Innovation Award from World Forum on Democracy, Digital African Woman of the year which was given to Dr. Dorothy O

– Participation in national, regional and international conferences and workshops have also helped to increase visibility of WOUGNET. The organization's policy manual demands that employees representing WOUGNET at any workshop or meeting distribute information materials about WOUGNET such as brochures to serve as promotional and marketing tools for the vision and mission of WOUGNET as well as promote the organization.

– Case studies carried out on WOUGNET activities and discussed at international platforms continue to enhance the organization's visibility and credibility ie, the International Conference on ICT and Agriculture held 4 – 8 November 2013 in Kigali, Rwanda, third European Forum on Rural Development in Palencia Spain" RUFORUM third biennual in Maputo, Mozambique

2.4.5 Capacity to Achieve Coherence

This capability focuses on the strength of an organization's identity, self-awareness and discipline. Secretariat staff were asked to rate extent to which WOUGNET has clear and coherent mandate, vision and strategy, which is known by staff and used by its management to guide its decision-making process; well-defined internal organizational principles, operations and human resources management; and internal management is supportive for staff to operate. Findings reveal that:-

• The Secretariat received a score of 3.8 indicating a moderate, but moving towards strong, capability to achieve coherence

• The internal management is supportive (governance structure) score was 3.7. Staff development is facilitated through effective delegation of work, mentoring, and capacity building opportunities accessed through WOUGNET. It was noted that WOUGNET provides space and on-line infrastructure for those who are proactive to take advantage of numerous learning opportunities so as to improve their individual competencies.

• Staff is well aware of the organization's strategy (score 4.4). The high score was attributed to various staff ably representing WOUGNET and talk about it in various fora, all staff having access to organization's key policy documents, and their participation in development of proposals to mobilise resources for implementing program activities.

• The issues with the Human Resource (HR) policy and implementation are challenging. This item received a score of only 3.2 indicating moderate capability in this domain. Though staff are recruited on merit basis, it was noted that the organisations does not have well stipulated procedures for taking on interns and volunteers. WOUGNET does not have a standalone Human Resource policy, but the HR issues are articulated in the organisation policy. This was cited as a possible cause for limited staff awareness of HR policy.

Table 3.5: Staff rating of WOUGNET's capability to achieve coherence

Domain being rated (1=Low, 2=to a limited extent, 3= to a moderate extent, 4=to a strong/significant extent, 5=fully/very strong)		Average Score
Governance structure	The internal management is supportive for staff to operate	3.7
Vision and strategy	Staff is well aware of the organisation's strategy.	4.4
People	The HR policy is competency based.	3.2
COMPOSITE SCORE		**3.8**

IN-DEPTH
REPORT

3
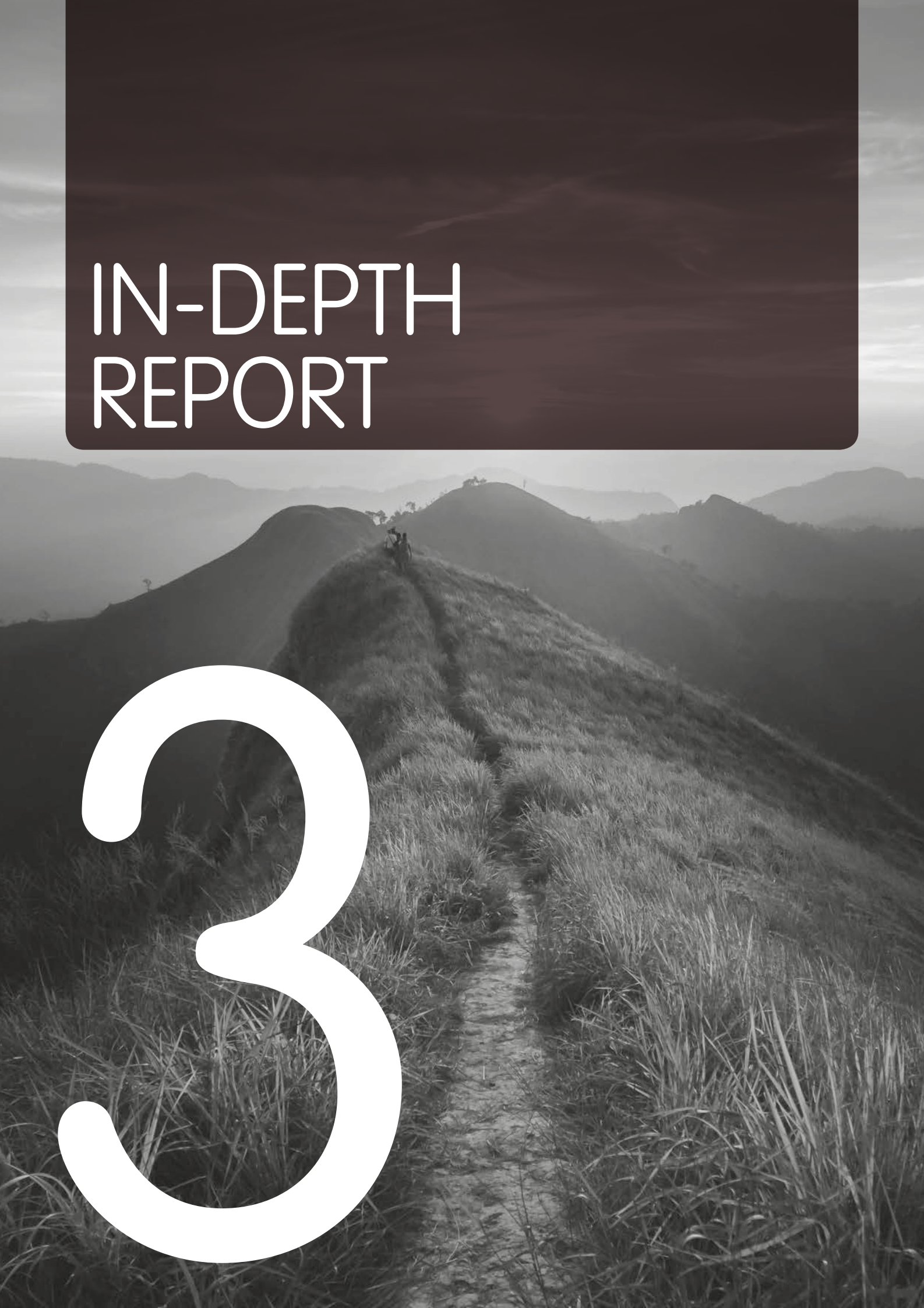
3.1 Sampling frame and key questions

WOUGNET and CTA have collaborated since 2004.

Over the last decade, the CTA-WOUGNET partnership has supported:

• Skills development of WOUGNET staff in four thematic areas:- i) media, communication and policy advocacy, ii) Information and Knowledge Management for Development (IK4Dev); iii) Information Communication Technologies (ICT) web-based learning (Web 2.0) and social media; iv) Program Cycle Management (PCM)

• Development of Information Communication Strategy

• Access to CTA publications

• The project on Enhancing Access to Agricultural Information (EAAI) using Information and Communication Technologies (ICTs).

WOUGNET took part in round two of the CTA Joint Capacity Centred Impact Pathway Analysis (CcIPA) study which involved six CTA partner organisations[1]. The CcIPA studies were initiated with the aim of providing joint learning to CTA and its partner organisations with regards to deliverables and changes triggered by partnership activities at the organisation and direct beneficiary levels. WOUGNET's involvement started in July 2014 during the planning meeting in Kampala that resulted into harmonised understanding of the study guiding templates and data collection processes.

The actual study was implemented in two phases: quick scan and the in-depth study. Implementation of the quick scan commenced in August 2014 and was completed in November 2014.

The quick scan, which involved applying the 5 Capabilities (5Cs) model and the logical framework, was conducted with the view of looking back over the last 10 years and reflecting on what WOUGNET was doing, how they did it, the changes over time, while also considering areas where there was no change. Outputs of the quick scan included a narrative report, and a PowerPoint presentation which were submitted to CTA. This report presents the methodology and findings of the in-depth study.

The in-depth study set out to more intensely look at the outcomes and impact of the WOUGNET CTA supported EAAI project that was implemented between 2005 and 2011. The quick scan revealed that up to 360 farmers from 12 women groups participated in the project. The in-depth study targeted women groups and individuals farming households and other key informants that participated in the EAAI project. Geographic scope of the study was limited to the present day districts of Apac and Kole where the beneficiary women groups are found.

---

1 AFARACA in Kenya, PROPAC in Cameroon, NARI in Papua New Guinea, and in Pacific Islands.

The study was undertaken using the Capacity-Centred Impact Pathway Analysis (CcIPA) model developed by CTA in collaboration with its partner organisations[2] as well as a team of experts from CDI-WUR, ECDPM, MDF, and independent consultants based in UK and The Netherlands. CcIPA is an innovative synthesis model, based on the premise that performance and impact of organizations depend greatly on the state of their core capabilities. It is geared at internal learning as opposed to accountability. It focuses on looking at changes in the core capabilities of organizations and interactions among its key actors which influence the impact pathways for outcomes. The model draws on the best aspects of various existing tools/methodologies including: (i) Five Core Capabilities model, (ii) Results-based management, (iii) Logical Framework Analysis, (iv) Theory of change, (v) Outcome mapping and (vi) Participatory impact pathways analysis.

The study was undertaken by an external consultant working closely with the WOUGNET Secretariat Program Manager - Information Sharing and Networking, and the Rural Projects Officer, Northern Uganda who were the designated internal focal persons for the impact assessment.

CcIPA incorporates three inter-related elements: the **deliverables** at the organisation level as a direct result of CTA's partnership; **changes in the capabilities** of the organisation; and **effects** (medium, long-term outcomes/impacts) among direct and indirect beneficiaries that can be attributed to the deliverables and/or changes in the organisation's core capabilities. The in-depth study involved the application of the logical framework and the impact categorisation template provided by CTA to generate and analyse the information. Data collection activities involved literature review, and a survey that employed key informant interviews, a household questionnaire, observation, and focus group discussions.

(Household surveys being conducted in Northern Uganda)

"Key documents reviewed included WOUGNET annual reports, EAAI project baseline and 2010 evaluation report"

Data collection

Data collection for the in-depth study was conducted between January and March 2015 and it was achieved through:

- **Desk study of relevant documents.** Key documents reviewed included WOUGNET annual reports, EAAI project baseline and 2010 evaluation report; impact stories documented by WOUGNET staff and published reports on innovative farmer advisory services using ICTs.

- **Individual respondent survey:** A questionnaire survey that targeted households of individual group members who participated in the EAAI project. The survey was conducted in the first week of March 2015. A two stage sampling process was used to select the study households. First the groups were purposively selected. Representation of both counties and coverage of different sub-counties was the criteria used in purposive selection of the groups. Sample groups are located in the sub-counties of Apac, Akokoro in Maruzi, county and Bala sub-county in Kole County. The simple random sampling technique was used to select individual households. In each sample group, the list of group members provided by the group leaders was used as the sampling frame for selecting individual households. Data was collected from a total of 93 households randomly selected from 6 out of the 12 groups that participated in the EAAI project. The survey tool that was designed makes considerable use of rating scales/scoring techniques.

These approaches are useful in establishing people's perceptions on a given issue. This was applied to establish respondent rating of change in their capacity to use ICTs, access to agricultural information, ability to access market information, ease of reporting dissatisfaction with service delivery to those in positions of authority. The survey asked respondents to compare the situation now with that of 2005 before EAAI project interventions were rolled out.

- **Focus group discussions and key informants**: The focus group discussions (FGDs) and key informant discussions were conducted to provide a qualitative context for the results of the survey, and to verify and triangulate the information. FGDs were conducted with women and wherever applicable men members of groups that have worked with WOUGNET from a total of 6 groups four of which were core target group under the EAAI project while the other two were affiliate groups. The FGDs helped in gathering information on farmer use of ICTs in agriculture and governance to improve service delivery; linkages and partnerships formed by the groups to support continued access to agricultural support services; collective produce marketing and benefits accruing from these interventions.

2 ANAFE, CARDI, CaFAN, EAFF, FANRPAN, IPACC, KENFAP, RTN RUFORUM in round I and WOUGNET, PROPAC, AFARACA, NARI, and …..in round II.

"Data from the household questionnaire survey was entered into a spreadsheet and analysed using SPSS."

Key informant interviews. These were conducted face to face were geared at gathering more information on changes triggered by the project and continued use of the information communication channels that were promoted during the project. The interviews were conducted with WOUGNET secretariat staff in information sharing and networking program in Kampala as well as at Kubere Information Centre in Apac, local community leaders and the former host for the weekly agricultural program at radio Apac and selected farmers.

A data collection checklist was used to guide these discussions, however considerable flexibility was exercised during the interview in order to follow up on interesting information and insights as and when it emerged. Emphasis in all interviews, both individual and groups, was on creating rapport and a climate of trust wherein the respondents felt comfortable expressing themselves openly and honestly about their own conditions.

Data analysis

Qualitative information collected during literature review, focus group discussions, key informant interviews and questionnaire survey was subjected to content analysis to identify the emerging themes with regard to the various impact categories and dimensions. Data from the household questionnaire survey was entered into a spreadsheet and analysed using SPSS. Descriptive statistics (e.g. means, and percentages) were used to analyse the findings. Tables and graphs have been used to present the findings.

3.2 Situation before the intervention

Agricultural in Africa is dominated by small holder farmers. Evidence from literature suggests that women do the majority of the labor on Africa's small farms. Women make up almost 50% of the agricultural labor force in Sub-Saharan Africa and although considerable variations exist across sub-regions and between countries related to ethnicity, age, and clan—these averages have remained stable for more than two decades (FAO 2010–2011). In East Africa as a whole women make up about 51% of the agricultural labor force. Women make more direct and critical contributions to agriculture through labor provision—in planting, weeding, postharvest processing, and marketing. Hence targeting women smallholder farmers in the provision of extension services is important, because they provide most of the agricultural labor and are the dominant players in food production.

Formal agricultural extension and advisory services (AEAS) started during colonial rule with a primary focus on enhancing production and productivity of export crops and regulatory functions. Over the years the focus broadened to include smallholder staple crops to deal with issues of poverty and food insecurity. The objectives of AEAS expanded from bringing about adoption of production and productivity enhancing technologies to addressing this in a way that also addresses systemic social, economic and natural resource utilisation issues.

The traditional systems that focused on a liner transfer of technology model centered on developing technologies at research stations that were meant to be disseminated to farmers via extension were criticized for failing to adequately serve their clientele and thus address needs of rural poverty, environmental sustainability, and food insecurity.

AEAS was also criticised for targeting the African rural household as a homogeneous unit with male and female actors of various age categories working toward common/unitary goals, when in reality the household is a complex social entity with different members with often competing interests (Action Aid & CARE, 2012, Okali, 2011; Jiggins, Samanta, & Olawoye, 1997). Kristin Davis, and Margaret Kroma 2013, noted that the one-size-fits- all technology orientation driven by the above assumption invariably failed to respond to or address the specific needs and constraints of women smallholders. Assessments found that rural extension and advisory services in Africa were rarely relevant to women farmers (Jiggins et al., 1997, Swanson & Rajalahti, 2010).

Therefore approaches and methods had to change from regimented coercive ways of engaging with farmers or patronising ways that assumed that the knowledge flow had to be one way from AEAS providers to farmers, to ways that put the farmers in the driving seat.

"Following the big surge in the use of modern ICT in Africa, approaches that utilise a wide range of ICTs…"

The roles and services that AEAS providers rendered therefore changed from training farmers to facilitating farmers to make their own choices - from a comprehensive menu of technologies - according to their social and economic circumstances. AEAS reforms have included a shift to pluralism with regard to providers and approaches, decentralization/devolution, privatization, cost-sharing, demand-driven/participatory approaches, fee for service, and use of ICT. Attention was then drawn to the potential of information and communications technologies (ICTs) in the fight against poverty and ensuring prosperity among the developing nations. This new remedy for eradication of poverty ignited a wide adoption of ICTs in a number of developing countries (Adebayo-Ukuloshi, 2003).

Following the big surge in the use of modern ICT in Africa, approaches that utilise a wide range of ICTs – radio, mobile telephones and internet –started emerging. Among the reforms that have graced AEAS (Kristin Davis, and Margaret Kroma 2013, Kisauzi and Terblanche 2014). Integrating ICTs into the extension infrastructure was noted to help develop an open system in which the farmer is both the end-user as well as a contributor. However gender gaps in access to AEAS continued to persist.

By 2005 Uganda, like the rest of developing countries, had witnessed rapid advances in the use of telecommunication services and related computer technologies.

However, imbalances existed with respect to access to ICTs, with women and girls in rural areas generally noted to be disadvantaged. Anecdotal notes from workshops and surveys at the time suggested that few, if any, grassroots women, women's organisations, business associations, etc had access to ICT facilities, let alone being aware of the ICT-related opportunities in their activities. Worse still, the few who were aware, lacked skills and capacity to explore ICTs to their full potential in their activities. The baseline study conducted by WOUGNET in Apac District in 2005 found that only 62% of the respondents had access to agricultural information through radio, while use of other ICTs as a source of information was almost non-existent for instance only 0.8% used mobile phones (Kayabwe and Kibombo 2005; Owiny M and Apio M). Factors such as living in rural areas, low levels of literacy, education and power, added to little leisure time, made women's access to and use of ICTs far lower than men's.

3.3 Enhancing Access to Agricultural Information (EAAI)

Recognising the inadequate access to relevant, and timely agricultural information by rural communities and the gender imbalance in use of ICTs WOUGNET set out to implement the project on Enhancing Access to Agricultural Information (EAAI) using Information and Communication Technologies (ICTs) in Apac District. The project commenced in January 2005 with financial support from the CTA. It was initiated to develop and improve information and communication systems so as to enable easy access to agricultural information for rural women farmers via a variety of ICTs including mobile phones, radio cassettes, and community radio. It was implemented in 12 villages in Maruzi and Kole counties in the Apac District in Uganda, with a view to reach 12 grassroots women farmers' groups as the main beneficiaries. Key interventions under the project included information sharing, training in ICT use for rural women farmers in Apac, production of news articles for the Open Knowledge Network; production of articles for WOUGNET News; holding meetings on ICT and Rural Access, with a focus on Agriculture – both online and face-to-face meetings; facilitating and conducting exchange visits; as well as networking with stakeholders. Key deliverables of the project included:-

(a) Using a combination of ICTs which included radio, mobile telephones, listening clubs, and face-to-face meetings, a total of 360 women farmers from 12 groups were equipped with skills on how to use ICTs to access information to improve their farming.

(b) Strengthening of farmers groups in group dynamics and management.

(c) Kubere Information Centre (KIC) was established in Apac town. KIC acts both as an Information Resource point and supports project implementation and two-way linkages with the women farmers. From the centre, women farmers can access training in agricultural practices, as well as in the use of ICTs such as cell phones. Group members were also are also able to share experiences with each other around best practices and new ideas. In addition to the direct work with the rural women's farming groups, the KIC participated in an e-society programme designed to foster collaboration between local government and civil society in the district through the use of ICTs.

(d) The project aired a weekly agricultural radio show, in partnership with community radio station Radio Apac, which provided information about agricultural techniques and resources. Farmers could also receive information by short messaging service (SMS).

(e) Local agricultural information was also made available on audiotape, video tape, CD-ROM, and on notice boards. Calendars, brochures and a handbook were also produced. All content produced was made available in the local language, Luo. In addition WOUGNET leveraged support from FAO under the Dimitria project to produce posters on Post Harvest handling in Luo, which complimented messages under the EAAI project.

"In general members of WOUGNET beneficiary women groups are small-holder farmers engaged in production of both crops and livestock."

(f) Organised farmer exposure/exchange visits to St Jude farm in Masaka and Kayunga among others.

(g) Production and distribution of information materials bearing various educative messages to WOUGNET's members.

Within WOUGNET the EAAI project directly falls under the networking and information sharing program that is aimed at providing relevant information to urban and rural women and sharing of experiences for purposes of improving quality of lives. This project was was aimed at improving rural women's access to ICTs, strengthening WOUGNET members and building their capacity in ICT use and application so as to enable easy access to agricultural information for rural women farmers for them to improve their production and consequently quality of lives. In light of the fact that the EAAI project was geared at strengthening capacity of the rural women to use ICTs in order to increase their access to agricultural information, the changes which would represent success (theory of change and impact pathway) were expected to manifest as below:

(i) Strong women groups that facilitate continued farmer access to agricultural information and other support services

(ii) Individual group member acquisition of knowledge and or change in awareness, change in attitudes, skills and abilities to use ICTs to access agricultural information.

(iii) Change in behaviour and practices related to usage of ICTs. The assumption here is that increased use of ICTs to access agricultural information would trigger enhanced access to agricultural production and marketing information which would lead to improved farming knowledge and skills.

(iv) Change in farmer knowledge and skills on agricultural production and marketing due to the enhanced access to agricultural information would trigger changes in farming practices.

(v) Change in farmer behaviour or practices, i.e. adoption of improved varieties, recommended crop husbandry practices, post harvest practices, livestock management practices; use of market information to access remunerative markets; as well as involvement in socio- economic and development activities in their respective communities.

(vi) Changes in farm enterprise performance reflected in increased crop production levels, and survival of their livestock. (i.e. for individuals winning competitive research grants, publications in scientific journals; better facilitation of engagement with value chain actors, better decision making and policy making; and transformation of education programs, and increased visibility for the institutions).

(vii) Improved quality of life as a result of increased household food security, diversification of incomes sources, household incomes, acquisition of wealth generating assets, better housing conditions, better ability to educate children and access medical care, and enhanced wealth status of households.

3.4 Analysis

In general members of WOUGNET beneficiary women groups are small-holder farmers engaged in production of both crops and livestock. Majority (97%) of the respondents reported that agriculture was their primary occupation while 3% cited non-farm activities. Majority (91%) of the interviewed respondents were women while 9% were men members of the groups. One (21%) in every five interviewed women were female heads of households with an average of four dependants while the rest (79%) were married women.

The average age of male household heads was 47 years while that for women in the sampled households was 43 years. On average households have a total of 7 people although male headed households had more members (8) compared to five in the female headed households.

Education levels are relatively low, and even lower for women than for men. Three (77%) in every four male heads in the sampled households attained primary or junior secondary level education, while 89% of the women have either not attended school, or only attained primary school attendance.

> *"All respondents who acknowledged having received training ICTs noted that they were trained by KIC/WOUGNET."*

3.4.1 Impact on human capital

The interventions have positively impacted on the human capital among the WOUGNET beneficiary households. The changes are mainly in competence of individuals.

Farmer capacity to use ICTs

Respondents were asked whether they received training on use of ICTs in the last ten years and the areas covered. Findings from the household survey reveal that:

- Majority (97%) of the respondents acknowledged having received training on use of ICTs from any organisation in the last ten years. All respondents who acknowledged having received training ICTs noted that they were trained by KIC/WOUGNET.

- Food and Agricultural Research Organisation (FAO), International Fertiliser Development Cooperation (IFDC) CATALIST program, NGOs like CESVI, Makerere University College of Agriculture and Environmental Sciences (CAES) Strengthening University-Farming Community Engagement (SUFACE) project, the National Agricultural Advisory Services (NAADS), and the community based organisation Pioneer Action for Sustainable Development (PASUD) were the other organisations acknowledged by respondents as having provided training on ICT although proportions citing these did not exceed 5% (Table 4.2).

- Use of mobile phones and use of radio were the most common aspects of ICTs 75% and 66% of respondents acknowledged having received training on.

"Not all of us know how to send SMS but we can now dial to make and receive calls". Members of Orib Can women group in Barwelo village, Apac sub-county.

- One (26%) in every four respondents acknowledged having received training on use of computers while 9% and 5% cited getting training on use of digital cameras and internet respectively (Table 4.3). Participants in focus group discussions noted that computers were brought to their training venues and the women were trained on typing in their names while others went to the KIC from where more detailed training was provided. Training on use of digital camera's was mainly provided to chairpersons of village monitoring committees under the governance project or chairpersons of groups that participated in the Community Action Research Project (CARP) implemented by Makerere University in collaboration with WOUGNET.

The training enhanced capacity of the beneficiary farmers to use ICTs. Respondents were asked to indicate change in their ability to use ICTs over the last ten years compared to the situation in 2005 before the EAAI project depending on whether they regarded it to have increased alot, increased to a satisfactory extent, to a limited extent or remained at the same level. They were also asked to indicate the ICTs tools they had ever used since 2005 when the EAAI project started and whether they were still using those tools to access agricultural information, or communicate about service delivery.

Table 4.1: Social demographic characteristics of respondents

Characteristic		Percent of respondents reporting		
Sex of respondent	Male	9		
	Female	91		
Marital status of interviewed women	Married	79		
	Single (Widow or separated)	21		
		Male Household Head	**Female head/ spouse**	**Total sample**
Primary activity of household head	Agriculture/animal production	77	97	81
	Non-farm activity (any type)	22	3	18
	Chronically ill or disabled	1	0	1
Highest education	None	6	28	12
	Primary	55	61	53
	Lower secondary	22	10	20
	Advance secondary/ tertiary	17	1	15
Average household size (number)	8	5	7	
Average age (years)	47	43	45	
Age group (percent reporting)	Youth (35 and under)	12	24	19
	Middle (36-55)	64	58	60
	Old (above 55)	24	18	21

Source: CTA-WOUGNET impact assessment data 2015

Table 4.2 Distribution of respondents reporting organisations from which household members received training related to ICTs in the last ten years

Organisation	Count	Percent reporting (n=93)
Any source	90	97
WOUGNET/KIC	90	97
Other NGOs(FAO, IFDC, CSVI)	5	5
Makerere University	3	3
Government agency (NAADs)	3	3
CBOs(PASUD)	3	3

Source: CTA-WOUGNET impact assessment data 2015

**Table 4.3: Distribution of respondents reporting ICT tools they were trained on**

ICT aspects trained on	Percent of respondents reporting
Mobile phone	75
Use of radio	66
Computer (electronic management of documents)	26
Use of a digital camera	9
Use of Internet	5

Source: CTA-WOUGNET impact assessment data 2015

Findings reveal that:

• Three (74%) in every four respondents acknowledged that their ability to use ICTs had increased to a satisfactory extent compared to the situation ten years ago in 2005, 16% reported that it increased to limited extent while one (10%) in every ten noted that it remained at same levels as at baseline (Figure 4.1)

• Increased appreciation and use of radio to access information, ability to operate a phone and send Short Text Messages (SMS), to seek the required information; acquisition of skills on knowledge and information sharing, being able to type reports on computer, and skills in using agricultural audio tapes were cited as explanations by those who indicated that their ability to use ICTs had increased to a satisfactory extent.

Figure 4.1: Distribution of households reporting change in ability to use ICTs to access agricultural information

Same as before (10%)
Increased to a limited extent (16%)
Increased satisfactory (32%)
Increased a lot (42%)
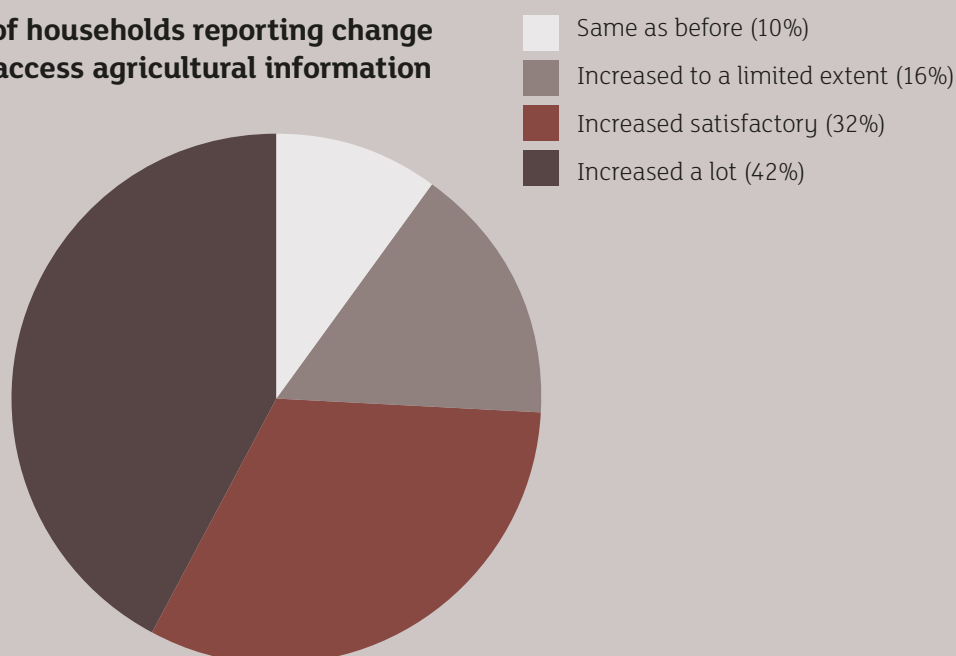
Box 1:

Acquisition of ICTS skills enabled Beatrice Aceng to increase her income streams and improve her social standing in the community.

Fourty two years old Beatrice Aceng a member of Obang twero women's group in Atar village, Abedi parish Apac sub-county, Maruzi county Apac district, is single mother living with 3 children.

Prior to the project Beatrice had never attended any training on use of computers and was therefore not able to use it. She joined the group in 2007 and received introductory training on computer use when group members were exposed to it and encouraged to type their names. She later went to the KIC where she received more training on use of Micro Soft word to type and manage electronic documents. She used her own resources to get further training in use of excel and used to go to e-society computer centre in Apac town from where she would get free access to practice use of a computer. Equipped with the knowledge, in 2010 Beatrice was recruited by the Apac NGO-Link Forum to monitor service delivery in the community. This role requires her to monitor infrastructure developments in the parish including water points and roads, service delivery in public health centres and schools, and whether parents send their school age children to schools. The uses the digital camera on one of her phones to take pictures which she uses as evidence with regards to condition of the infrastructure in her community. For her labour Beatrice earns a monthly allowance of UGX 100,000, equivalent to about US dollars 35.

She is required to submit monthly reports and the coordinator encourages her to type the reports which she ably does.

Beatrice also works as a volunteer with an Action Aid supported community based organisation CADOVIC, that campaigns against domestic violence in the community and advocates for the rights of orphans and widows. She supports them to report cases to police or proceed to court. This has improved her social standing in the community.

"Respondents were asked to indicate the common channels for accessing agricultural information."

- Respondents who noted that their ability to use ICTs had increased to a limited extent noted that though they were able to use a radio, make and receive calls on mobile phones, they were not able to send SMS, use a digital camera or a computer. This was attributed to limited exposure and short duration of training. Training on use of phones to send SMS and computers was only done for 1 day. Given the few phones which were available at the time many members did not adequately comprehend the messages.

- Majority, 97% and 62% acknowledged that they have ever used a radio and a mobile phone respectively to access agricultural information and or communicate issues related to service delivery to those in positions of authority in the last ten years. Use of other ICTs did not exceed 9% (Table 4.4). Majority (84%) of the respondents noted that they had used the radio to access information on crop/animal production, 53% cited using the radio to access market information while 5%and 4% reported that the used the radio to communicate agricultural production related problems and to report poor service delivery in their communities respectively. A sizeable proportion (45%) of the respondents reported having used the mobile phone to access market information. About one (23%) in every four respondents acknowledged using a mobile phone to access advice on crop or animal production while 14% and 9% cited having used it to communicate farming problems to which they wanted answers and report poor service delivery to people in positions of authority respectively.

Participants in FGDs confirmed findings from the individual interviews and also added that the mobile phones are now vital in mobilising members for group meetings, calling for services of veterinary officers to diagnose and treat their animals, finding about sources of and prices agro-inputs, as well as buyers and prices for produce. The women noted that they also use the phones to seek help in case emergencies or problems like sickness, and to follow-up on condition of their children in boarding schools.

- Eight (82%) in every ten respondents acknowledged that they were still using the radio to access agricultural information while one in every two noted that they still use the mobile phone (Table 4.4). Findings reveal that there was a 20% increase in the proportion of households reporting use of a radio to access agricultural information from 62% in 2005 to 82% in 2015 while that acknowledging use of a mobile phone for the same purpose increased by 49% from 1% in 2005 to 50% in 2015.

Access to agricultural information

The EAAI project was geared at strengthening capacity of the rural women to use ICTs in order to increase their access to agricultural information. Hence the study sought information on household access to agricultural information. Respondents were asked to indicate the common channels for accessing agricultural information. Findings from individual household interviews reveal that radio, group meetings, and KIC were the most common channels for accessing agricultural information cited by 95%, 69% and 45% of the respondents respectively.

Table 4.4: Distribution of respondents report using various ICT tools to access agricultural information or communicate about service delivery in their communities.

Information communication Technology	Percent reporting		Ever used in last 10 years to access/ agricultural information	Still use it now to access agricultural information/ communicate service delivery issues
	Baseline (2005)			
	Used for any purpose	Used to access farming information		
Radio	76	62	97	82
Mobile Phone	25	0.8	62	50
Digital Camera	0	NA	9	7
Internet	NA	NA	3	3
Computer	NA	NA	3	2

Source Kayabwe and Kibombo 2005 and CTA-WOUGNET impact assessment data 2015

Table 4.5: Distribution of respondents reporting various purposes for using selected ICT tools

Purpose	Percent reporting by type of ICT tool		
	Radio	Mobile phone	Digital camera
To access information on crop/ animal production	84	23	1
Access market information	53	45	0
Communicate farming problems for which I wanted answers	5	14	1
Report poor service delivery to authorities	4	9	4

Source CTA-WOUGNET impact assessment data 2015

Other NGOs, mobile phone, government extension workers, and seminars/workshops in that descending order of predominance were the other channels cited by 28%, 26%, 13% and 5% of the respondents respectively. Farmers were asked rate ease of accessing farming now compared to the situation before the project in 2005 depending on whether they regarded it to very much easy, somehow easy or same as before.

Findings reveal that:

• Majority (85%) of the respondents reported that it was relatively ease to access agricultural information now compared to the situation before the project in 2005.

- Four (42%) in every ten respondents noted that is much easier to access agricultural information now compared to 10 years ago in 2005, 43% noted that its somehow easy while 15% reported that it remained at the same level as in 2005 before the project. There has been a 17% increment in the proportion of respondents reporting that it very easy to access farming information from 25% in 2010, to 42% in 2015.

- Listening to agricultural radio programs on radio Apac based in Apac town as well as Unity FM, and Divine radio; using the mobile phone to call and inquire about market information from traders as well as other information related to farming from other farmers, or KIC, use of recorded audio tapes as reference point, sharing of experiences and learning from other group members and access to trainings provided by other NGOs and government NAADS programme were cited as explanations for easy access to agricultural information now compared to the situation prior to the project.

According to AGRA 2013, farmers need access to information and knowledge on appropriate agronomic practices and technology packages that will enhance productivity in an environmentally sustainable manner. Findings from the study suggest that the project contributed to enhancing farmer access to agricultural information. WOUGNET embedded the farmers into local information channels to are familiar to the women and engaged existing informal communication networks for women to share information within and between groups to other women farmers through word-of-mouth. The findings are in line with evidence from literature which indicates that ICTs are a major contributor to extending the reach of extension services into remote locations - where the networks exist - and to diverse populations. The proliferation of privately-owned and community radio stations is providing farmers with high-quality material in local languages and the opportunity to participate in the two-way flow of information in ways undreamt of a generation ago (Pye-Smith, C. 2012).

(Key informants and FGD meetings held in Northern Uganda)

"Enhanced access to agricultural information was expected to trigger changes in farmer knowledge and skills on farming."

Acquisition of knowledge on farming.

Enhanced access to agricultural information was expected to trigger changes in farmer knowledge and skills on farming. Respondents to household survey were asked to indicate the new skills and knowledge they had acquired as a result of participation in the KIC/WOUGNET project activities. Findings revealed that:

- Majority (98%) of the respondents acknowledged having learnt at least one new skill /practices related to farming.

- Eight (84%) in every ten respondents acknowledged having learnt modern crop husbandry techniques notably planting in lines, spacing, timely land preparation, timely planting, timely weeding, pest and disease control while 75% cited learning use of improved varieties. Post harvest handling and value addition(35%), and livestock management (20%) notably vaccination of poultry, de-worming of goats, pigs and cattle; and seeking veterinary services to treat sick animals); in that descending order were the other practices cited by at least one in every five respondents.

- One (12%) reported having acquired skills related to marketing including when to plant particular crops so as to get good prices, looking for buyers and collective marketing. Seed selection and preservation, planting of trees (fruits and for timber), enterprise selection, and kitchen gardening were the other practices respondents acknowledged having learnt from the WOUGNET activities although proportions citing these did not exceed 5%.

Participants in focus group discussions noted that they acquired skills on the right time and season to plant certain crops, line planting, number of seeds to plant per hole, use of improved varieties, conditioning of some seeds before planting them (for instance we learnt that you need to first soak sunflower in water before planting it; no burning of grasses and garden waste.

Adoption of farming practices.

Acquisition and internalisation of new knowledge and skills on farming was expected to lead to uptake and adoption of the practices. Respondents were asked to indicate the practices/technologies they had taken up and were now using in their own gardens/households. Findings revealed that:

- Nine (95%) in every ten respondents reported having adopted at least one farming practice (Table 4.5).

- Three (75%) in every four respondents reported adoption of crop husbandry practices while 68% cited having adopted use of improved varieties for crops like maize, sunflower, soya bean, cassava, sorghum, beans and simsim. Adoption of post harvest handling and value addition techniques and livestock health management was reported by at least one in every ten households.

Table 4.5: Distribution of respondents reporting having acquired various farming skills

Type of skills	Percentage reporting	
	Acquisition	Adoption
Any new skill/practice	98	95
Modern crop farming techniques	84	75
Use of improved seed variety	75	68
Post harvest handling techniques and value addition	35	31
Livestock keeping and management	20	10
Collective marketing	12	10
Seed selection	5	5
Tree planting	4	3
No burning (waste in the garden/bush)	2	2
Enterprise selection	1	1
Kitcken gardening	1	1.

Source: CTA-WOUGNET impact assessment data 2015

Table 4.6: Average production levels for selected crops as reported by focus group participants

Crop	Average production in bags	
	2005	2014
Sunflower	2 bags	10bags
Maize	9bags	4 bags
Soya beans	3bags	1bag
Beans	4bags	1 bag

• Adoption of the modern farming practices was noted to have resulted in a number of benefits notably increased production, reduced drudgery for women, saving time to attend to other productive activities, improved food security and incomes. Majority (95%) of the respondents cited increased production as a benefit they had realised from adoption of farming practices.

The increased production was attributed to use of improved varieties, recommended crop husbandry practices notably planting lines, timely planting, crop rotation and timely weeding; as well as post harvest handling which led to increased quantities and quality of produce.

Box 2:
Anecdotal views on benefits from adoption of ICTs and modern farming practices

- We now use mobile phones to call veterinary officers to come to our homes to treat animals. Without a phone one would have to walk for 6 hours to and from Apac town or use a bicycle in order to inform the officers. Sometimes you would not find them, and you have to wait for long or come back without seeing the person. With a phone, once it goes through then you are assured of accessing the service *(Member of Orib Can Women group).*

- We planted citrus and during the harvest season children eat the fruits, which has improved their health as they now do not often fall sick.

- We now plant kitchen gardens during the rainy season. The knowledge was acquired from group members who went for the exchange visit to Masaka. On coming back they shared with the other group members who also started practicing. *"I plant vegetables in the kitechen garden some of which I sell to get money and the rest I eat and this has improved my health and life" noted 75 year old Lubisa Ruma from Barwelo village)*

- Planting in lines has reduced drudgery on women and children as weeding crops like beans, ground nuts and simsim planted in lines takes less time on average 6 days to weed 1 acre compared to 14 days if its broadcasted or chop and plant. Weeding broadcasted crops was primarily the domain of women, as men would argue that it required bending for a long time, to pull out the weeds, and their backs were not suited for such work. With line planting we use hoes hence even the men participate in weeding.

- Adoption of modern farming practices and improved varieties has resulted into increased production and hence availability of adequate food reserves to last to next harvest and income from sale of produce. The money we get from sale of produce is used for paying school fees for the children, meeting daily family needs and also paying for family medical dues.

- Acquisition of knowledge on value addition has enable us to process soya into soya milk, soya bread, and soya tea. If I want to take milk tea, I just make it from soya. This has improved nutrition and hence health of children as well as adults. It has helped us with visitors, now you do not have to run around to buy milk *(Members of Orib cing women group).*

"[...] Orib Can women group in Apac sub-county worked with NAADS and PASUD."

3.4.2 Impact on social capital

Project interventions involved strengthening of the women groups on group dynamics, leadership and management. Findings reveal that:

• All the 12 core groups established constitutions/by laws, fulfilled the requirements for registration at sub-county level and they are duly registered and recognised by the sub-county authorities.

• Recognition by the sub-county authorities has facilitated the groups to get linked to other organisations and government agencies working in the agriculture sector. Our group name is registered at the sub-county, and the chief as well as other leaders have the phone contact for the chairperson, hence when other NGOs come searching for groups to work with, the authorities recommend and direct them to our group *(Members of Orib Cing women group, Abongwen village, Awumi Parish Bala sub-county Kole district, sub-county, and Dii Cunya women group, Amoo Owinya village, Kungu parish Akokoro sub-county Apac district).*

The groups have established links/partnerships with at least two other agencies that have enabled them to continue to access agricultural advisory support well after end of the project. For instance Orib Can women group in Apac sub-county worked with NAADS and PASUD. NAADS provided seeds and planting materials to some of the group members while PASUD trained them on village saving and loan scheme and supported the group to construct a poultry house, as well as to get wheel barrows and oxen.

Dii Cunya women group is working with Sasakawa Global 2000 which is training them on maize production through demonstrations while NAADS supported them to establish a citrus group garden. Orib cing women group got support from IFDC CATALIST program to demonstrate effect of fertiliser application and use of rhizobia on soya bean production, NAADS supported them with cassava planting materials for improved variety NASE 14 while REDS CARP is training them on soil conservation practices and bulk marketing.

• The project provided an opportunity for the women to meet with other women in other groups during visits at the KIC as well as exchange visits in other districts there by facilitating networking, sharing of experiences and cross learning.

• The groups have continued to exist which have enabled their members to access mutual support and development services. Participants in FGDs noted that the spirit of togetherness improved unlike before when they would work as individuals. All the 6 groups visited during study are engaged in some kind of collective action notably Village Saving and Loan (VSLA) schemes, cultivation of group garden subsequently selling the produce and sharing the proceeds among members, labour exchange where they help each other to undertake field activities in the individual member gardens; while some have engaged in collective produce marketing.

The VSLA schemes were noted to have helped group members to save and access loans which they use to pay school fees as well as meeting cash obligations in case of other emergencies like sickness. This has stopped distress sale of livestock and food crops at low prices.

Bulking and selling together as a group was noted to have enabled farmers to access remunerative markets. **Because we sale as a group we able to get better prices. For instance in 2012 we sold our simsim together at UGX 1400 compared to UGX 1000 for those who sold individually** *(Dii Cunya women group and Orib cing women group)*

Access to group resources like oxen and labour was noted to have facilitated group members to open up large fields, ensure timely land preparation, timely planting, reduce drudgery for the women and contribute to increased production. *The oxen ploughs the land faster and very well. We are now able to plough larger gardens compared to when we were using own hands which enable us to get good crop harvests. It also makes us less tired compared to using hands. None group members have to pay UGX 60,000/=, to hire oxen to plough their land and due to high demand for the service they often get it late (Dii cunya women group).*

3.4.3 Impact on political empowerment

Leadership training given to group members and skills to use ICTs coupled with interventions of the governance project were noted to have increased farmer confidence to participate in development activities in their communities. This has empowered them to monitor and follow-up development activities such as roads, water points, schools and health infrastructure as well service delivery in their areas to ensure that work is done well. They acquired capacity to prepare reports and use digital cameras to take photos which serve as evidence on the condition of the infrastructure they talk about. Examples of women who have been empowered following the project include:

Beatrice Aceng is a 42 old single mother, a resident of Atar village, Abedi parish Apac sub-county, Maruzi county Apac district and a member of Obang twero women's group. *"Iam now able to use my knowledge and skills in using computer, mobile phone and digital camera to monitor development activities in our community. Iam able to type reports on computer and take photos with the digital camera on my phone to provide supportive evidence which I submit to Apac NGO Link forum with whom I work on a part-time basis as a community monitor. I also work as a volunteer to support women and orphans to fight for their rights. I have established good relationships with the police who do not hesitate to assist the women once we go together to report a case.*

"The community service has endeared me to many people who now keep coming to me to support them get redress."

I have also established a relationship with the magistrate who helps to handle cases of abuse of women/orphan's rights in their chamber rather than waiting for the lengthy court process. When I take the case and the women to court the magistrate summons the offender, educates, them about the law and warns them not to break the law by tampering with rights of the concerned victim or else the person will be imprisoned. Iam also a member of the water source committee. The community service has endeared me to many people who now keep coming to me to support them get redress.

Betty Okot is a 30 year old who dropped out of school in lower secondary. She is a member of Oribcing women group and a resident of Awumi village, Awumi parish, in Bala sub-county Kole district. The project enabled me to acquire skills in use of phone and leadership. My group is now well known in the sub-county and beyond hence we keep getting other organisations that come to work with us. In 2013 and 2014 Gulu University set their students on interniship to come and learn from the work were doing In 2013 I was selected as a market oriented farmer to benefit from NAADs support who provided me with 5 bags of cassava cuttings of NASE 14. I planted the stems, got 30bags of cuttings, distributed 10 bags to other group members and sold the rest for income. Betty is also the chairperson of village service delivery monitoring committee and uses her knowledge on use of the mobile phone and digital camera to perform her expected roles.

"The Project started by WOUGNET changed my life to a self reliant and hard working person. I am now empowered socially, economically and politically. I am now able to provide my family with all the basic needs like food, school fees, medical care and clothing. I am also happy that my skills in better farming methods, computer, internet, mobile phone use and radio presentations have increased my networking opportunities and i can speak confidently as well as stand for political elective positions" Harriet Oloro is 40 years Old, a resident of Bar Owelo, Atana Parish, Apac District and a member of Oribcan Women's Group (adapted from Owiny M. and Apio M 2013).

3.4.4 Impact on environment

The radio programs encouraged farmers to plant trees. Members of Rip Can women group in Barwelo village, Apac sub-county and Dii cunyi in Kungu parish Akororo sub-county noted that they planted citrus, mangoes, mollinga from which they get fruits to sale and eat while other multi-purpose trees help them to get firewood and poles for roofing houses. Farmers also reported adoption practices such as crop rotation and leaving the crop residues as well other garden waste in the fields to decompose so as to improve soil fertility.

We learnt that it is not necessary to burn grasses in our gardens, now we leave the rubbish to rot in the garden so as to add soil fertility (Members of Acan Pe Kun women group, Angic parish Bala sub-county Kole district)

The practice of planting trees, abandoning burning of garden waste and crop rotation positively impacted on the environment. The trees will continue to provide benefits to the individual farmers and the environment for many years to come.

3.4.5 Impact on wealth

The project laid a foundation for the groups to improve material wealth. In course of project implementation each of the women groups was given a radio to tune in to radio programmes and listen to recorded audio cassettes as well as a mobile phone.

The project team agreed with the groups to save the money that was meant to be transport refund and subsequently use it to acquire other material items to support them in the fight against poverty. Findings reveal that the groups used the money to acquire livestock (notably goats and pigs for their members). For instance all the 30 members of Dii cunya women group reported having received piglets through this arrangement while all the 30 members of Rip Can acknowledged having got goats.

I reared the pig I received from the group and it produced 8 piglets. I sold the 6 piglets and used the money to pay for school fees. I have continued to rare pigs and selling some to get cash. Now I have 2 pigs compared to 2005 when I had none, says Milly Okello the 38 year old mother of 4 children from Amoo Owinya village in Akokoro sub-county Apac district.

Some of the women groups have also received other material items such as oxen, ox-ploughs, ox-ridgers, wheel through support of other development organisations as well as their own efforts. Access to these items was attributed to the groups having stood the test of time and establishing a reputation of good performance, which improved their attractiveness to development agencies that work in their respective sub-counties. The foundation for these groups was established and strengthened during the WOUGNET EAAI project.

"One in every five respondents cited construction of permanent houses as the most significant change in their households."

Members of Dii cunya women group cultivated simsim, groundnuts and soya together and used the proceeds to buy a bull in 2010 which they use as oxen. This helps them to open up larger gardens, increase production and consequently earn more income.

At the individual level; respondents were asked to indicate the benefits from adoption of modern farming practices and the most significant changes that have happened to their households as a result of participation in the WOUGNET project. Findings reveal that:

- Majority, 77% and 71% of the respondents cited increased household incomes and acquisition of physical assets as benefits they had realised as a result of their participation in the project. The increased incomes was attributed to increased production and to some extent accessing better prices for those who market collectively and or access market information.

- At least one in every two respondents cited improved ability to send their children to good schools (boarding as opposed to day schools), pay schools and buy scholastic materials as one of the most significant changes. This is attributed to increased incomes.

- The increased incomes have enabled households to purchase productive assets (oxen, ox-ploughs, livestock), construct permanent houses, purchase household utensils, more and better clothing (Table 4.7).

- One in every five respondents cited construction of permanent houses as the most significant change in their households. Findings from the focus group discussions attest to this. **By 2005 none of the women were living in a permanent house, but now most members are constructing or already living in permanent houses** *(participants in FGD with member of Acan Pe Kun women group.)*

The increased incomes also appear to have contributed to increased household ownership of ICT tools. Findings reveal that:

- There has been an increase in proportion of households that reported owning a radio (86%) and a mobile (75%) in 2015 compared to 74% and 2% who reported the same respectively in 2005.

    "At least 8 out of the 30 members of the group own phones unlike before when none owned a phone with exception of one which was provided by KIC. Today all our member households have access to mobile phones"*(FGD with members of Acan Pe Kun women group).*

- Women from one in every three households reported owning a phone or a radio. Even in majority (94%) of households where the radio is owned by men, women reported that they have access to the radio. Women from two (66%) in every three households out of the 38 cases where phones were only owned by men, reported having access to the phones. It should however be noted that in the other (34%) of such households women did not have access to the phone, though there was one in the houses.

Table 4.7: Distribution of respondent reporting benefits accruing to their households as a result of participation in the project

Benefit		Percent of respondents reporting (n=93)
More income		77
Acquisition of knowledge on better farming		60
Increased ability to educate children		55
Improved food Security		44
Acquisition of physical assets	Any	71
	Livestock	42
	Oxen, ox-plough	15
	Utensils	7
	Land	4
	Bicycle/motorcycle	2
Housing		20
Investment/business		4.3

Source: CTA-WOUGNET impact assessment survey data 2015

Table 4.8: Distribution of household reporting ownership and access to selected of ICTs tools

| Type of ICT tool	Percent reporting		
	Anyone in the household(n=93)	Owned by women in the household (n=93)	Women in the household do not own it but have access ()
Radio owned in HH	86	36	94
Mobile phone owned in HH	75	34	66
Digital camera owned in HH	4	2	1

Source: CTA-WOUGNET impact assessment survey data 2015

"The general perception that women beneficiary households are earning more income in 2014 than they were in 2005 was confirmed by analysis of self assessed changes in wellbeing."

The general perception that women beneficiary households are earning more income in 2014 than they were in 2005 was confirmed by analysis of self assessed changes in wellbeing. The respondents were asked to rate themselves on a ladder from 1 to 10, with step 1 being for the poorest people in their community and 10 being the richest.

On average women beneficiary households rated themselves at level 2 in 2005 while they regarded their position on the ladder to have changed to level 5 (Figure 4.2). This suggests that on average women beneficiary households perceive their financial and wealth position to be better in 2015 than it was in 2005.

Figure 4.2 Average position of household on self assessment ladder in 2005 and 2015
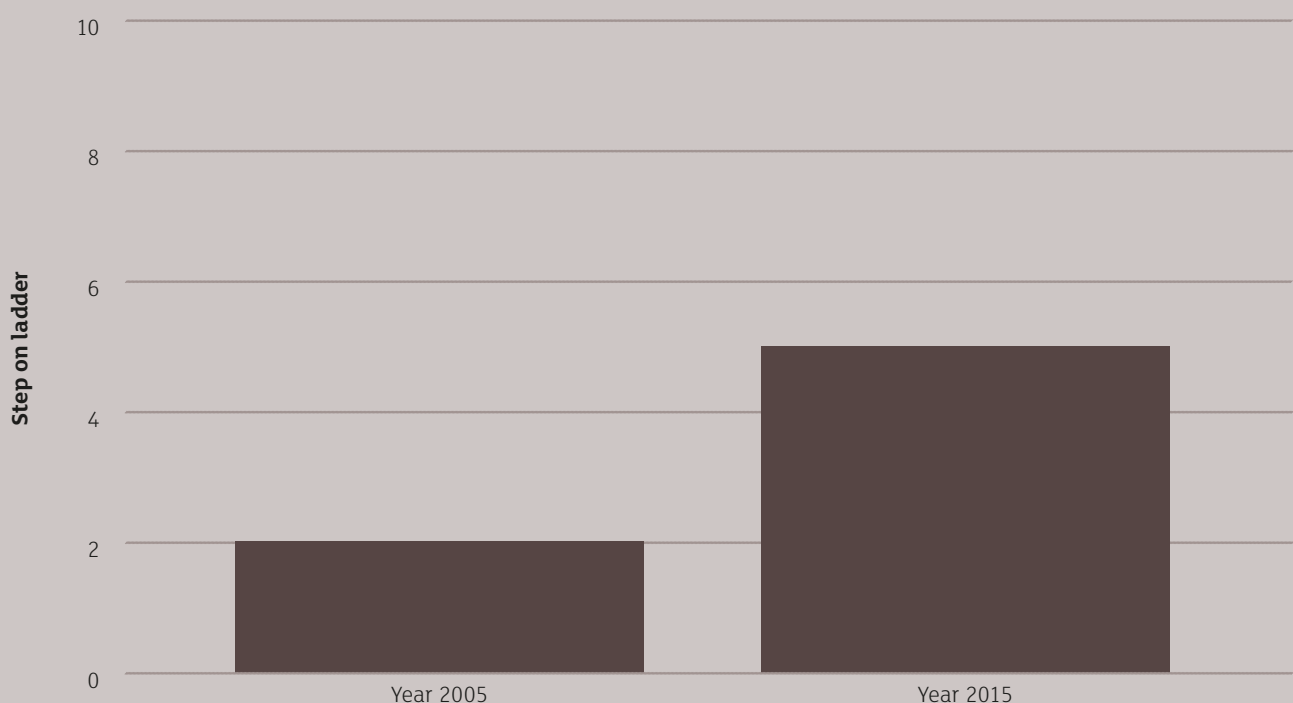
CONCLUSION

4

The CTA supported WOUGNET EAAI project triggered outcomes and impacts at individual and group levels. The most significant changes were recorded in the human capital, social capital, wealth impact, political capital and environmental domains in that order of predominance.

The intervention strengthened capacity of individuals to use ICTs notably radio to access agricultural information and services; ensured acquisition of farming skills and contributed to adoption of modern farming practices/ technologies. With respect to social capital the strengthened groups are recognised by local government authorities, and have been attractive to other development agencies thereby enabling their members to continue to access agricultural advisory services as well as equipment. Groups have facilitated networking, and offered a platform for sharing of experiences and continued learning. Collective action through VSLA, labour exchange and in some cases produce bulking and marketing have enabled group members to save money, get loans to stop distress sells and access to better markets. Some groups have acquired productive assets like oxen and ox-ploughs and also enable their members to own livestock notably goats and pigs. At the individual level seven in every ten respondents noted that their incomes had increased which enable them to acquire physical assets, construct permanent households and send their children to better schools. With regards to environmental impact some members planted trees whose positive effects on the environment will continue for several years, while others have appreciated and adopted leaving the garden waste in the fields rather than burning it.

The project strategy of using information channels which the women were already familiar with ensured success in getting the women to access agricultural information. Provision of the radio and audio tapes increased triggered increased appreciation of the value of the radio as source of information. Majority of farmers continue to use the radio and mobile phone to access agricultural information which attests to sustainability of project outputs and outcomes.

However limited training on how to send SMS and use of digital camera coupled with low literacy levels have curtailed some women's use of these functions even when they have access to the phones. Future interventions should allow adequate time for training a critical number of people who can then gradually train other members in the groups. WOUGNET and its partners should also consider engaging in functional adult literacy if the proportion of women (39%) with no formal schooling are to get skills to use mobile phones to send, retrieve, read and comprehend information in SMS.

4.1 What worked, for whom and why

Lack of remunerative markets was cited as a key problem for farmers who planted citrus after listening to the radio programs and training during the project. WOUGNET could consider interventions to link these farmers with other actors in the citrus fruit value chain and also impart them with skills on juice and wine making so to add value to their fruits and access better markets.

(a) The improved WOUGNET's capability to relate has seen an increase in its visibility, credibility, and recognition. This has contributed to attractiveness of WOUGNET to other partners hence increased participation in partnership activities which ensure funding and service delivery for the members. The partnerships have been instrumental in supporting WOUGNET, financially, technically and otherwise in a bid to enable it to meet its objectives.

(b) Skills enhancement events have worked well for staff and WOUGNET as an organisation as well as its members. Staff have acquired knowledge and skills thereby improving their individual competencies and confidence to perform their duties. WOUGNET and its members benefit from improved performance of the staff, as well as the resource mobilization from running the web 2.0 training on cost recovery basis. This further helps WOUGNET members as well as the general public to access an affordable and reliable source of training on web 2.0 and social media platforms.

(c) Support for development of the ICM strategy and its companion implementation plan as well as the training on project management cycle have helped WOUGNET to reposition itself to effectively track, document, communicate and market its results to various audiences.

Points identified for further in-depth study

(a) Changes in skills and knowledge of WEB 2.0 alumni and their associated outcomes

(b) Changes triggered by farmer application of ICTs to access agricultural information following the EAAI project

(c) Changes triggered as a result of the ICT and Governance project in Northern Uganda

Suggestions for the WOUGNET Secretariat

(a) Institutionalise staff retreats to ensure dialogue and staff appreciation of the organisational policies, progress and resource implications of their implementation.

(b) Needs to improve areas where the capability assessment returned low scores. Emphasis to be on strengthening internal decision making structures (building confidence in all staff to genuinely contribute to ideas in a timely manner), utilisation of learning by individual staff for the benefit of the organisation, and human resource management.
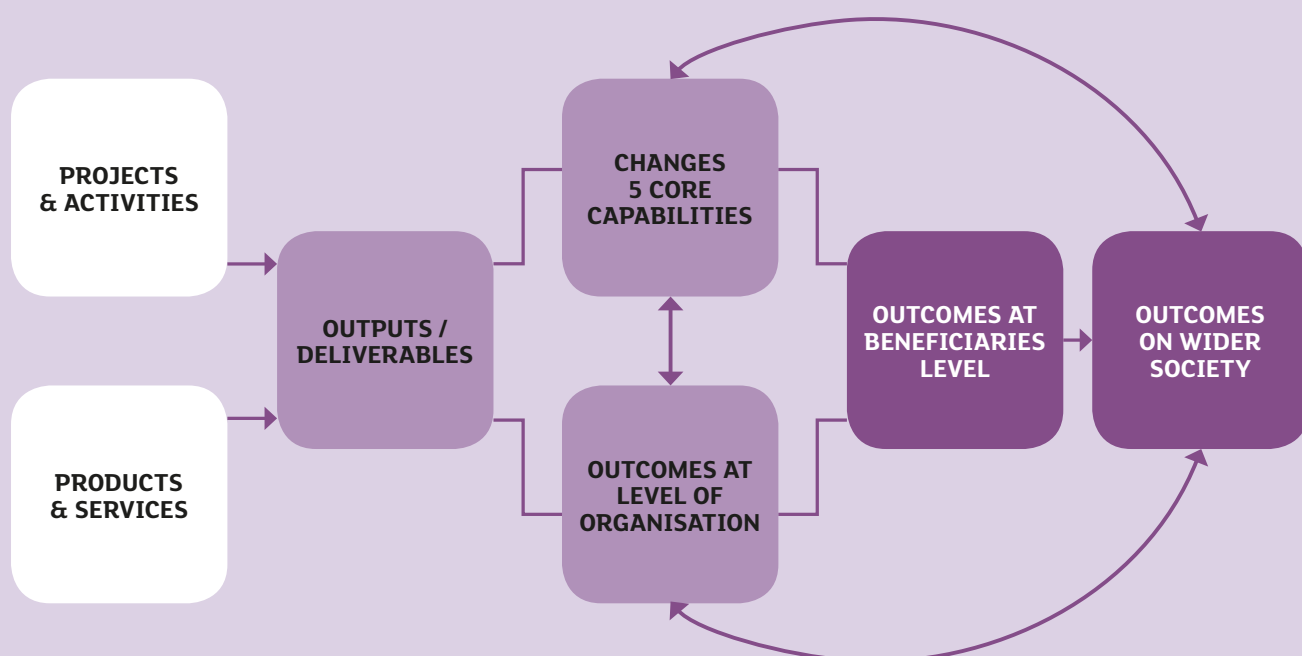
PART B: EXPLANATION OF THE CcIPA MODEL AND PROCESS

(THIS SECTION INCLUDES THE LESSONS LEARNED FROM THE FIVE 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 Spierings (ECDPM)

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 2012[3], 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 EU-based M&E experts, in particular from three international development centres based in the Netherlands, namely WUR-CDI, ECDPM and MDF.

3 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 explained

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

a. Conceptualisation of CcIPA

During the planning phase, participants agreed that instead of attempting to construct an entirely new model, the team should draw on the existing array of established evaluation frameworks/models[4]. In view of the emphasis on the capabilities of organisations, it was decided that the **5 Core Capabilities (5Cs) model**[5] 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.
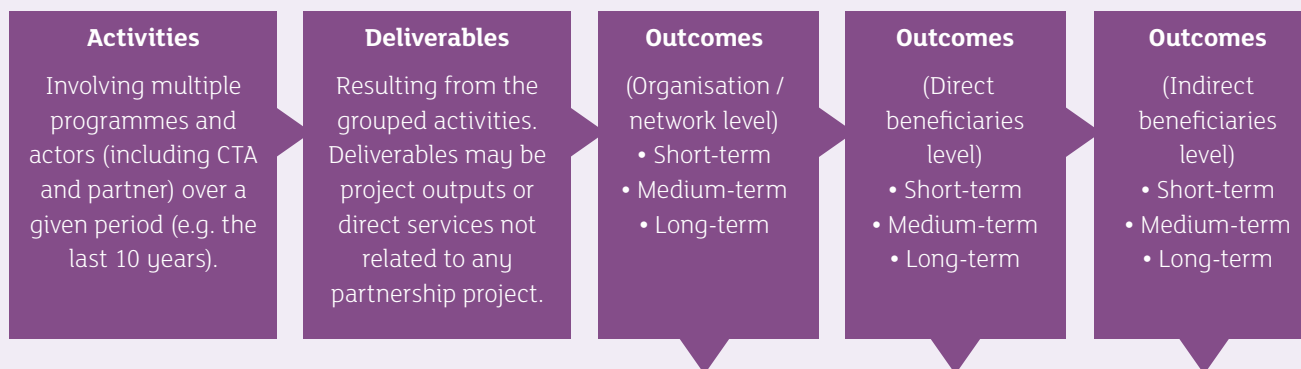
As already indicated, the participants agreed to complement the 5Cs model by the **Logic model**[6], with the latter being adapted (see Figure 1 below) to reflect the fact that organisations/ networks learn and change as they engage in development processes, which in turn affects their ability to make an impact.

---

4 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.

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

6 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

Activities	Deliverables	Outcomes (Organisation / network level)	Outcomes (Direct beneficiaries level)	Outcomes (Indirect beneficiaries level)
Involving multiple programmes and actors (including CTA and partner) over a given period (e.g. the last 10 years).	Resulting from the grouped activities. Deliverables may be project outputs or direct services not related to any partnership project.	• Short-term • Medium-term • Long-term	• Short-term • Medium-term • Long-term	• Short-term • Medium-term • Long-term

Categories of imapct

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

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 Oxfam[7] 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

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

The Capacity-centred Impact Pathway Analysis Model
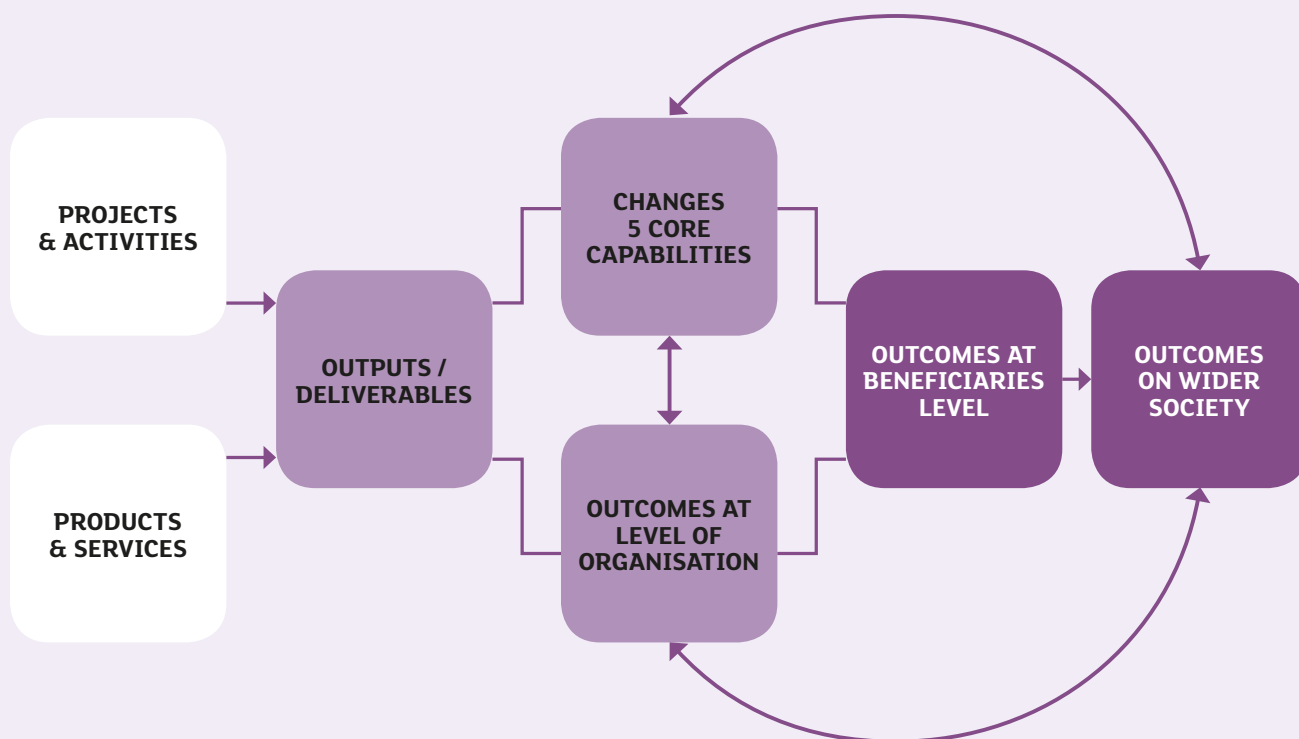
As shown above, the five categories of impact included in the CcIPA model are: (i) wealth/capital, (ii) political empowerment, (iii) human/ technical empowerment, (iv) social capital and (v) natural resources/environment.

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)[8] 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.

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 FANRPAN 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.
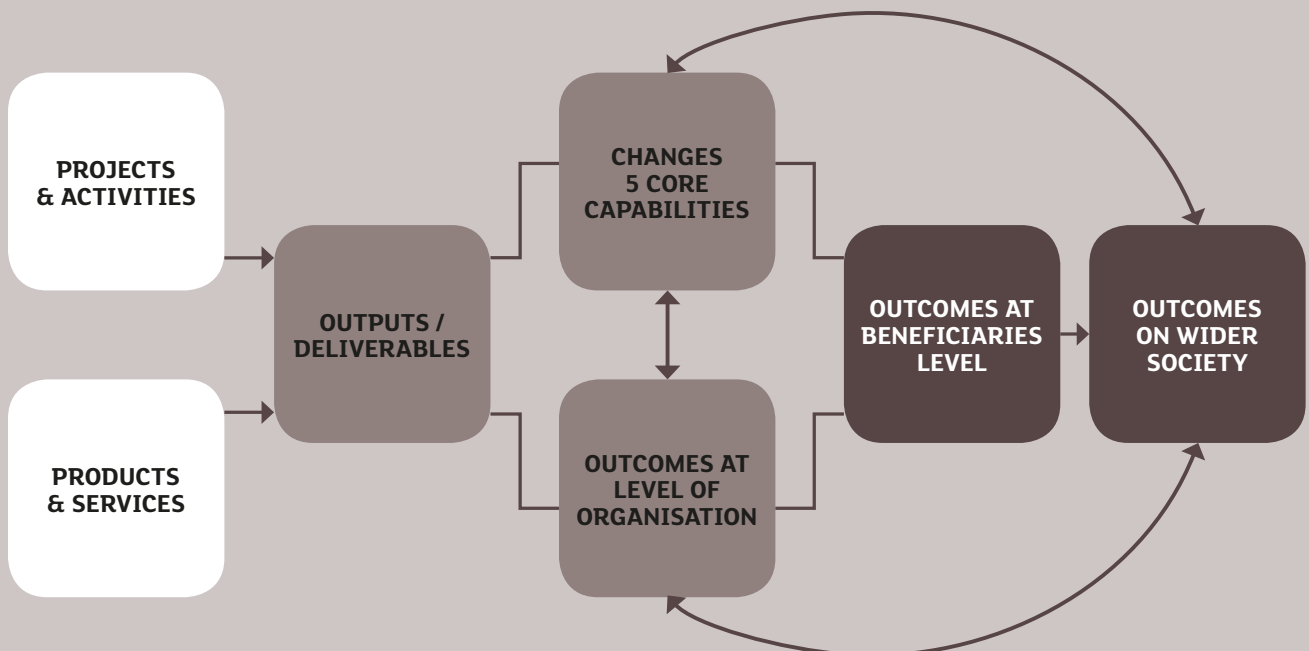
Next steps

- 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 FIVE REPORTS

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

The Capacity-centred Impact Pathway Analysis Model

PROJECTS & ACTIVITIES

PRODUCTS & SERVICES

OUTPUTS / DELIVERABLES

CHANGES 5 CORE CAPABILITIES

OUTCOMES AT LEVEL OF ORGANISATION

OUTCOMES AT BENEFICIARIES LEVEL

OUTCOMES ON WIDER SOCIETY

BRIEF DESCRIPTION OF THE ORGANISATIONS

7
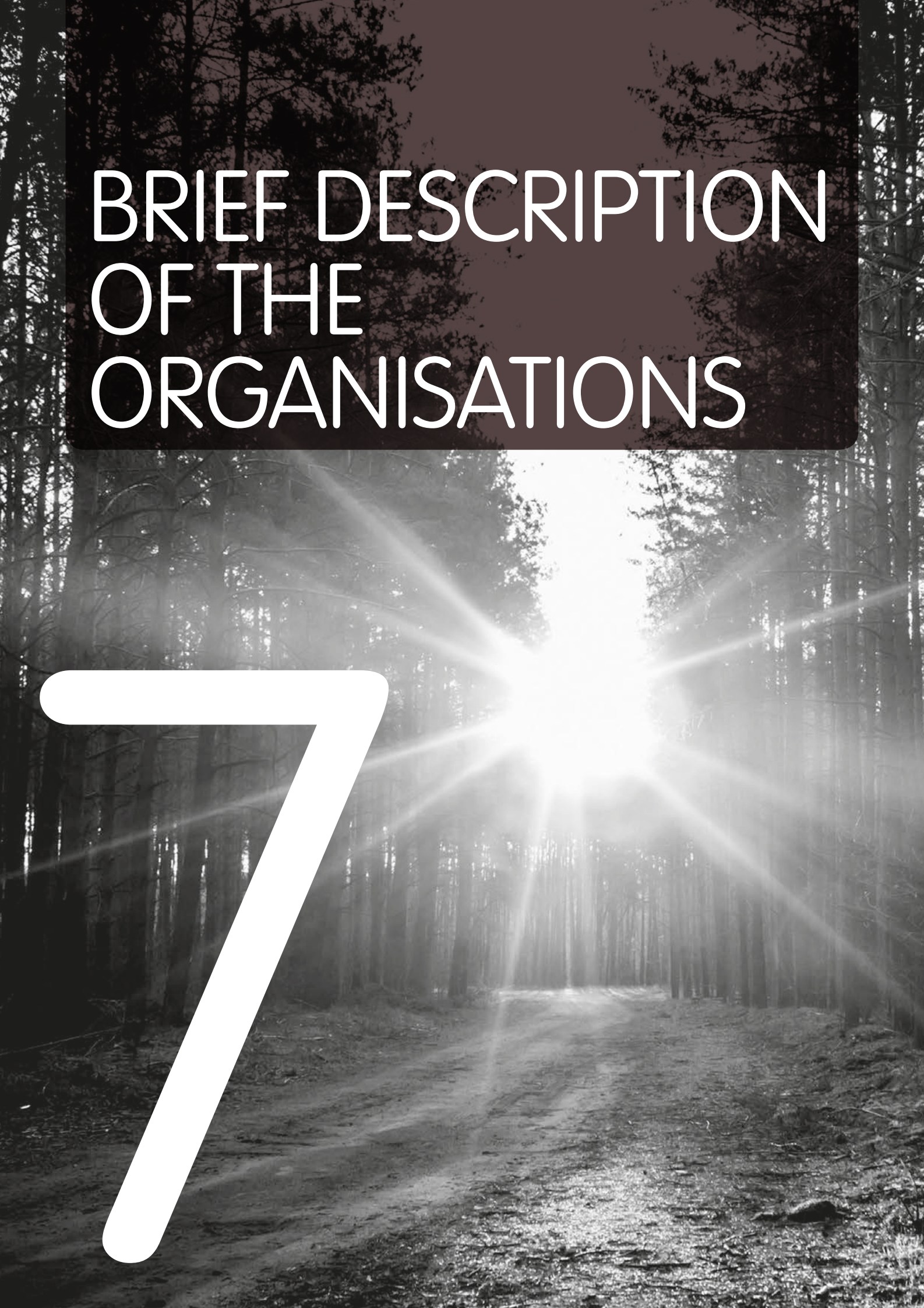
AFRACA

The African Rural and Agricultural Credit Association (AFRACA), established in 1977, is a regional association of sub-Saharan financial and non-financial institutions involved in promoting rural and agricultural finance. AFRACA's goal is to build a strong and sustainable regional network of institutions and agencies that provide opportunities for learning amongst members and promotes rural and agricultural finance aimed at empowering rural and agricultural communities in the continent. AFRACA is a member-based organisation with a secretariat based in Nairobi, Kenya.

NARI

The National Agricultural Research Institute (NARI) of Papua New Guinea (PNG) was established in July 1996 as a publicly-funded, statutory research organisation by an Act of National Parliament. Its purpose is to conduct and foster applied and adaptive research into: any branch of biological, physical and natural sciences related to agriculture; cultural and socioeconomic aspects of the agricultural sector, especially of smallholder agriculture; and, matters relating to rural development and of relevance to PNG. NARI is also responsible for providing technical, analytical, diagnostic and advisory services and up-to-date information to the agriculture sector in PNG. NARI's headquarters are based in Lae, PNG.

SPC

The Secretariat of the Pacific Community (SPC) was founded in 1947 under the Canberra Agreement. SPC is an international development organisation owned and governed by 26 member countries, including 22 Pacific Island countries and territories and four founding member nations. The organisation supports the Pacific's vision for a secure and prosperous community whose people are educated, healthy and manage their resources in an economically, environmentally and socially sustainable way. SPC helps member countries achieve this vision through programmes encompassing agriculture, forestry and land, fisheries and aquaculture, health, water and sanitation, transport and energy, statistics, mineral resources and geoscience, education, gender, youth and human rights. Members are: American Samoa, Cook Islands, Federated States of Micronesia, Fiji, French Polynesia, Guam, Kiribati, Marshall Islands, Nauru, New Caledonia, Niue, Northern Mariana Islands, Palau, Papua New Guinea, Pitcairn Islands, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu, Vanuatu, and Wallis and Futuna]. Founding member nations are: Australia, France, New Zealand and the United States of America.

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

WOUGNET

The Women of Uganda Network (WOUGNET) is a non-governmental organisation established in May 2000 by several women's organisations in Uganda. Its aim is to promote and support the use of information and communication technologies (ICTs) as tools to share information and address issues of sustainable national development collectively. WOUGNET currently has over 104 women's organisations as members, of which the majority are located in urban areas and district towns where there is Internet access; and a few in rural areas. WOUGNET is a service-oriented, network-type organisation working in the area of ICTs for development. Its niche is addressing the gender divide in access to, and use of, ICTs. Its programmes are guided by two pillars - ICTs as tools for development, and gender responsiveness of ICT programmes and policies.

PROPAC

Created in 2005, the Regional Platform of Central African Farmers' Organisations (PROPAC) represents 10 national farmers' organisations (NFOs) based in 10 member countries in the sub-region. It was set up for the purpose of harmonising the NFOs' strategies and initiatives to ensure their concerns are reflected in the implementation and assessment of national, regional and international agricultural and rural development policies and strategies. Seeking to improve the living conditions of small-scale farmers and rural communities, the PROPAC strategy is based on four lines of approach: giving farmers' organisations greater structure, boosting the capacities of small producers, lobbying and advocacy on behalf of family farming and the rural sector, promoting the gender-based approach. PROPAC's headquarters is located in Yaoundé, Cameroon.

"WOUGNET is a service-oriented, network-type organisation working in the area of ICTs for development. Its niche is addressing the gender divide in access to, and use of, ICTs."

SELECTED FINDINGS ON THE CAPACITY OF THE ORGANISATIONS

8

8.1 Capability to act and commit

AFRACA was rated very strongly on its action-oriented leadership as well as organisational commitment. The leaders actively participate in AFRACAs' strategies and activities thus enabling the organisation to achieve its mandate and grow despite having a lean secretariat. The levels of commitment to the organisation's drive is high across the board. Decision-making within the organisation is very participatory. There was a general feeling, however, that the decision-making process is, at times, not based on evidence, leading to uninformed decisions.

NARI's capability to act and commit was rated fairly well. When assessing each of the domains separately, the results reveal that NARI's leadership is inspiring and action-oriented, and NARI's organisational culture is committed to change and in agreement on its priorities for achieving organisational outcomes. Whilst NARI's decisions are evidence-based, they are not necessarily participatory. NARI staff felt that the decision-making process in NARI is less participatory than it should be.

SPC has an action-oriented leadership with competent staff committed to successful and efficient management of programmes. SPC also has the ability to involve its staff in decision-making, mostly at project level, which enhances productivity and increases staff confidence. However, decision-making mechanisms and learning structures need to be in place for successful future strategic planning. SPC has strong project management skills backed by highly qualified staff, thus positioning the organisation to attract donor partners. Most staff were project funded, impacting the sustainability of technical service delivery once the project cycle came to an end and leaving a gap until the next phase began, usually a few years later. A narrower focus among new projects with no further increase in core staff funding meant recruitment of staff was limited or necessary skills and knowledge were lacking, creating anxiety amongst the staff and impacting on their output.

WOUGNET has a strong action-oriented leadership with a good ability to manage and implement projects, whilst liaising well with staff and stakeholders. Project design and implementation is usually participatory with several staff actively involved in the development of project proposals. WOUGNET is a committed organisation very able to act on collective decisions made. Internal-decision making structures are good, although they could be more participatory. Staff, including junior members, would benefit from more opportunity and encouragement to provide input at appropriate times (and not after decisions have already been made).

8.2 Capability to adapt and self renew

PROPAC's Permanent Secretariat has proven strategic planning and activity implementation skills. PROPAC fulfils its obligations, particularly those entered into with its external partners. Almost all of the activities are initiated by the organisation's president according to a result-driven approach, while the decision-making process is inclusive. However, most of the staff recommendations fail to be taken into consideration, yet there is unanimous approval for the aims being sought and the values being promoted. PROPAC is therefore highly rated as regards this capacity (4/5).

AFRACA received a fairly good rating on taking external environmental changes into consideration. This was mainly because of AFRACA's diverse membership and its continent-wide coverage of activities which the secretariat always have to take into account during planning. The internal environment, however, rated slightly lower compared to the external environment. Many of the staff felt it was still too soon to comment on staff incentives and HR policies since the majority of them were still new. Availability of M&E processes was probably rated the lowest given the lack of M&E structures within the secretariat, which has resulted in poor follow-up of activities.

NARI's capability to adapt and self-renew was rated fairly high although it is worth noting that it was rated the lowest amongst the five core capabilities. NARI's internal systems and processes are not sufficiently transparent and participatory. The ratings further reveal that NARI's communication channels are less open and inclusive and that NARI's M&E system does not allow feedback from its stakeholders, therefore generating minimal support for improving projects' performance. Although NARI's capacities in the areas of M&E and internal environment were rated fairly moderately, NARI's ability to analyse the external environment and incorporate these changes into the internal decision-making process of NARI was rated high.

"WOUGNET conducts annual self and peer assessments."

SPC's capability, whilst better than average, has room for improvement. SPC went through some major organisational re-structuring during the period 2009-2013, where functions of two regional organisations (South Pacific Applied Geoscience Commission and the Secretariat of the Pacific Board for Educational Assessment) were integrated into SPC. This critical period also saw a 20% increase in CTA assistance to SPC, which greatly helped build the capacity of staff to improve regional services. SPC's ability to take changes in the external environment well into account is recognised and thus considered a strength. SPC's internal environment is evolving, with a whole new management team in place currently trying out new monitoring systems. The new M&E process, which has been in place for a few years now, is helping SPC improve feedback to donors and to national stakeholders.

WOUGNET's secretariat has a strong capability to manage the external environment. It was noted that the external landscape is monitored with information used to guide the organisation to flexibly adapt to change. SWOT analyses conducted during strategic review meetings and annual meetings helps to devise means of minimising threats and weaknesses, as well as taking advantage of opportunities and its strengths for performance improvement. Managing of internal environment scored well. Having adequate incentives for a learning culture (self-assessment, taking action to apply learning) was rated to be strong. WOUGNET conducts annual self and peer assessments.

The lessons learnt, best practices, and areas for improvements from the self and peer assessments are shared at the beginning of the new year during feedback meetings. It was however noted that the secretariat need to do more to translate learning by individuals into action for the benefit of the organisation. The internal communication at WOUGNET was noted to be open about constraints and failures in programme implementation. All staff are free to talk about failures, constraints in implementation of activities, and required remedial actions through official emails accessible to all staff, and in staff meetings. However, it was pointed out that staff should always endeavour to provide genuine views. Implementation of the human resource policy was rated to be moderate. It was noted that though the organisation's policy stipulates human resource issues are shared with staff at the time of joining the organisation, staff do not read it and hence are not familiar with the policy. Due to the size of the secretariat and available resources, it may not be feasible to implement some aspects of the policy hence the need to institutionalise annual staff retreats to reflect on organisational policies, their implementation, and implications for staff under the prevailing contexts.

8.3 Capability to deliver

PROPAC's ability to adapt to the changing external and internal environment is based on an ongoing and inclusive learning process thanks to the many CTA-funded capacity-building seminars/workshops. PROPAC employees have therefore developed knowledge and expertise focused on a wide variety of skills and themes. The entity also keeps itself up-to-date with its partners' activities and attitudes thanks to the reports drawn up at frequent intervals. These reports enable the organisation to make regular readjustments to its strategies in the light of external factors. PROPAC uses a reporting system for its programmes in order to provide information about certain activities but the institution does not have an effectively independent monitoring and evaluation system. However, it does has excellent adaptation and self-renewal capacities, as reflected by its 4/5 rating.

AFRACA project-related questions yielded a high rating. This was because staff felt that new recruitments at the secretariat had greatly enhanced AFRACA's capabilities in implementing and developing new projects. Quality assurance scored fairly well as the majority of staff felt they were aware of quality assurance systems at the secretariat. With regard to infrastructure, staff felt the infrastructure at the secretariat was adequate in the current situation. However, they seem optimistic for improved infrastructure in the near future as more activities are undertaken by the secretariat.

NARI's capability to deliver products and services was rated highly. NARI has a long history of successful design and implementation of projects, both with national and international partners. It is a preferred partner for many funding agencies to implement projects aimed at improving the livelihoods of rural women and men. As a result, this high rating of NARI's capability to deliver is not a surprise. In fact, this capability could have been rated very high. Yet, NARI has assessed itself moderately in this area of capability.

SPC has skilled and competent staff, which indicates a robust HR policy based on merit, ensuring quality and timely delivery of outputs. The staff, however, are inadequately resourced given the infrastructure required to deliver outputs. While the score was better than average, there is room for improvement. SPC has employed highly qualified staff with appropriate skill sets capable of delivering essential technical services that national countries could not themselves deliver.

"Quality assurance scored fairly well as the majority of staff felt they were aware of quality assurance systems at the secretariat."

This was reflected in a high score for 'competencies'. The building of a strong senior leadership team over the review period, which is responsive to stakeholder and sector feedback, translates to production and delivery of good quality technical services, where SPC engages with national collaborators and donor partners to increase the value of activities. A moderate scoring on quality assurance is a good indication for SPC to improve how it addresses feedback from stakeholders on its knowledge products and services and put in place feedback mechanisms. LRD responded with the establishment of the email helpdesk, to improve communications with national stakeholders and to receive and respond to queries.

WOUGNET has a strong ability to deliver on products and services and is able to implement activities well. It was noted that staff are competent and have the requisite skills to perform their duties. The well-developed and constantly improving website, as well as a functional e-mail system at the head office, were noted to ease communication, thereby enabling staff to access internal and external knowledge and information. All head office staff have access to a computer and stable internet. However, power black outs, poor internet connectivity experienced by field staff as well as inadequate equipment (notably computers and cameras) were cited as gaps which need to be addressed. All projects undertaken fit into the overall strategy of using ICTs for sustainable development with an emphasis on the livelihoods of women and youth. Decisions regarding project strategies and processes are well documented.

This is achieved through use of action sheets and the new template developed to operationalise the Information Communication Management plan. These tools help to capture, track, and document decisions taken during review meetings and the corresponding actions taken to effect the decisions. WOUGNET has a strong capability in quality assurance mechanisms for the organisation's work. The organisation policy puts in place a quality assurance committee comprising of the executive director and the programme managers. It was noted that top management has to review and endorse all information materials produced by WOUGNET before they are submitted to various audiences.

PROPAC Boasting fairly high technical skills in terms of providing outputs and services, the staff specify that their capacities in this area have increased twofold since the organisation started working together with the CTA. Conversely, there is still a serious shortage of qualified employees to deal with the size of the workload, hence the trend towards mixed appointments. The projects that are undertaken are consistent with the organisation's overall aims. However, its lack of a quality management system is attributed to the inadequate quality control applicable to the processes and services on offer. (4/5).

8.4 Capability to relate

AFRACA secretariat scored the highest on this capability suggesting a high capability to relate. A common reference point was the just concluded Fin4Ag International Conference, which may have influenced the high ratings. It can therefore be assumed that this may not have been the case perhaps two or three years ago. Being a network, its ability to bring together members and liaise with other financial networks was considered high. This has enabled the organisation to successfully execute learning and experience-sharing exchange tours within and even beyond the continent.

NARI received a high rating for this capability, reflected by the organisation's ongoing commitment to agricultural research and its prominent role as a leader in the agricultural research field in the country (and possibly also in the Pacific region). NARI has no problems developing and maintaining networks and relationships with its external stakeholders. Furthermore, NARI has a high level of influence among many of its national collaborators and takes all necessary precautions to ensure its image and credibility is not diminished in any way.

SPC scored the strongest here, which is a strong indication of SPC's niche role as a technical agency in the region, delivering services that are not able to be delivered at the national level. An example is SPC's genebank facility. SPC is well known in the region. It has a long legacy that goes back to colonial days in the region. With a stronger CTA partnership over this critical period, SPC's own work to improve how it addresses stakeholder needs, and with senior management putting in place stronger HR policies to improve the work environment, SPC has established a very good relationship with outside donor partners. This translated to an increase in funding to Land and Resources Division from €4.4 million in 2009 to €6.4 million in 2012.

WOUGNET has a strong capability to relate and is highly engaged and influential in its partnerships. WOUGNET engages in relevant networks and partnerships which add value to the network's objectives and members. It has worked with six different categories of organisations including: Uganda government ministries, departments and agencies; international organisations; continental and regional organisations; research organisations; universities; NGOs; and funding agencies. It has collaborated with over 30 individual organisations. WOUGNET has strong social credibility and political legitimacy within its partnerships and networks. This was attributed to WOUGNET serving on a number of committees established by various stakeholder organisations.

PROPAC: The CTA has funded several PROPAC activities focused on advocacy, development policies and other key themes. The extensive advocacy /lobbying activities have enabled it to boost and maintain its influence at all levels, allowing the organisation to improve its international, continental and sub-regional positioning. It has over 20 public and private bilateral and multilateral partners at both national and international level. Its enviable reputation has served to consolidate its terms of reference. This is an area in which PROPAC truly excels, as reflected by its top rating (5/5) for its capacity to establish, maintain and build upon its partnerships.

AFRACA staff had a high regard on the capabilities of internal management hence the high ratings for governance structure, vision and strategy. Similar to the other domains on HR matters, the rating was relatively fair. The general feeling was that the management is very supportive of staff and invest resources in nurturing and growing its staff. Most past staff have gone on to better jobs with other organisations, which is an indication that their skills grew during their time at AFRACA. The current staff are very clear of the organisation's strategies and most of their operations are guided by the strategic plan. There is an HR policy which is regularly reviewed. In terms of competencies, there was a feeling that some members of staff lacked adequate competencies to handle some assignments under their responsibilities.

NARI's capability to achieve coherence was considered very high, particularly in light of past work that had been done with the Australian Government's assistance in the area of corporate planning and institutional capacity development. NARI's strategic objectives, developed through the lens of 'science and research for development impact' as opposed to 'science for scientific excellence,' has improved NARI's visibility and its justification for existence in the country. NARI, subsequent to this paradigm shift, aligned and realigned its internal systems and processes so that its internal processes can enable the achievement of its new strategic vision – science and research for development impact. NARI also realigned its human resources, including their enabling structures, to facilitate the achievement of NARI's organisational objective.

"Limited core funding has restricted investment in core resourcing."

An integral part of NARI's HR realignment processes resulted in NARI identifying and developing competency-based terms of reference (TOR) for its staff. However, when assessing NARI's capability using the 5Cs model, NARI's performance was rated not very highly. A possible reason for this score is that many of the staff members who participated in this survey were new to NARI and could have been unaware of the processes that NARI has developed since 2007, which are currently in use within NARI, including its M&E system and competency-based TORs.

SPC scored moderately for its internal management capabilities. Up to 70% of LRD funding is short-term project funding by a multitude of donors. Each of these projects typically has different areas of coverage, with national, multi-country or regional scopes and reporting requirements, although the common actors (e.g. farmers) are the same. This has created a heavily 'siloed' environment. Limited core funding has restricted investment in core resourcing. Core resources such as M&E and finance are often housed within projects, which has posed difficulties in presenting a coherent approach on strategy. The new LRD restructure was a response to this and provides a platform to build on. Key engagement processes with countries also need to be strengthened. SPC has traditionally used joint country strategies to determine country needs. While the process is inclusive, this has also led to unfettered demand for SPC services that have to be delivered with limited resources.
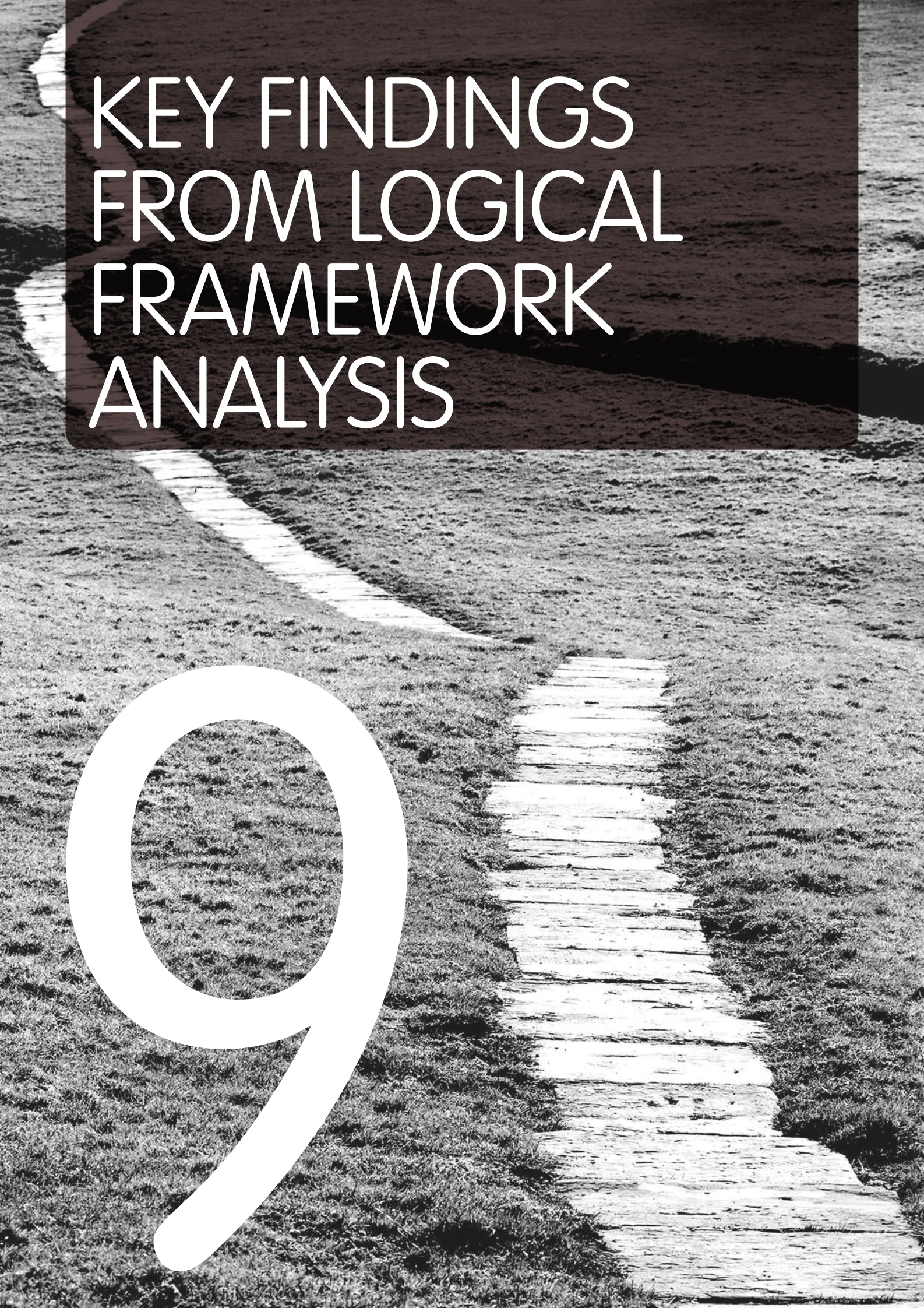
SPC has an M&E framework in place, reflecting its commitment to achieving sustainable development outcomes through enhancing its results focus in the areas of monitoring, evaluation, learning and reporting. This commitment focuses on learning for excellence as well as accountability to members and donors.

WOUGNET has a moderate (moving towards strong) capability to achieve coherence in its mandate, vision and strategy. The internal management support and governance structure scored well. Staff development is facilitated through effective delegation of work, mentoring, and capacity-building opportunities accessed through WOUGNET. It was noted that WOUGNET provides space and online infrastructure for those who are proactive in taking advantage of numerous learning opportunities to improve their individual competencies. Staff are well aware of the organisation's strategy. This was reflected by various staff ably representing WOUGNET and talking about the organisation in various forums, all staff having access to the organisation's key policy documents, and their participation in the development of proposals to mobilise resources for implementing programme activities. There are challenging issues with the HR policy and implementation, where there is moderate capability. Though staff are recruited on merit basis, it was noted that the organisation does not have well-stipulated procedures for taking on interns and volunteers. WOUGNET does not have a stand-alone HR policy, but HR issues are articulated in the organisation policy. This was cited as a possible cause for limited staff awareness of the HR policy.

PROPAC There is room for improvement in terms of the management's support for the permanent secretariat. However, PROPAC's development approach and its strategies are adopted on an inclusive basis, so they enjoy the support of all the stakeholders. However, there is some degree of discrepancy between the organisation's culture, the extent to which the provisions in the procedural manual are applied and the customary practices.

The human resources policy is based on the competence criterion but problems are reported in the case of good governance, human resources and financial management and working conditions. The International Fund for Agricultural Development (IFAD) also acknowledges that PROPAC staff wages are below the applicable standards. Moreover, some of the provisions in the procedural manual are not being applied. Consequently, the organisation has received a low rating for this capacity (2/5).

KEY FINDINGS FROM LOGICAL FRAMEWORK ANALYSIS

9

9.1 AFRACA

Activities	CTA-supported activities included conference and study visits, such as: 14th AFRACA General Assembly meeting; study visit on 'Micro-finance in Africa' in Kenya; study visit on the 'Role of Women in the Development of Micro-finance in Africa'; The 4th AFRACA Central Banks Forum; Sub-regional workshop: Niamey, Niger; AFRACA Southern Africa sub-regional workshop on value chain financing; three day 'lessons learnt' forum, Dakar, Senegal; Fin4Ag Conference, Nairobi, Kenya, 2014.
	CTA-supported knowledge management and research activities, including: publication on experiences in African value chain finance; study on 'collateral management for smallholder-inclusive value chain finance'; study on 'mapping best practices on agricultural value chain finance among African financial institutions'; study on 'opportunities for value chain finance for intra-African food trade'.
Outputs/ deliverables	Conference report compiled; logistical notes; speaker presentations; feedback reports from sponsored participants; learning and knowledge sharing events; participation of ACP nationals in conferences.
	Quarterly publication of experiences in AFRACA communication channels; study reports; conference papers; present findings during various AFRACA forums.
Outcome at organization level	Facilitated and promoted learning among AFRACA member countries; provided a platform for policy dialogue to influence policy in agriculture and rural finance; achievement on shared objective of strengthening smallholder inclusive value chain finance in Africa through improved supply of finance and improved support environment; increased profile and competitiveness of the network manifested through membership growth and new partnerships and collaborations.
	Generation of new knowledge in agricultural finance; built research capacity within AFRACA; promoted development of innovative rural finance practices and products among AFRACA members.

Outcome at individual level	Expected outcomes at individual level were: benefit from sharing experiences with other participants on different agri-finance models, financial innovations, regulatory frameworks and best practices in rural finance; improvement of own institutional operational systems, service delivery methodologies, products offered, and outreach mechanisms; improved ability to disseminate to other members of their organisations, best practices and innovations learnt from the conferences and exchange visits; enrich individual member experiences and enable expanded growth in operations of the institutions so that the benefits can trickledown to rural entrepreneurs.
Impact	CTA support has enhanced the visibility of AFRACA and enabled it to offer better services to members. By supporting the tours and forums, members have felt the need to join and continue being AFRACA members as they see the value in it. This in turn has attracted more members which is demonstrated by the growth in membership over time.
	Exchange study tours have built the capacity of AFRACA staff and members in several critical aspects necessary for their operations. Most members are now able to design, develop and run agricultural and rural credit facilities. On the other hand, AFRACA secretariat is able to support their members technically, as their capacity on several aspects of rural finance has been enhanced.

9.2 NARI

Activities/ Outputs	A total of seven activities, ranging from case studies, learning workshops, refresher learning workshops and training of trainer (TOTs) events were supported by CTA within NARI from 2004 until 2014.
	55 participants participated in four TOT sessions on agricultural science, technology and innovation (ASTI) systems, and identifying and analysing farmer's innovations.
	The application of the knowledge gained in the TOT sessions on ASTI systems resulted in the compilation of several case studies. Three out of the four case studies related directly to the TOT sessions on ASTI systems; undertaken to test/apply the knowledge and skills gained in the TOT sessions.
	All case studies, except one, were led and managed by NARI. The key deliverable from each of these case studies is the study report. In all instances, a case study report with relevant recommendations has been compiled. These reports are available within NARI.
Outcome at organization level	Enhanced capacity of NARI staff to undertake case studies in the context of ASTI systems; new knowledge among NARI staff of agricultural innovations systems; new actors identified for partnerships in ASTI systems; improved and strengthened ability for NARI to interface between scientists, farmers and other stakeholders; informed decision making by NARI in linking research to extension; and new information and findings available to NARI for use in policy briefs, new research proposals, and in contributions to development forums.
	NARI staff who have attended learning workshops or TOTs in ASTI systems acquire the relevant skills and knowledge for conducting TOTs on ASTI systems; NARI improves its vision to undertake demand-led design of research for development programmes and projects; Improved management of NARI's NAIS with operators identified and established to maintain the NAIS;
	Increased efficiency of NARI staff in management of NARI's NAIS; Increased visibility for NARI, particularly among other participating ACP professionals and regional organisations; Improved capacity for NARI to generate and disseminate information;
	Reduced communication costs; andEnhanced capacity of NARI to build and maintain partnerships and networks.

Outcome at individual level	Greater confidence and capacity in application of the AIS concept in analysing and evaluating farmers' experimentation and innovations; enhanced capacity of three staff in use of ASTI systems; exposure to and awareness of the AIS approach for participating NARI staff; farmers' own recognition of their innovative capabilities; further debate on improving extension and advisory services; development of improved strategies and policies on extension and advisory services; Improved networking and partnerships; Increased understanding and knowledge of how ST and ICT can contribute to supporting the development process; Insight into proven strategies for research, teaching and innovation in agriculture ; knowledge and awareness of potential opportunities for research and innovation in Pacific agriculture and building on successful initiatives; Improved efficiency in accessing, developing, exchanging and disseminating information; Improved IT knowledge.
Impact	Apart from within NARI and among NARI staff, there was little evidence of impact at intended beneficiaries level.
	CTA has enhanced NARI's capacity throughout their ten-year partnership in a number of areas, including ASTI systems and Web 2.0 for development. The capacities of other individuals and organisations have also been enhanced as a result of CTA's support. These institutions include universities, government departments, NGOs, research institutions and women's groups.
	The impact of CTA and NARI's joint efforts is particularly notable in one dimension of impact - human and technical empowerment. This is applicable to both ASTI and Web 2.0 for development capacity areas. Individuals who attended the various learning and TOT workshops are the direct and major beneficiaries of CTA's support. In ASTI systems, no evidence demonstrates any lasting changes in NARI for the other areas of impact, including income generation and policy development. However, the achievements under Web 2.0 and social media for development are remarkable, although small in terms of scale. Positive gains have been made in almost all categories of impact in this area.

9.3 SPC

Activities/ Outputs	Two ASTI noni study reports (for Tuvalu and Samoa); Two TOT sessions. CTA-funded Pacific study tour in floriculture.
	CTA funding supported SPC activities e.g. Regional Youth and ICT (blog) training, ACP Comp, PYiA Strategy, Social media and web 2.0 in Fiji and Vanuatu, CTA Youth Consultations in the Netherlands; 8 policy briefs; SPC provides content for CTA's Spore and ICT Update.
	CTA provides SPC KM updates; Pacific Agricultural and Forestry Policy Network (PAFPNet) mailing list used to disseminate CTA publications and resource materials to 22 PICTs; LRD website showcases CTA publications; portal hosts CTA information/publications; produced 7 policy briefs, 1 promo video, 1 regional strategy, 2 newsletters, and 1 radio interview.
	Designed and maintained seedling nursery; sold 200,000 seedlings to farmers; small-scale farmer with 8 ha of farmland; feeds into NZ export market
Outcome at organization level	Skills enhancement in ASTI use; enhanced knowledge on 'noni'; ASTI relevant to Pacific. Good diagnostic tool; stimulated work in floriculture.
	Skills enhancement; supported resource mobilisation strategies of partners; facilitated establishment of links between SPC and other partners; access to publications and resource materials; implementation of joint projects with CTA as an associate partner; produced IEC materials. Increased visibility and reputation of SPC.
Outcome at individual level	Skills enhancement in ASTI use; enhanced knowledge on 'noni'; ASTI relevant to Pacific
	Confidence in using social media platforms; improved use of web 2.0 tools effectively; access to publications and resource materials.
	3 nursery models adopted by national ministry for other farmers around the country; growth of nurseries signifying enhanced skills and learning by farmers; facilitated training of local farmers funded via AusAID; designed seedling storage saving system – disaster preparedness and during Cyclone Thomas in Fiji saved 29,000 seedlings.

Impact   Perhaps the biggest positive impact of CTA-funded work to emerge
from the in-depth analyses of two selected activities is their catalytic
effect and impact on niche areas for SPC. Today, Web 2.0 training and
PAFPNet are core services being delivered by SPC on a programmatic
basis. Both areas, initially funded through CTA support, have since
received additional donor support. Today, PAFPNet is the only portal
in the region that provides for cross-fertilisation of ideas on crop and
livestock husbandry, pest management, agribusiness and agricultural
research. At the individual level, these training activities have prompted
further uptake by youths and individuals who have gone on to develop
further knowledge products. Training has also afforded better job
opportunities for some individuals.

9.4 WOUGNET

Activities/ Outputs	Skills enhancement of WOUGNET staff
	E.g. CTA supported the progamme manager for gender, ICT and policy advocacy to participate in a training workshop on media, communications and policy advocacy.
	3 WOUGNET staff were trained by CTA on internet-based communication, which included web 2.0, designing websites, and uploading documents.
	4 WOUGNET staff participated in training by the United Nations Institute for training and research on Web 2.0 and social media, and an e-learning course on innovative collaboration for development.
	15 WOUGNET staff were trained and an M&E framework was developed.
	56 people have been trained by WOUGNET in Web 2.0 trainings
	Development of a 3-year ICM strategy.
	Access to CTA publications and enhanced access to agricultural information
Outcome at organization level	Trainings have diversified sources of revenue for WOUGNET.
	Increased visibility and reputation for providing Web 2.0 training in Uganda has positively impacted on WOUGNETs credibility.
	WOUGNET staff equipped with knowledge and skills on web 2.0, creating an in-house capacity to continue training of other staff and members.
	The training on media, communication and advocacy increased staff appreciation of the need for a clear media strategy for effective advocacy. This propelled WOUGNET to produce an outline of a media strategy indicating the various channels to use to reach specific audiences. This also contributed to enhanced capacity in advocacy.
	WOUGNET's coordinator and rural projects manager, northern Uganda wrote a report on the outcomes of the regional validation workshop for the information and communication management strategy development facilitator's guide.
	WOUGNET staff participated in the Ink4Dev workshops that took place in Namibia (2009), Kampala (2010) and Entebbe (2011).

Outcome at organization level (Continued)	Enhanced capacity to support ICT use and develop ICT programmes for greater developmental impact;
	Tested and proven processes for WOUGNET to use in introducing its member organisations to ICM so that they can appreciate it and also embrace and develop their own ICM strategies at organisational levels; andEnhanced networking and learning from other ACP countries through stories on the ICM wiki.
	Kubere Information Centre (KIC) was established in Apac town. KIC acts both as an information resource point and supports project implementation and two-way linkages with the women farmers. From the centre, women farmers can access training in agricultural practices, as well as in the use of ICTs, such as mobile phones. Group members were also are also able to share experiences with each other around best practices and new ideas. In addition to the direct work with the rural women's farming groups, the KIC participated in an e-society programme designed to foster collaboration between local government and civil society in the district through the use of ICTs.
	Another rural information centre in Amuru district, called Riber-Ber Information Centre, to help farmers access market information using mobile phones. Using a combination of ICTs which included radio, mobile telephones, listening clubs, and face-to-face meetings, women farming communities were equipped with skills to access farming information to improve their farming as well as increase yields.
Outcome at individual level	Staff delivery of the trainings has improved their confidence and skills as facilitators/trainers in Web 2.0
	Improved functioning and performance of roles; and new income streams for participants in Web 2.0 trainings: One woman activist noted that her knowledge on Web 2.0 and social media has enabled her to take her advocacy work to another level and reach many more people.
	A youth used social media to mobilise funds to support their project's activities.
	Opportunities to venture into new income streams: One Web 2.0 trainee claimed that he had trained other people thereby increasing income.

Outcome at individual level (Continued)	Access to information materials such as the ICM facilitator's guide and the ICM users' manual developed by CTA guided WOUGNET in drafting the terms of reference for the development of the ICM strategy.
	WOUGNET staff use the CTA technical guides on various technologies and enterprises to advise farmers through the question and answer services provided by KIC. The farmers also access the technical guides which enable them to acquire knowledge on production of their enterprises.
	in 2013/14, 123 women and 520 men accessed information both online and from the information centers at KIC, Ribe ber Information Center and the CDTC.
Impact	The intervention strengthened the capacity of individuals to use ICTs, notably radio, to access agricultural information and services. It also ensured better acquisition of farming skills and contributed to the adoption of modern farming practices and technologies.
	The increased access to information triggered changes in farmers' farming knowledge and skills.
	With respect to social capital, the strengthened groups are recognised by local government authorities. The groups have also been attractive to other development agencies thereby enabling their members to continue to access agricultural advisory services as well as equipment. Groups have facilitated networking and offered a platform for sharing experiences and continued learning. Collective action through the Village Savings and Loan Association, labour exchange, and, in some cases, produce bulking and marketing, have enabled group members to save money, take out loans to stop distress sales, and to access better markets.

| **Impact (Continued)** | With regards to impact on wealth, groups acquired productive assets like oxen and ox-ploughs and also enabled their members to own livestock, notably goats and pigs. At the individual level, seven in every ten respondents noted that their incomes had increased. This enabled groups to acquire physical assets, construct permanent households and send their children to better schools. |

The increased incomes have also contributed to an increased proportion of households reporting owning a radio (86%) and a mobile phone (75%) in 2015, compared with 74% and 2% who reported the same respectively in 2005.

The adoption of planting trees (citrus and multi-purpose trees), as well as abandoning the practice of burning garden waste and resorting to trash lines, has had a positive impact on the environment.

360 women farmers from 12 groups were equipped with skills on how to use ICTs to access information to improve their farming.

WOUGNET is undertaking a new, connected initiative, Strengthening University – Farming Community Engagement (SUFACE), in partnership with Makerere University, involving women farmers involved in the EAAI project.

Access to agricultural information triggered some women farmers to engage in new enterprises including tree planting, and new methods of bee keeping, among others.

Members established their own mailing lists in order to target their communications to particular audiences.
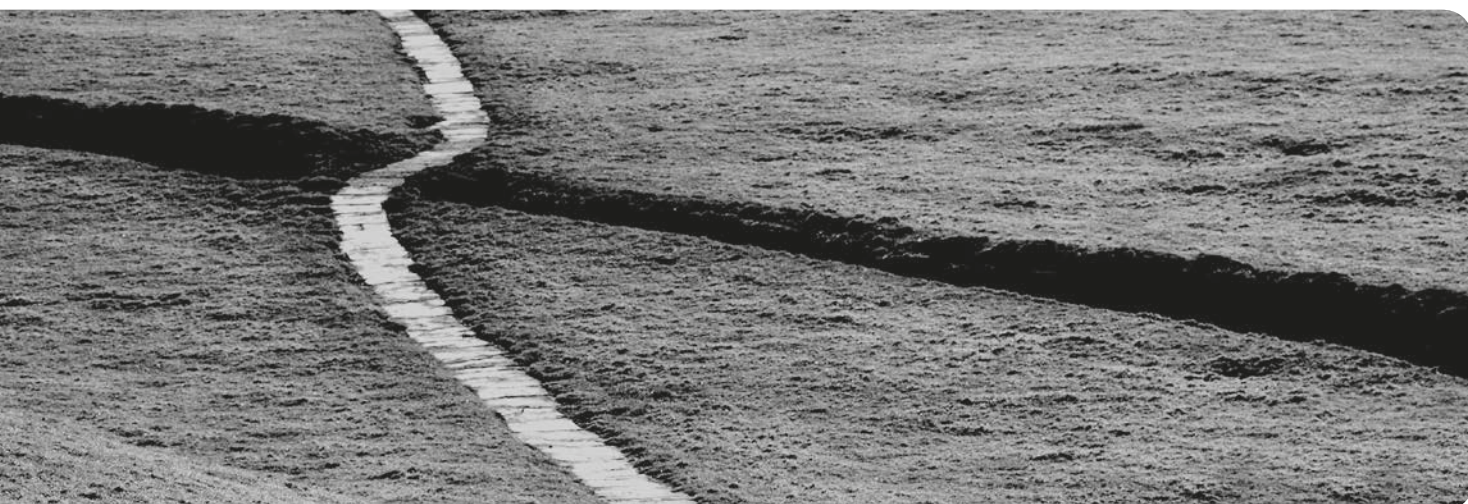
9.5 PROPAC

Activities

Since 2005, the CTA has lent its support to 11 event and skill-building activities:

Two regional briefings on (i) land issues in Central Africa and (ii) the vision of the future for African farming and the new role of producers' organisations

Two surveys on (i) the consistency of regional policies in Central Africa and (ii) the Economic Partnership Agreements (EPAs) between the European Union and the ACP countries, the analysis of public policies and budgets in Central Africa.

A workshop on the take-up and dissemination of the conclusions drawn in the survey of regional agricultural policies in Central Africa

Three training programmes on (i) the EPAs, the analysis of public policies and budgets, (ii) information management, (iii) lobbying, negotiating, advocacy by leaders and officials in farmers' organisations in Central Africa

The OHADA Uniform Act: regional farmers' organisations consultations on cooperative society laws in Central Africa

Training and consultations with Central African farmers' organisations on the EPAs and the WTO agreements

Participation in the CTA/ACP partners joint impact planning and assessment workshop

Outputs/ deliverables	Workshop reports, surveys and training; communication materials
	Final workshop declarations; PROPAC declarations on the EPA negotiations in Central Africa
	Raising staff-awareness about (i) the priorities of the Common Agricultural Policy of the Central African Economic and Monetary Community (CEMAC), (ii) the challenges of the EPAs and the public budget operating systems and (iii) the reformed business laws applicable to the African continent
	Staff training on the use of (i) ICT techniques and (ii) advocacy/lobbying techniques
	Declarations by farmers' organisations approved by the sub-region's representatives and policymakers
Outcomes for the organisation	Improving and raising the profile and strategic positioning of PROPAC and its beneficiaries
	Regular involvement in farmers' organisations for the purpose of preparing country-specific policies
	Partnerships concluded with Central African sub-regional integration institutions and their specialist agencies
	New integrated networks
	Better land management take-up
	Reflecting the risks of EPAs in the definition of strategies and advocacy themes
	Harmonisation of advocacy themes and activities with the new business law provisions

Outcomes for the organisation (Continued)	Adoption of new strategies and working methods
	More effective dissemination of the conclusions drawn and continuing awareness-raising for those involved in the development process
	Creation of a unit for information management and communication officer skills improvement
	More effective dissemination of information on the PROPAC site (reports, articles…)
	Creation of an exchange platform to allow its beneficiaries opportunities to promote themselves by publishing information on the PROPAC website
	Regular production of activity reports and other communication materials
Impact	PROPAC has improved is strategic positioning at several levels:
	At national level, it is increasingly being consulted for the purpose of developing national development policies. In Cameroon, the organisation has built up an extensive network of relationships with the ministries responsible for the primary sector, research institutes and other Cameroonian NGOs
	At sub-regional level, it has confirmed its importance in Central Africa via its 10 affiliated NFOs, which regularly seek the organisation's support in solving conflicts or adding weight to their contacts with the political and administrative authorities in their countries. It has become one of the strategic partners of CEMAC, the Economic Community of Central African States (ECCAS) and their specialist organisations.

Impact (Continued)

At regional level, PROPAC interacts with the African Union. It helped set up the Pan African Farmer's Organisation. Its network is participating in a collaborative platform with the NEPAD.

At international level, it is interacting with the CTA, the IFAD, the FAO and other international agencies: more than 20 partners identified at all levels.

Its communication strategy has been improved thanks to the creation of an information management and training unit for social networks. It has also succeeded in terms of a better take-up of the CEMAC Common Agricultural Policy.

RECOMMENDATIONS FOR FUTURE CTA SUPPORT/ ENGAGEMENT

10

"There is need for AFRACA to backstop its member institutions so that AFRACA can offer them technical support where it is lacking."

AFRACA

There is a need to develop an M&E framework within AFRACA so as to effectively monitor interventions and evaluate their impacts at various levels and at different stages and timelines. This would not only enhance experiential learning and adoption of key experiences, but also guide the future orientation of strategies envisioned by AFRACA. There is need for AFRACA to backstop its member institutions so that AFRACA can offer them technical support where it is lacking. With most of the innovations being new concepts, AFRACA can be a one-stop-shop for all the information and technical capacity enhancement that these institutions may require so as to effectively innovate, share and adopt these techniques, products and services. In general, CTA's contribution to AFRACA has been enormous. There is need for future engagements to be well structured so that the specific output, outcome and impact of this support are clearly captured, for the smooth and practical evaluation of the outcomes and impacts at a later date.

NARI

CTA has enhanced NARI's capacity throughout their 10-year partnership in a number of areas, including ASTI systems and Web 2.0 for development. The capacities of other individuals and organisations have also been enhanced as a result of CTA's support. These institutions include universities, government departments, NGOs, research institutions and women's groups. In the future, CTA and NARI should target their investments directly at improving the living standards of the rural farming communities throughout PNG. CTA should also ensure that future engagement devises smart strategies to engage with leadership and guarantee top management buy-in to ensure the new concept or technology is adapted and applied. The following are some recommendations for improving the relationship between CTA and NARI whilst also promoting a collaborative effort to achieve the desired development outcomes in PNG's agricultural sector: to improve the performance of CTA-funded initiatives, CTA should maintain a regular presence throughout and in particular during project initiation, the first phase of project implementation, and project closure; long-term investments are better value for CTA than those which focus on the short-term. For example, a five-day learning event will achieve very little on the ground. Finally, CTA's investments should be flexible, allowing for adaption in accordance with contextual issues, challenges and opportunities. If possible, CTA's interventions should be context-specific because what works in Africa will not necessarily work in the Pacific.

SPC

Over the last 10 years, CTA has provided around €1.3 million to SPC for a range of information knowledge management (IKM) capacity development activities. The mode of activities included training, workshops, planning sessions and exchange visits to build the capacity of IKM, communications and media in the region – all niche areas for CTA. The key areas of improvement for CTA and SPC are "process-centric". Programmatic approaches work better for both parties, rather than short, one-off type activities. After 10 years of collaboration, both institutions have signalled intent to establish a more mature relationship through an MOU. Wherever possible, designs should be a joint effort and arranged programmatically so that both parties and countries have a clearer picture of key results going forward.

SPC has undertaken an organisational reform process in the last 2 years and LRD – the site for CTA collaboration – has itself revamped its structure and articulated a new strategic framework (2013-17). The recommendations provided under each of the five core organisational capabilities fits well with SPC's commitment, which focuses on learning for excellence and service delivery. Recommendations for the future are that: SPC strengthens its governance structures to manage CTA or other partner funding, including building evaluation systems at the outset in partnership documents; CTA and SPC share the findings of this study with management and internal M&E teams and discuss overall findings; CTA and SPC publish this report and share it widely with countries; SPC and CTA continue to discuss how the model or elements of the model can be embedded into SPC systems for programming and evaluation; CTA organises a peer learning event to not only share findings of the report but also how the elements of the 5Cs model might be taken forward.

"The CTA's support has resulted in a huge improvement in PROPAC's institutional, technical, operational and geostrategic capacities."

WOUGNET

The CTA-supported WOUGNET Enhanced Access to Agricultural Information (EAAI) project triggered outcomes and impacts at individual and group levels. The most significant changes were recorded in the human capital, social capital, wealth impact, political capital and environmental domains, in that order of predominance. The intervention strengthened the capacity of individuals to use ICTs, notably radio, to access agricultural information and services; ensured acquisition of farming skills; and contributed to the adoption of modern farming practices and technologies..
However, limited training on how to send SMS and use of digital cameras, coupled with low literacy levels, have curtailed some women's use of these functions even when they have access to the phones. Future interventions should allow adequate time for training a critical number of people who can then gradually train other members in the groups. WOUGNET and its partners should also consider engaging in functional adult literacy if the proportion of women with no formal schooling (39%) are to acquire skills to use mobile phones to send, retrieve, read and comprehend information in SMS. Lack of remunerative markets was also cited as a key problem for farmers who planted citrus after listening to the radio programmes and training during the project. WOUGNET could consider interventions to link these farmers with other actors in the citrus fruit value chain and also impart skills in juice and wine making to add value to their fruits and to access better markets.

Areas identified for further in-depth study include: changes in skills and knowledge of Web 2.0 alumni and their associated outcomes; changes triggered by farmers' application of ICTs to access agricultural information following the EAAI project; and, changes triggered as a result of the ICT and governance project in northern Uganda. The WOUGNET secretariat should institutionalise staff retreats to ensure dialogue and staff appreciation of the organisational policies, progress and resource implications of their implementation. The secretariat also needs to improve areas where the capability assessment returned low scores. Emphasis should be on strengthening internal decision-making structures (building confidence in all staff to genuinely contribute to ideas in a timely manner), utilisation of learning by individual staff for the benefit of the organisation, and human resource management.

PROPAC

The CTA's support has resulted in a huge improvement in PROPAC's institutional, technical, operational and geostrategic capacities. However, PROPAC has to contend with limited financial and material resources. Affecting the organisation and its beneficiaries, the shortfall hampers its performance, while showing the need for capacity-building. The CTA could therefore focus on the long-term programme approach in its future partnership strategies, with a five-year period being regarded as a minimum. Under this heading, the CTA may seek co-funding from other international agencies for the purpose of applying the external experts' recommendations based on long-term (five-year) programmes.

The CTA procedure-related constraints are leading to delays in the process for releasing funds and implementing activities and projects enjoying CTA support. This highlights the need for the procedures to be streamlined.

PROPAC and its beneficiaries are enjoying much wider exposure, while their positioning has improved vastly. Nonetheless, a detailed investigation has to be made of the 10 affiliated NFOs in future in order to ensure the five-year capacity-building programme for the ACP partners and its beneficiaries is more effectively designed. ICT training for PROPAC has helped to upgrade its communication systems. However, more resources are required to develop and maintain the NFO communication units. Long-term capacity-building projects are needed for this purpose.

ANNEXES

11

11.1 List of Participants in the CcIPA impact study (Phase II)

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

1 Dr. Ibrahim Khadar
khadar@cta.int

2 Ms Tarikua Woldetsadick
Woldetsadick@cta.int

AFRACA

1 Mr John Amimo

2 Mr Saleh Gashiu

PROPAC

1 Mr Celestin Nga

2 Mr Gabriel Aime Elat Elat

NARI

1 Dr Birte Nass-Komolong

2 Mrs Maxie Makombo Dominic

SPC

1 Mr Vili Caniogo

2 Mr Emil Adams

WOUGNET

1 Mrs Dorothy Okello

2 Mr Moses Owiny

EU-based M & E Specialists

Mr. Dick van Blitterswijk
MDF, Netherlands

Mr. Jan Brouwers
CDI-WUR, Netherlands

Mrs. Eunike Spierings
ECDPM, Netherlands

11.2 Sources

CTA. 2013. *Guidance Note on CcIPA Implementation.* CTA, Wageningen.

CTA. 2013. *5Cs Template/Questionnaire.* CTA, Wageningen.

CTA. 2013. *Logic Model Template.* CTA, Wageningen.

CTA. 2013. *Impact Categories and Dimensions Template.* CTA, Wageningen.

Food and Agricultural Organisation (FAO, 2010–2011)State of Food and Agriculture study 2010-2011

Jiggins, J., Samanta, R. K., & Olawoye, J. E. (1997). *Improving agricultural extension: A reference manual (*Chap. 9). Rome, Italy: Food and Nutrition Organization of the United Nations.

Kayabwe Sam and Kibombo Richard (2005); Baseline survey report: Enhancing access to agricultural information using ICTs.

Mucemi Gakuru, Kristen Winters & Francois Stepman (February 2009): Inventory of innovative farmer advisory services using ICTs. A report prepared for The Forum for Agricultural Research in Africa

Owiny, M and Apio,M.L (2013): Strategic use of ICTs by rural women farmers for Agriculture and Rural Development in Northern Uganda: Experiences, lessons and best practices

Okali, C. (2011). *Gender and other social differences; Implications for FAC. Discussion* Paper 014. Brighton, United Kingdom: Future Agricultures.

Pye-Smith, C. (2012). *Agricultural extension: A time for change. Linking knowledge to policy and action for food and livelihoods.* Policy Pointer from the international conference Innovations in Extension and Advisory Services, Linking Knowledge to Policy and Action for Food and Livelihoods, Nairobi, Kenya.

Rivera, W. M. & Alex, G. (2004). *The continuing role of government in pluralistic extension systems.* Paper presented at the 20th annual Conference of the Association of International Agricultural and Extension Education, Dublin, Ireland.

Republic of Kenya. (2001). *Poverty Reduction Strategy Paper for the Period 2001–2004* (Vol. 1). Nairobi, Kenya: Ministry of Finance and Planning.

Rogers, E. M. (1995). *Diffusion of innovations* (4th ed.). New York, NY: The Free Press.