

JOINT IMPACT ASSESSMENT OF CTA'S SUPPORT TO ANAFE



(2003-2013)

Sebastian Chakeredza, Aissetou Yaye and Enid Kaabunga

INCLUDING:

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

Ibrahim Khadar, Tarikua Woldetsadick, Jan Brouwers and Eunike Spierings

About ANAFE

The African Network for Agriculture, Agroforestry and Natural Resources Education (ANAFE) comprises of African colleges and universities teaching agriculture and natural resource sciences. Supported by the World Agroforestry Centre (ICRAF) in Nairobi, Kenya, the network was established in 1993 and is currently made up of 137 member institutions (universities and colleges) in 35 African countries. It emerged from a series of educational workshops supported by the World Agroforestry Centre (ICRAF) in the 1990s and was launched in 1993 by 17 universities and 12 technical colleges teaching land use and disciplines in sub-Saharan Africa.

ANAFE envisions an effective agroforestry and natural resources management education and research in Africa, with measurable impact on livelihoods and environmental sustainability and focuses on improving the quality, relevance and delivery of agroforestry and natural resource management education and research in Africa. The network consists of four regional chapters known as RAFTs (Regional Agricultural Fora for Training – one each in Eastern and Central Africa (ECA), Southern Africa (SA), the Sahelian countries (Sahel), and the Africa Humid Tropics countries (AHT)) – and 21 National Chapters known as NAFTs (National Agricultural Fora for Training). Activities in each RAFT are spearheaded through a Focal Institution. The ANAFE Secretariat is based in Nairobi Kenya and supports the networking functions.

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 Study

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 WOUNNET in Africa. Close to 50 ACP and EU experts participated in the study.

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



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We would like to thank the following people for their contribution towards this quick scan as part of the CcIPA analysis. Firstly to Dr. Aissetou Yaye and the team at the ANAFE secretariat – Dr. Sebastian Chakeredza, Mr. James Auchu, Mr. Alfred Oduor and Ms. Josephine Oyoo, who patiently and diligently took the time to share their knowledge on ANAFE. Secondly to Mrs. Enid Kaabunga of ANAFE who facilitated the collection of data and writing of this report.

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Acronyms

| | | | |
|----------------|---|-----------------|--|
| ACP | African, Caribbean and Pacific | RAFT | Regional Agricultural Forum for Training |
| AHT | Africa Humid Tropics | SA | Southern Africa |
| ANAFE | African Network for Agriculture, Agroforestry and Natural Resources Education | TAE | Tertiary Agricultural Education |
| ARDYIS | Agriculture, Rural Development and Youth in the Information Society | AABS | Association of African Business Schools |
| ASTI | Agricultural Science and Technology Innovation | AAS | African Academy of Sciences |
| CAADP | Comprehensive Africa Agricultural Development Programme | AAU | Association of African Universities |
| CcIPA | Capacity-centred Impact Pathway | ACP | African, Caribbean and Pacific Group of States |
| CTA | Technical Centre for Agricultural and Rural Cooperation | AFF | African Forestry Forum |
| ECA | East and Central Africa | AFORNET | Forestry Research Network |
| IAALD | International Association of Agricultural Information Specialists | AGRA | Alliance for a Green Revolution in Africa |
| ICRAF | World Agroforestry Centre | ANAFE | Africa Network for Agriculture, Agroforestry and Natural Resources Education |
| ICT | Information, Communication and Technology | ASARECA | Association for Strengthening Agricultural Research in East and Central Africa |
| INGO | International Non-Governmental Organisation | CAADP | Comprehensive African Agricultural Development Programme |
| M&E | Monitoring and Evaluation | CCARDESA | Centre for Coordination of Agricultural Research and Development for Southern Africa |
| NAFT | National Agricultural Forum for Training | CcIPA | Capacity Centred Impact Pathway Analysis |

| | | | |
|--------------------------|--|-----------------|--|
| CMAAE | Collaborative Masters Program in Agricultural and Applied Economics in Eastern, Central and Southern Africa | ICRAF | The World Agroforestry Centre |
| CORAF/ WECARD | West and Central African Council for Agricultural Research and Development | MRCI | Mobilising Regional Capacity Initiative |
| CTA | Technical Centre for Agricultural and Rural Cooperation | NAFT | National Agricultural Forum for Training |
| DANIDA | Danish International Development Agency | NPCA | NEPAD Planning and Coordinating Agency |
| DFID | Department for International Development | PanAAC | Pan African Agribusiness and Agroindustry Consortium |
| EU | European Union | RAFT | Regional Agricultural Forums for Training |
| FARA | Forum for Agricultural Research in Africa | RUFORUM | Regional Universities Forum for Capacity Building in Agriculture |
| GCHERA | Global Confederation of Higher Education Associations for the Agricultural and Life Sciences | SASACID | Strengthening Africa's Strategic Agricultural Capacity for Impact on Development |
| HAAGRIM | Harmonisation et Amelioration des Programmes de Master et de Doctorat en Agribusiness par la mobilite entre l'Afrique de l'Ouest, de l'Est et du centre pour un developpement socio-economique durable | SCARDA | Strengthening Capacity for Agricultural Research and Development in Africa |
| IAALD | International Association of Agricultural Information Specialists | SEF | Senior Education Fellow |
| | | Sida | Swedish International Development Agency |
| | | TAE | Tertiary Agricultural Education |
| | | UniBRAIN | Universities, Business and Research in Agricultural Innovation |

Executive Summary

The African Network for Agriculture, Agroforestry and Natural Resources Education (ANAFE) as a key partner of the Technical Centre for Agricultural and Rural Cooperation (CTA) was involved in the joint Capacity-centred Impact Pathway (CcIPA) study initiated in October 2012.

The CcIPA had four phases: 1. planning phase (October 2012 to March, 2013); 2. quick scan and mid-term review phase (April to July, 2013); 3. in-depth study phase (August to November, 2013); and 4. the follow up phase (DATES MISSING). In this in-depth study, ANAFE explored the effects of CTA supported activities in four study areas: effect of short skills enhancement training that was technically and financially supported by CTA; effect of participation in CTA sponsored conferences and meeting; joint implementation of activities with CTA; and effectiveness of information disseminated and improved capability to relate. Due to the geographic spread of the network throughout sub-Saharan Africa (SSA), equal numbers of institutions were sampled from the ANAFE focus regions of Southern Africa, Eastern and Central Africa, Africa Humid Tropics and Sahel regions. Purposive sampling of respondents was carried out to find more in-depth responses on each of the four study areas. Key questions were asked on what changes resulted from participating in events, the process through which change occurred and the challenges faced in causing the desired change, and recommendations to increase the effectiveness of these activities. Results from the quick scan also beefed up the responses.

In the past 10 years, CTA has provided training for ANAFE secretariat staff and lecturers from its member institution on a number of topics, e.g. M&E, proposal development, value chain analysis, agricultural science and technology innovation, food security, and Web 2.0 tools. Approximately 135 lecturers and three secretariat staff attended training workshops. Participants valued them and noted that the workshops improved their proposal writing, M&E and project management, making their work much easier. These training workshops have filled a significant gap so needed to be run on a continuous basis.

The nomination of ANAFE's executive secretary to the CTA International Advisory Committee for Science and Technology (from 2005 to 2012), boosted her leadership skills and contributed enormously in increasing the visibility of ANAFE through networking and participation in various international CTA events. Other CTA programmes that have increased ANAFE visibility in the international arena include the Women Science Competition, the Young Scientist competition and Agriculture Rural Development and Youth in the Information Society (ARDYIS).

CTA provided support for a total of 35 lecturers from Tertiary Agricultural Education (TAE) institutions to attend the 2003 and 2007 ANAFE symposia on Improving Agriculture and Natural Resources Education, and Mainstreaming Climate Change into Agricultural and Natural Resources Management Education: Tools, Experiences and Challenges. These symposia attracted 223 educators, policymakers, farmers, enterprise developers, natural resource managers, researchers and development workers. Proceedings and books were produced from the symposia. Respondents appreciated the guidance they received in producing scientific publications and noted that this is helping them guide students and contribute to their peer's research activities. Respondents felt that it was important to devote some time during the symposium to the development of networking - the key tenets and how to sustain networks.

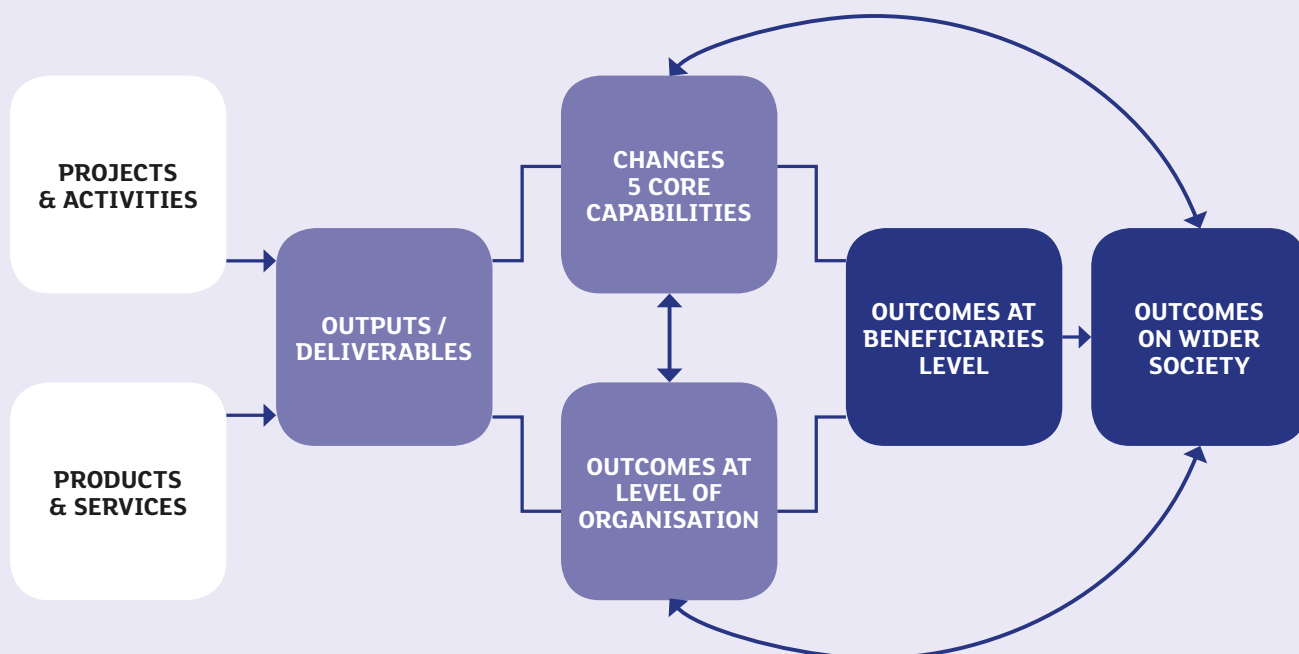
CTA used ANAFE channels to disseminate their products. They also used such gatherings to collate their databases so that they could reach institutions better. Respondents noted that due to staff turnover in institutions, it was important to regularly verify whether their contacts were still in the institutions they originally subscribed from. More effective ways of distributing CTA products could be through institutions/libraries or dean's offices. Such mechanisms could ensure that students could reach these materials more easily.

The ANAFE network enhances the capacity to relate through interactions during conferences, meetings and workshops. Respondents interviewed noted that the interactions ensured that they were up-to-date in terms of their stakeholders needs and they could easily reach policymakers and integrate the Comprehensive Africa Agricultural Development Programme (CAADP) into their agenda.

The CcIPA emphasises the pathway from activity implementation, benefits at institutional and individual level, and long-term transformation, in ANAFE's land use education programmes. Moving forward, it will be important to train institutions on the CcIPA so that it becomes an integral part of institutional management processes. Institutions can benefit tremendously from its implementation.

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

The Capacity-centred Impact Pathway Analysis Model







INTRODUCTION & BACKGROUND

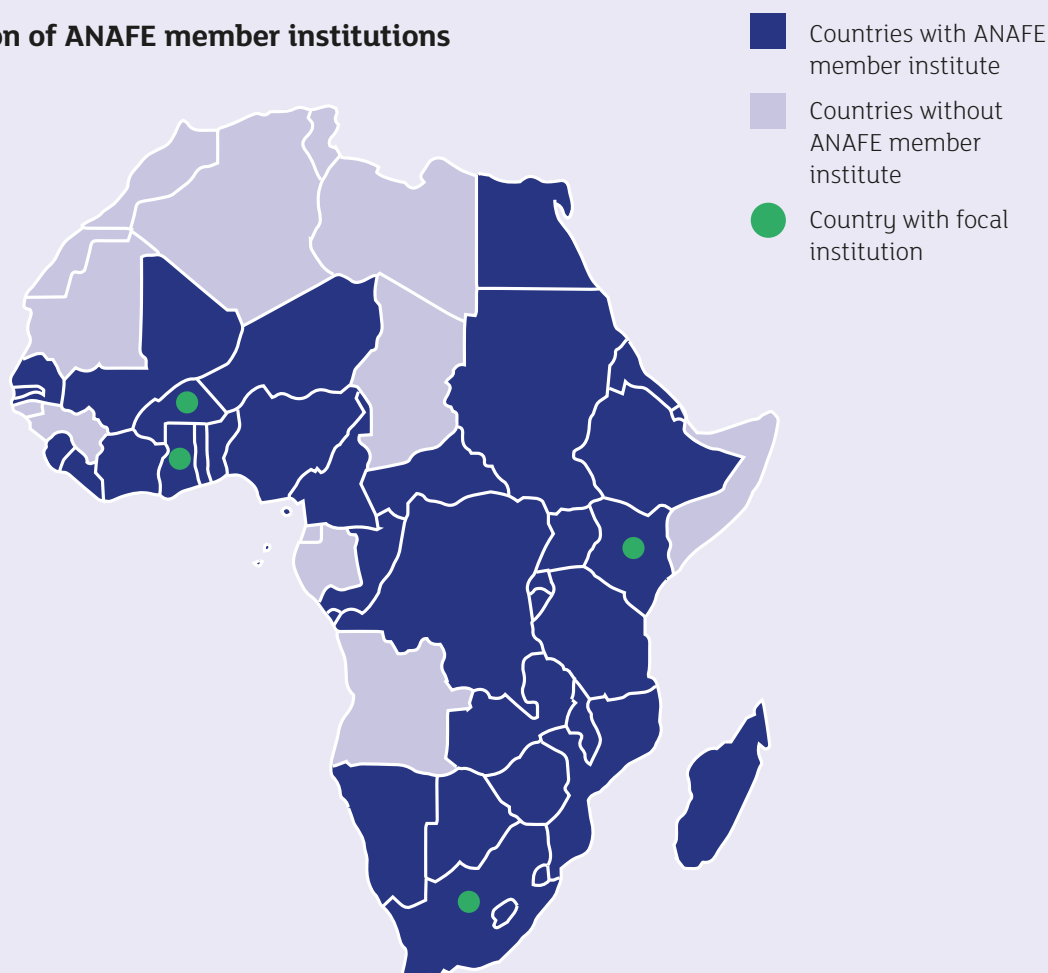


1.1 About ANAFE

ANAFE is a membership network that was launched in 1993 by 29 Tertiary Agricultural Education (TAE) institutions teaching land use disciplines in sub-Saharan Africa with the main objective of incorporating agroforestry into agricultural programmes.

The network has since grown to 134 TAE institutions located in 35 African countries, which are shown in Figure 1.

Figure 1: Location of ANAFE member institutions



“The vision of ANAFE is to be a vibrant network leading in agricultural and natural resources education for development..”

The vision of ANAFE is to be a vibrant network leading in agricultural and natural resources education for development, and its mandate, as set out in its mission statement, is to improve the quality, relevance and application of agricultural and natural resource management education for development. To achieve this mission, ANAFE focuses its activities under four key pillars:

- To facilitate/guide the transformation of land use education programmes as well as teaching and learning processes into more integrative and effective approaches for solving real development problems;
- To strengthen the capacity of institutions of learning in land use sciences and technology in Africa and develop mechanisms that enhance and sustain collaboration among them and with other stakeholders;
- To enhance the understanding and application of working principles and practices that promote synergy among experts in all branches of land use and facilitate better reach to stakeholders; and
- To put in place effective mechanisms for participatory monitoring and evaluation of Africa’s agricultural capacity and to develop and implement responsive strategies.

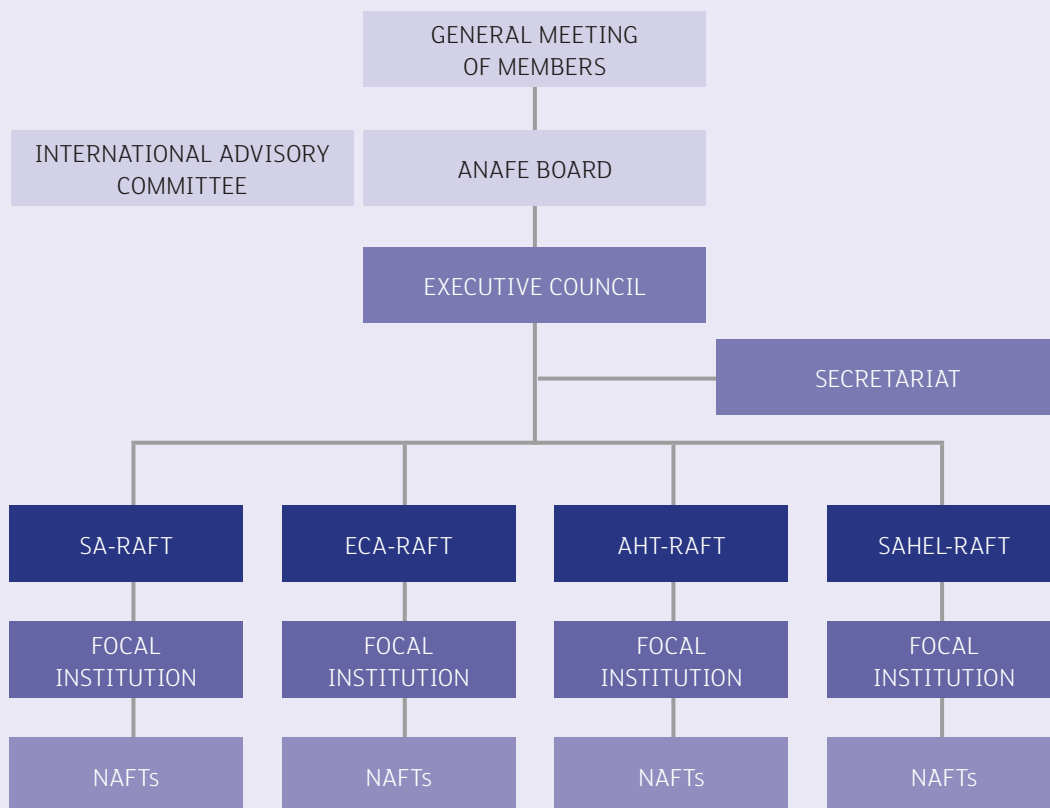


1.2 ANAFE organisational structure

ANAFE is registered as an International Non-Governmental Organisation with a secretariat in Nairobi, Kenya, which is hosted at the World Agroforestry Centre (ICRAF). Since 2008, the secretariat has grown from having a single staff member to five staff members that are responsible for managing the network as well as coordinating the network's projects and initiatives.

At a regional level, the network is structured into four regional chapters, one each in Southern Africa, East and Central Africa, Africa Humid Tropics, and the Sahel; which are known as Regional Agricultural Forums for Training (RAFTS). Each RAFT has a focal institution to coordinate activities in the region. This structure is shown in Figure 2. At country level, the member institutions are organised into National Agricultural Forums for Training (NAFTs).

Figure 2: ANAFE organisational structure

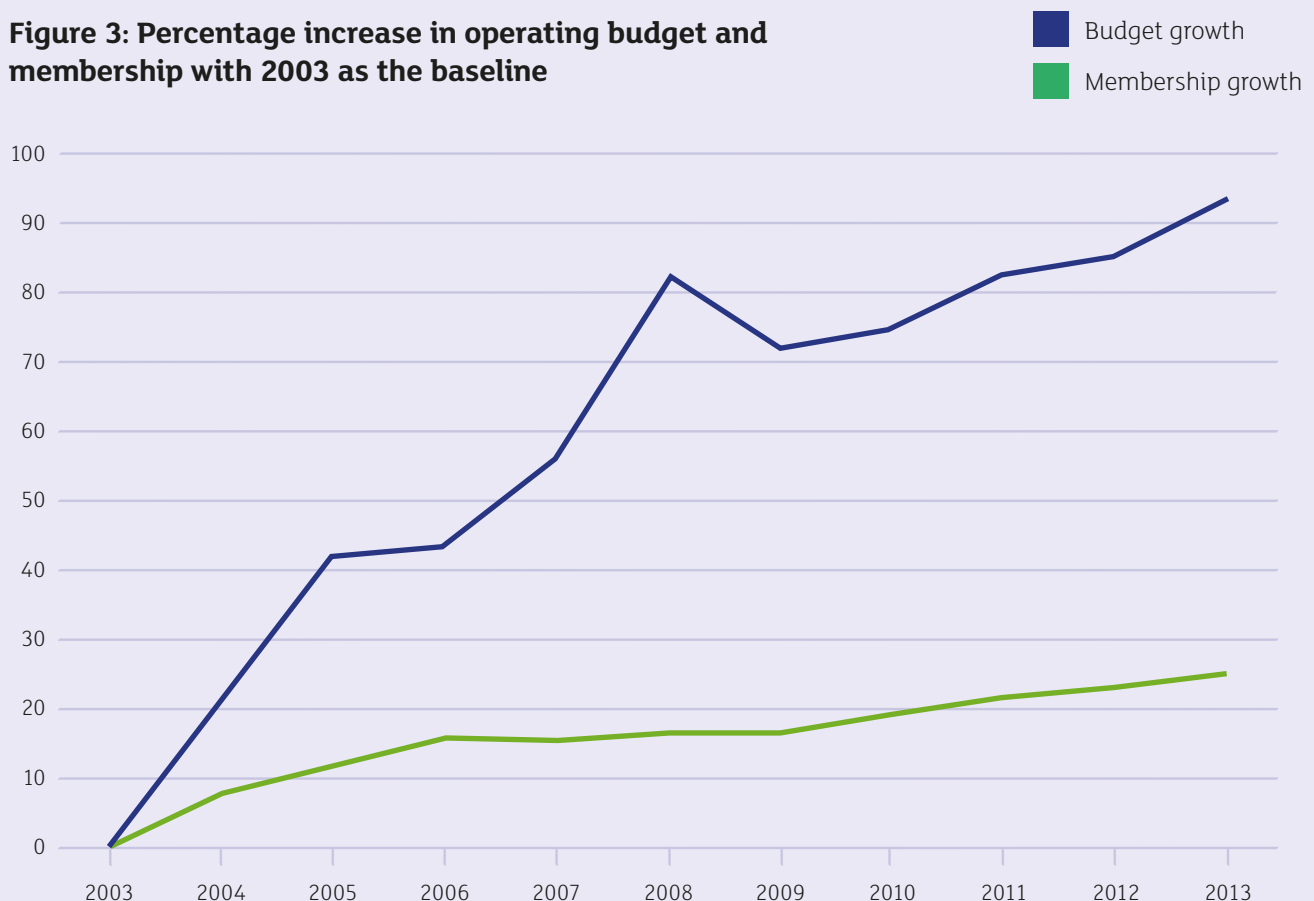


1.3 Growth of the Network

ANAFE has experienced tremendous growth over the past 10 years, both in the size of the network, as well as the size of the projects implemented. Since 2003, the network has seen a steady increase in the number of member institutions from 106 in 2003 to 128 in 2007 and 134 in 2013.

The volume of activities run by the network has also increased significantly in the last 10 years, as evidenced by the current operating budget which is 91 percentage points higher than the operating budget of 2003. Figure 3 illustrates the growth of the network over the last 10 years in terms of membership and operational budget.

Figure 3: Percentage increase in operating budget and membership with 2003 as the baseline



1.4 ANAFE Projects 2003 – 2013

In the past 10 years, ANAFE has implemented five main projects in close partnership with the Forum for Agricultural Research in Africa (FARA), and the Association of African Universities (AAU). Financial support for these projects was provided by the Swedish International Development Agency (Sida), the Danish International Development Agency (DANIDA),

and the UK Department for International Development (DFID). Table 1 gives a brief description of these projects.

In this period, ANAFE has also received funding and/or partnered with other organisations, including CTA, to implement activities focused on strengthening the capacity for agroforestry and agribusiness education in Africa.

Figure 8: Logical framework for Regional Policy Dialogues

| 2 | Project name | 3 | Duration | 4 | Funder | 5 | Focus |
|----|--|----|------------------------|----|--------------------------------------|----|--|
| 6 | Universities, Business and Research in Agribusiness Innovation (UniBRAIN) | 7 | 2010-2015 | 8 | Led by FARA with funding from DANIDA | 9 | A facility (incubator) for linking university education, research and business in sustainable agriculture. |
| 10 | Strengthening Africa's Strategic Agricultural Capacity for Impact on Development (SASACID) | 11 | 2011-2014 | 12 | Sida | 13 | Quality and relevance of TAE for attaining sustainable and profitable agriculture. Developing new cadres of professionals capable of assuming key roles in national, regional and international agricultural science, extension, business and policy. |
| | Strengthening Capacity for Agricultural Research and Development in Africa (SCARDA) | | 2007-2013 | | Led by FARA with support from DFID | | To strengthen the institutional and human capacity of African agricultural research and development systems to identify, generate and deliver research outputs that meet the needs of poor people. |
| | Mobilising Regional Capacity Initiative (MRCI) 1 and 2 | | 2009-2011 2010-2012 | | Led by AAU with funding from DFID | | Improvement of TAE resources by incorporating local knowledge as well as results from agricultural research. Focuses on: <ul style="list-style-type: none"> • Improving teaching methods • Development of contextualised learning |
| | Mobilising Agroforestry capacity for development | | 2003-2006 | | Sida | | Institutionalisation of agroforestry education in ANAFE member institutions. |

1.5 Objectives of the Joint Impact Assessment

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

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



An aerial photograph of a dirt road winding through a field of tall grasses and plants. The top portion of the image is covered by a dark blue semi-transparent rectangle. The text 'THE QUICK SCAN' is written in white, uppercase, sans-serif font within this rectangle. A large white number '2' is overlaid on the lower-left side of the image.

THE QUICK SCAN

2

2.1 Design and Approach

This Capacity-centred Impact Pathway Analysis (CcIPA) incorporated three inter-related elements: the deliverables at the network level as a direct result of CTA's partnership; changes in the capabilities of the network; and outcomes among the direct and indirect beneficiaries that can be attributed to the deliverables.

Data for this evaluation was collected through:

- The quick scan, which consists of applying the 5Cs model and the logic model to reflect on the CTA ANAFE collaboration with the aim of determining what worked and why, what did not work, and points for further in-depth study.

A follow up in-depth study looked more intensely at some of the outcomes and impact stories revealed by the quick scan.

2.2 Process of conducting the quick scan

The quick scan involved the application of the 5Cs model and the logic model to the secretariat.

Applying the logic model

The logical framework was aimed at identifying the activities and outputs at ANAFE that were supported by CTA, as well as the outcomes at organisation level, and outcomes to the direct beneficiaries.

Data for completion of the logical framework was obtained through:

- Key informant interviews that were held with the entire secretariat staff (five people). These focused on the activities that CTA has supported and the results of these activities.
- A review of relevant documentation, which mostly consisted of activity reports that were submitted following staff participation in CTA activities; as well as ANAFE publications that provide details of activities including conference publications, and newsletters.

“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.”

2.3 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 logicmodel.



2.4 Analysis of ANAFE's logic model

This section presents the outcomes of ANAFE activities that were supported by CTA at the organisational level, with the direct beneficiaries, and with the wider society

The activities for which ANAFE has received funding or implemented in partnership with CTA include:

1. Conference participation

CTA provided support for a total of 35 lecturers from TAEs to attend two ANAFE organised international symposia. The first was in 2003 on “Improving Agriculture and Natural Resources Education” in Nairobi, Kenya; and the second was held in 2008 on “Mainstreaming Climate Change into Agricultural and Natural Resources Management Education: Tools, Experiences and Challenges” in Lilongwe, Malawi. These two conferences attracted a total of 223 educators, policymakers, farmers, enterprise developers, natural resource managers, researchers and development workers. In 2010, CTA provided support for two secretariat staff to attend the 2010 IAALD World Congress.

2. Capacity enhancement

In the past 10 years, CTA has provided training for ANAFE secretariat staff and lecturers from its member institutions on a number of topics including:

- (a) Monitoring and evaluation – SMART Toolkit
- (b) Proposal development
- (c) Value chain analysis
- (d) Web 2.0
- (e) Agricultural science and technology innovation
- (f) Joint learning for organisational development workshop

Approximately 135 lecturers and three secretariat staff have attended the various training workshops.

3. Dissemination of information

The ANAFE secretariat and the member institutions have benefited from the CTA publications that are shared regularly, including SPORE magazine.

4. ANAFE participation in CTA projects/ events

The staff at the ANAFE secretariat have attended or contributed to CTA interventions including the CTA Agriculture, Rural Development and Youth in the Information Society (ARDYIS) project which is aimed at raising youth awareness and improving their capacity on agricultural and rural development issues through the use of ICTs. ANAFE is a member of the steering committee for this project and also for the Women and Youth in Science competition.

2.4.1 Outcomes at the Organisational Level

CTA support to ANAFE activities has mainly contributed to three changes at the secretariat, which are:

1. Increased profile of ANAFE among other stakeholders:

- The ANAFE symposia supported by CTA increased the visibility and profile of ANAFE among other stakeholders engaged in agriculture and natural resources education, as well as policymakers and extension organisers. The importance of visibility to the organisation is at the core of its purpose as highlighted in its vision statement to be a vibrant network leading in agricultural and natural resources education for development.

- According to respondents at the secretariat, there is evidence that ANAFE is recognised as a leader in agricultural and natural resources education e.g. in 2006, ANAFE was elected as the convenor for 16 capacity-building networks that address specific scientific and technological aspects and postgraduate programmes in Africa.
- ANAFE is also one of the lead non-state actors working with NEPAD on the implementation of the Comprehensive African Agricultural Development Programme (CAADP).

2. Increased capacity to relate with the external environment:

- All the activities supported by CTA in ANAFE have involved secretariat staff meeting and interacting with other stakeholders engaged in agriculture and natural resources education, research or extension services. It is through these interactions that ANAFE obtains information on the external environment including policy decisions, best practices, knowledge of relevant stakeholders' work, as well as opportunities for partnership or funding that are beneficial to the organisation.

- Although the secretariat has not documented the process of networking and contact management, all respondents recognised that ANAFE needs to be well-networked to survive. All active ANAFE projects involve collaboration with other stakeholders.

3. Increased knowledge and skills of secretariat staff and in some cases a change in practice:

- Participation in the CTA capacity enhancement programmes has greatly increased the knowledge and skills of the secretariat staff, as all training programmes are relevant to the work that ANAFE does. e.g. Training in monitoring and evaluation resulted in increased ability in the monitoring and reporting of projects. The secretariat team is able to give feedback on the reports and provide instructions and advice to the focal persons at the institutions on M&E.

“..CTA capacity enhancement programmes has greatly increased the knowledge and skills of the secretariat staff, as all training programmes are relevant to the work that ANAFE does.”

“The direct beneficiaries of ANAFE activities are the lecturers and students in the member institutions.”

2.4.2 Outcomes with the Direct Beneficiaries

The direct beneficiaries of ANAFE activities are the lecturers and students in the member institutions. The activities supported by CTA have mostly contributed towards ANAFE’s aims of:

- Transforming land use education programmes into more integrated and effective approaches for solving real development problems; and
- Enhancing and sustaining collaboration among TAEs.

1. Transforming land use education

In supporting ANAFE members to participate in international conferences, CTA has strengthened the lecturers to better contribute to and engage in the dialogue that informed the production of curricula for agriculture, agroforestry and natural resource education; and in joint development of learning resources and proposals to submit for funding.

The themes for the ANAFE symposia are selected based on the prevailing pertinent issues in agriculture, agroforestry and natural resources education. For example, the 2003 ANAFE symposium recognised the importance ascribed to agriculture and natural resources in the development of African countries, as well as the inadequacy of the policies and infrastructure to facilitate the full realisation of these benefits. The focus of this conference was therefore on the role of tertiary education in developing Africa’s capacity for agricultural development, and a resulting publication from this conference – *Improving Agriculture and Natural Resources Education in Africa: A Stitch in Time* - recommended changes that TAE institutions could implement to make the agriculture and natural resource programmes more responsive to society.

In a similar way, the 2008 symposium on *Mainstreaming Climate Change into Agriculture and Natural Resources Management Education* recognised the challenges that humanity is facing as a result of climate change, and therefore discussed the role of tertiary education in managing climate change and provided a plan of action for TAEs to keep on track with climate adaptation and mitigation strategies.

A further benefit for the lecturers participating in the symposia is that their work presented at the conference is published in proceedings and books. The presentations made at the ANAFE conferences are peer-reviewed and ANAFE publishes them in proceedings and book format and disseminates these widely.



2. Enhancing and sustaining collaboration among TAEs

CTA-supported events like conferences and training workshops have provided the critical space required to foster relationships among institutions and between the academia, research and extension organisations. Aside from the ANAFE General Meeting, which takes place every 4 years, member institutions use forums like these to foster relationships that are vital to the successful implementation of region-wide initiatives in Africa. ANAFE institutions are involved in a number of interventions, which require collaboration between institutions as well as among academia, research and extension organisations, for example:

- The EU-funded HAAGRIM¹ project, in which six universities are collaborating.

- The DANIDA-funded UniBRAIN project in which academic institutions are collaborating with research institutions, private sector and extension organisations to form agricultural business incubators in a conducive environment.

2.4.3 Outcomes with Indirect Beneficiaries

The indirect beneficiaries of ANAFEs activities are the students of the TAE institutions, who benefit from curricula that are responsive to the sustainable development needs of the agricultural and natural resources management sector, and ultimately the farmers. The outcomes with the indirect beneficiaries form the basis for the In-depth study.

¹ Harmonisation et Amélioration des Programmes de Master et de Doctorat en Agribusiness par la mobilité entre l'Afrique de l'Ouest, de l'Est et du centre pour un développement socio-économique durable



2.5 The 5 core capabilities of ANAFE

2.5.1 Capability to Adapt and Renew

4. External environment

The ANAFE secretariat keeps up to date with the external environment through:

- Seminars – held by other organisations hosted by ICRAF. These are 1-2 hour long sessions in which ANAFE and other organisations share new findings.
- Presentations at conferences (and the resulting publications) organised by ANAFE or other organisations.
- Electronic mailing lists.
- Newsletters sent to ANAFE either electronically or in hard copy.
- Personal networks – through which staff members communicate regularly with their peers in other organisations.
- Multi-stakeholder meetings – for which staff members are required to submit an out-of-office report, detailing the main learning from the meeting.

The secretariat is making plans to create an online repository of the out-of-office reports to be accessed via the organisational intranet.

5. Internal environment

The internal mechanisms for learning consist mainly of the reports that are prepared after each activity (conference, meeting, and workshops). Due to the heavy workloads of the staff, there is no formal structure for staff to reflect on previously implemented activities, as they immediately move on to the next activity. The lessons learned are therefore stored intrinsically with the individuals involved in the activity.

Staff appraisals are conducted twice a year, and each staff member appraises all other staff members. The appraisals are then discussed at the board meetings, which are attended by the executive secretary, network manager and other board members. The minutes of the board meetings are made available to the staff to read.

Internal communication is through email, meetings, telephone and face-to-face conversations. Because of the small number of staff, communication channels do not always follow the supervisory structure, and it is common for staff to communicate directly to the executive secretary despite having a supervisor.

“Internal communication is through email, meetings, telephone and face-to-face conversations.”

6. Monitoring and evaluation

Monitoring and evaluation is conducted at the project level, mostly for purposes of accountability for resources spent. The institutions implementing the projects are required to submit progress reports, which are collated for submission to the respective funding partner. However, due to the shortage of staff, the organisation does not conduct progress or performance reviews that combine all results from all activities, and elicit feedback from the different stakeholders engaged in ANAFE work.

The organisation is however very aware of this shortfall and is currently having discussions on how to institute and strengthen the M&E function. As a result of recent M&E training, the staff is more critical of M&E reports from implementing institutions and are better able to provide support and advice on improvement.

2.5.2 Capability to Deliver Products and Services

1. Implementation of activities/projects

Staff hiring is competence-based, and the staff report that they have the technical knowledge and skills, as well as the confidence to deliver the products and services. Staff also have opportunities to improve on their skills by attending training courses e.g. the ones provided by CTA. There is however a need for an increase in skills in networking and project management for some of the staff.

All staff reported that they are well facilitated to do their work. They have adequate office space, computers, required software (e.g. InDesign for the communications officer, and desktop publishing software) reliable internet and telephone connectivity, and other equipment like cameras.



“All staff reported that they are well facilitated to do their work.”

2. Project/activity initiation or phasing out/termination

All projects implemented by ANAFE are relevant to its mandate of improving the quality, relevance and application of agricultural education for development. The projects implemented over the past 10 years are shown in Table 1. All projects have a detailed workplan which defines the time schedule for implementation.

3. Quality assurance

The quality of the staff and projects of ANAFE is assured through:

- Regular staff appraisals that are conducted by the board.
- Peer review of reports and appraisals.

2.5.3 Capability to Relate

1. Level of engagement and influence of organisation in networks, alliances and collaborative efforts

ANAFE engages in three main types of networks at a regional and international level:

- (a) Networks with funding partners – These include agencies that provide funding for ANAFE activities e.g. Sida, DFID, EU, as well as organisations through which the funding is channeled e.g. FARA, ICRAF, AAU, the NEPAD Planning and Coordinating Agency (NPCA) and others.

- (b) Networks with co-implementing organisations – These include organisations that ANAFE engages with to implement interventions e.g. Regional Universities Forum for Capacity Building in Agriculture (RUFORUM), the Alliance for a Green Revolution in Africa (AGRA), the Association for Strengthening Agricultural Research in East and Central Africa (ASARECA), the Centre for Coordination of Agricultural Research and Development for Southern Africa (CCARDESA), the Pan African Agribusiness and Agroindustry Consortium (PanAAC), and the West and Central African Council for Agricultural Research and Development (CORAF/WECARD)

- (c) Other networks or organisations in the same field – These include other organisations and networks in the agriculture and natural resources sphere who are not engaged in joint activities with ANAFE, but are relevant to the work of ANAFE e.g. the Association of African Business Schools (AABS), the African Forestry Research Network (AFORNET), the African Forestry Forum (AFF), the Collaborative Masters Program in Agricultural and Applied Economics in Eastern, Central and Southern Africa (CMAAE), European universities, consortia of universities like AGRENIUM and the Global Confederation of Higher Education Associations for the Agricultural and Life Sciences (GCHERA), and the African Academy of Sciences (AAS).

ANAFE is relevant in all these networks and, in 2006, was elected as the convener for 16 capacity building networks in Africa. These networks are recognised as being at the core of ANAFE’s sustainability. The first group provides funding for the network activities, and implementation is successfully achieved through the second group.

2. Mandate

The overall objective of ANAFE at the time of formation was to promote the incorporation of agroforestry into agricultural programmes. Agroforestry, an integrating approach to farming and natural resources management was then not well understood and did not have natural niches in academic programmes. With time, more TAEs picked up agroforestry, but a new problem emerged – many new areas of scientific and technological development such as biosciences, climate change and management of agriculture environmental services were emerging as important as well. With pressure from society to achieve more through agriculture and natural resource management in Africa, ANAFE expanded its mandate in 2003 to encompass agricultural and natural resource management and make them responsive to sustainable development needs.

3. Visibility/credibility – reputation/status/image

On a regional and international platform, ANAFE is very visible and recognised for its work in promoting the quality, relevance and application of agriculture and natural resource training in TAEs. However at the member institution level, ANAFE is not as visible as it would like to be. The main challenge to this is that ANAFE selects a focal person who is engaged for all activities. These individuals however do not always share the information on ANAFE activities with the university community.

ANAFE has a communication strategy that highlights the key communication channels which include the website and blog; and to a lesser extent video and mass media. The communication products that ANAFE generates include newsletters, posters, banners, policy briefs, books and scientific publications.

2.5.4 Capability to Achieve Coherence

1. Governance structure

The supervisory structure for ANAFE is shown in Figure 3. However the staff know what work is required of them, and report that they need minimal supervision to get the work done.

2. Vision and strategy

The secretariat staff are aware of the strategy of the organisation and many can recite either the vision, mission or can define the pillars or activities. The vision and mission are displayed in various brochures, documents and posters in the office

3. People

The staff of the secretariat and board is culturally diverse and reflective of its network. The staff in the secretariat show diversity with regard to:

- Nationality – Three Kenyans, one Senegalese and one Zimbabwean.
- Gender – Two females and three males.

“The overall objective of ANAFE at the time of formation was to promote the incorporation of agroforestry into agricultural programmes.”

The board is also structured so as to include gender, regional, and language representation that is reflective of the network membership as follows:

- The board chair and vice chair – one should be anglophone, and the other francophone; one should be male and the other female.
- The executive secretary is alternately an anglophone or francophone (each serving for a maximum of 5 years, renewable once).
- The committees in the regions should be 50% male and female.
- Each region has representation on the board.

2.5.5 Most Changed Capability

ANAFE has experienced most growth in its capability to act. The secretariat has grown from having a one staff member (executive secretary) who was responsible for implementing all network activities, to a team of five with further plans to increase the staff numbers. The growth in the capability to act is also reflected by the significant growth in the size of projects that ANAFE implements. Sida support to ANAFE has grown from US\$100,000 to a US\$4 million . Various partners are willing to involve ANAFE as a key implementing partner when developing and submitting a proposal for funding.

The growth in the capability to act is attributed to three main factors:

- The committed leadership and staff of the organisation.
- The management structure, with ANAFE hosted by ICRAF and therefore able to utilise ICRAF support structures including financial and human resource management. This increases the confidence that the donors have in the organisation.

Growth in the capacity to relate – As one of the largest networks of agricultural education institutions in Africa, and its relationship with regional and continental advocacy processes, ANAFE is in a unique position to galvanise change across the continent.

IN-DEPTH REPORT

3



3.1 Sampling frame and key questions

The CTA/ANAFE CcIPA study involved four phases:

1. The planning phase
(October 2012 to March 2013)
2. Quick scan and mid-term review phase
(April to July 2013)
3. In-depth study phase
(August to November 2013)
4. Follow-up phase
(MISSING DATE)

ANAFE participated in the mid-term review meeting which was held from 10 to 12th June 2013 in Harare, Zimbabwe. At this meeting the quick scan findings were presented and peer reviewed by colleagues. Subsequently, the quick scan presentation was revised and the narrative was finalised and submitted to CTA.

In this in-depth study, ANAFE explored the effects of CTA supported activities in four study areas:

1. Effects of short skills enhancement training;
2. Effects of participation in CTA sponsored conferences and meetings;
3. Effect of joint implementation of activities with CTA;
4. Effectiveness of information disseminated; and
5. Improved capability to relate.

Due to the geographic spread of the network throughout sub-Saharan Africa (SSA), a selection of institutions were studied (Table 1) so that there was adequate representation across the sub-continent. Purposive sampling of respondents was carried out to acquire more in-depth responses on each of the four study areas.

Table 1: Institutions used in the study

| ANAFE region | Institution |
|--------------------------------|---|
| Southern Africa | 1. Botswana College of Agriculture 2. Mulungushi University, Zambia |
| East and Central Africa | 1. Kenyatta University, Kenya 2. Makerere University, Uganda |
| Africa Humid Tropicst | 1. Dschang University, Cameroon 2. Abomey Calavi University, Benin |
| Sahel | 1. Bobo Dioulasso University, Burkina Faso 2. University of Thies, Senegal |

“ANAFE participated in the mid-term review meeting which was held from 10 to 12th June 2013 in Harare, Zimbabwe.”

Telephone interviews were carried out with key personnel in these institutions who participated in CTA sponsored activities run by ANAFE but also ensuring representation in each of the areas of the study. Questions sought to find out whether the person attended any of the CTA events listed; what changes resulted in their work from participating in the event; the process through which change occurred; who else was involved in the realisation of the change; any documentation of the process; factors facilitating the achievement of the observed change; the challenges faced in causing the desired change in institutions; and recommendations to increase the effectiveness of these activities. The full list of questions are given in Annex 1.

Results were summarised and grouped by the following areas for ease of presentation:

- 1.** Effects of short skills enhancement training;
- 2.** Effects of participation in CTA sponsored conferences and meetings;
- 3.** Effects of joint implementation of activities with CTA;
- 4.** Effectiveness of information disseminated; and
- 5.** Improved capability to relate.

Within each area, effort was made to establish what was learnt, change or impact resulting from the intervention, why change happened or did not happen and recommendations for moving forward.



3.2 Findings: Impact of selected activities

The quick scan phase, which was completed in August 2013, revealed that CTA has supported and/or partnered with ANAFE to conduct the following activities:

1. Support 35 lecturers from TAE institutions to attend the two ANAFE organised international symposia in 2003 and 2007.
2. Capacity enhancement for approximately 135 lecturers from ANAFE member institutes and ANAFE secretariat staff in a number of areas including: monitoring and evaluation (M&E), proposal development, Web 2.0 application, value chain analysis, Agricultural Science and Technology Innovation (ASTI) training, and joint learning for organisational development.
3. Dissemination of information through CTA publications, like Spore, to ANAFE member institutions.

The CTA quick scan also revealed that CTA supported activities have mostly contributed to increasing ANAFE visibility and ANAFE's capability to relate with the external environment.

Results from the in-depth study were grouped into four areas as follows:

1. Effects of short skills enhancement training;
2. Effects of participation in CTA sponsored conferences and meetings;
3. Effects of joint implementation of activities with CTA;
4. Effectiveness of information disseminated; and
5. Improved capability to relate.

The results are given under these broad four areas. They are summaries of responses obtained from the respondents.



3.3 Effects of short skills enhancement training

In the past 10 years, CTA has provided training for ANAFE secretariat staff and lecturers from its member institutions on a number of topics including:

- (g) M&E – SMART Toolkit;
- (h) Proposal development;
- (i) Value chain analysis;
- (j) Web 2.0 tools;
- (k) ASTI; and
- (l) Joint learning for organisational development.

Approximately 135 lecturers and three secretariat staff have attended the various training workshops leading to increased knowledge and skills of secretariat staff and in some cases changes in practice.

For example, training in M&E resulted in improved monitoring and reporting of projects at secretariat level. The same results were observed from ANAFE member institutions. Participation of the secretariat team in CTA events has contributed to increasing the visibility of ANAFE in the international arena. Boxes 1 and 2 highlight some of the comments received from ANAFE member institutions.

Box 1

How respondents have benefited from short-term training

M&E:

“This is a tool that I always wanted to have a grip on. What I learnt is its importance in project management, planning, what and when to monitor, and how to evaluate the different projects I will be implementing.”

“The skills gained in M&E will make my work now very easy. I will know what to be on the lookout for in M&E, anticipate problems before they occur, and quickly rectify issues before they become big problems.”

“I am now much better in project management than I was before and I am able to submit my projects to my donors on time. The reports would also be of very good quality and are accepted at first submission. I am enjoying my work even more.”

Proposal development

“For any organisation to survive these days, skills in resource mobilisation are of paramount importance. In this course I learnt skills in writing the concept note, where to submit the concept note and how to progress to full proposal development. The concept of log-frame was also adequately developed. Attention was also given to how to deal with the proposal reviews. I really learnt a lot.”

“I am now in a position to write proposals which can be considered for funding and in due course I would want to turn these proposals into winning proposals so that I can help my organisation and for my personal development as well.”

3.4 Effects of participation in CTA sponsored conferences and meetings

Box 2

Recommendations on short-term skills enhancement

"I hope ANAFE and its partners, in particular CTA, can continue developing more short-term courses and offer them on a regular basis. This will go a long way in making our knowledge current."

"In our institutions, due to the isolation and limited capacity in given particular areas, training will be of paramount importance to understand how the world is moving and also to be able to be in a position to contribute to the process."

"Packaging and profiling of best practices in value chain management and sharing these widely with member institutions; lobbying institutional leadership to embrace elements of the change."

CTA provided support for a total of 35 lecturers from TAEs to attend two ANAFE organised international symposia. The first was in 2003 on *Improving Agriculture and Natural Resources Education* held in Nairobi, Kenya; and the second was held in 2007 on *Mainstreaming Climate Change into Agricultural and Natural Resources Management Education: Tools, Experiences and Challenges* in Lilongwe, Malawi. These two conferences attracted a total of 223 educators, policymakers, farmers, enterprise developers, natural resource managers, researchers and development workers. ANAFE members also benefited from CTA sponsorship to attend the agro-biodiversity curriculum development workshop held in Nairobi in 2010.

Some of the products emanating from the symposia are shown in Figure 2. Proceedings of papers presented at both symposia were produced and books with authors' papers were also produced and widely distributed as hard copies and also downloadable from the ANAFE website. Information from the symposia was therefore widely disseminated.



Box 3

How respondents have benefited from attending symposia

“From my personal perspective, the process leading from abstract submission, review of the abstract, development of the full paper, review of the papers and eventual publication in proceedings and appearing in the book was a great learning process. I am now a better scientist because of that. I have kept up the momentum. I can guide my students much better in the research process.”

“I am in a better position now to persist in writing my academic manuscripts because I now understand the process better. I can even give advice to my peers on how they can better write scientific papers.”

“Normally from my institutional perspective, there are very few people specialised in a particular area. Attending the symposia ensured that I met experts in my area and we were able to exchange notes. Moving forward I have a database of a number of people I can call upon for assistance in given areas I would need assistance in, in my academic life.”

“Institutional isolation in sub-Saharan Africa is a huge cause for concern. Symposia are one sure way that academics can interact and network for the benefit of the students they will be teaching.”

Box 4

Recommendations on future symposia

“Symposia on current issues of concern to Africa’s development need to be held on a regular basis. This will keep us [lecturers] current in our fields and also able to network with our peers within the region and elsewhere.”

“It could be a good idea, if following a symposium, a morning or day could be devoted to networking. The major focus of holding a symposium is mostly to encourage networking. It is therefore important that time be afforded to building the necessary networks in a coordinated manner.”

“While production of proceedings and or book following the symposium is a good idea, further measures need to be taken to liaise with scientific journals which could be interested in producing a special issue of a journal on the theme of the symposium. For academics, this is a much more rewarding output.”

“Attending the symposia ensured that I met experts in my area and we were able to exchange notes”

3.5 Effect of joint implementation of activities with CTA

The ANAFE secretariat was involved in the implementation of the CTA Women in Science and Youth in Science competition. ANAFE also had an active role in the coordination of the ARDYIS project. Lately ANAFE has collaborated with CTA in supervising the implementation of the CTA “*Mainstreaming Tertiary Education in ACP ARD Policy Processes: Increasing Food Supply and Reducing Hunger*” in Benin, Niger and Senegal. The biggest joint activity between CTA and ANAFE was a conference held in 2011 in Burkina Faso on “*Conference for Sensitising Francophone Rectors, Presidents of Universities and Directors of Agricultural Higher Education Institutions*”. A total of 88 participants attended, where 27 vice chancellors, 11 deans, 40 representatives of directors and coordinators and 10 representatives from international organisations were present.

The involvement of both the ANAFE executive and deputy executive secretaries in these activities has exposed them to new ways of supporting women and youth in agriculture and in assessing the contribution of universities to food security.

3.6 Effectiveness of information disseminated

The ANAFE secretariat and member institutions have benefited from CTA publications that are shared regularly, including Spore. Boxes 5 and 6 highlight respondent’s impressions on information dissemination.

“...new ways of supporting women and youth in agriculture and in assessing the contribution of universities to food security”

3.7 Improved capability to relate

Box 5

How information has been effectively disseminated

“At the ANAFE secretariat level, we have been sharing with member institutions titles of publications coming from CTA, particularly Spore which has wide readership. CTA also uses our meetings to advertise other publications that will be available and members can apply so that they can receive or purchase them.”

“CTA uses the ANAFE gatherings to distribute forms which members can use to apply for materials. From these applications, CTA has created a database to reach to our members directly with any new information.”

Box 6

Recommendations on improving dissemination

“Due to staff turnover in institutions, CTA should regularly confirm where subscribers would be resident, maybe yearly. This could be through e-mail confirmation. This would ensure that the publications are reaching the intended users.”

“Sending key publications in addition to institutions/libraries or deans’ offices could be other ways of reaching many more potential users. The publications can then be shared with the students and reach wider readership instead of remaining on one person’s desk.”

Through interactions during conferences, meetings and workshops, ANAFE obtains information on the external environment including policy decisions, best practices, knowledge of relevant stakeholders work, as well as opportunities for partnership or funding that are beneficial to the organisation. Secretariat members who were directly involved in CTA activities learnt a lot in leadership and communication styles, and were able to build strong partnerships with other institutions (see boxes 7, 8 and 9).

Box 7

How respondents have improved capability to relate

“Symposia hosted by ANAFE are an opportunity for stakeholders to interact and learn from each other. This has led to development of projects involving multi-stakeholders e.g. UniBRAIN (Universities, Business and Research and Agricultural Innovation). Private sector has expressed strong willingness to team up with the academic sector.”

“Symposia have also assisted in reaching out to policymakers. Leaders have used symposia to promote various agenda. The network has also used this opportunity to lobby for various agenda items to promote TAE.”

“I could not imagine that my life will be completely transformed”

Box 8

“How CTA has made me the African woman leader I am today”

Aissétou Dramé Yayé

From 2000, when I was recruited as a lecturer in Forest Management and Entomology at the Department of Forestry at Abdou Moumouni University of Niamey in Niger, to 2005 when I received an invitation from CTA to attend an ASTI training workshop in Nigeria, I could not imagine that my life will be completely transformed.

My work at the faculty was tough because I was the only female lecturer among about 30 male colleagues, the majority of whom were very traditionalist and conservative. In 2004 I applied for the position of head of my department, but I lost the election because my colleagues preferred to give their voice to my challenger who was much younger and less experienced than me.

I had no other responsibility than teaching and supervising students' research. Therefore, it was by pure accident that I was sent by the dean to replace the Faculty of Agriculture's official representative at the ANAFE regional meeting organised in Niamey. One year after that, at the ANAFE meeting held in Mali, I was elected the Chair of the Sahel Chapter of ANAFE, based at my university.

By observing Judith Ann Francis who sent me the CTA invitation letter to the ASTI training workshop in Nigeria, and who facilitated the workshop, I learnt my first lesson of how a woman should fight to impose herself in a male dominated profession. I imagine that Judith also saw in me a woman who needed support in order to grow, because right after the

ASTI workshop, she invited me as a keynote speaker to the African Women Scientists workshop in Kampala and after that to the CTA Advisory Committee meeting in the Netherlands. In those two workshops, I presented my work on the 2005 famine in Niger. I remember how my heart was beating because of fear during my presentation in Kampala in front of the Ugandan Minister of Agriculture and afterwards in front of all the professors and executives of international organisations who were members of the CTA Advisory Committee on Science and Technology (AC/S&T). CTA promoted me to a full member of the AC/S&T from 2007 to 2012.

I can say for sure that the CTA short skills enhancement training I benefited from, coupled with participation in CTA sponsored conferences and meetings, has given me the opportunity to relate, to see how others work and to finally get my international positions first as a programme officer at the Forum for Agricultural Research in Africa (FARA) and afterwards as the executive secretary of ANAFE.

While trying whenever possible to promote other young African women, I wish to say “Thank you CTA” for making me the African woman leader that will always be grateful for your support.”

Box 9

Recommendations on improving capability to relate

“All symposia held should end up with a declaration or a series of policy briefs being produced. These products should be used to reach out to policymakers to champion the agenda of TAE institutions.”

“The network should encompass the continental agenda, e.g. Comprehensive Africa Agricultural Development Programme (CAADP) and themes for conferences, seminars, symposia should centre on continental agenda items.”



3.8 Analysis

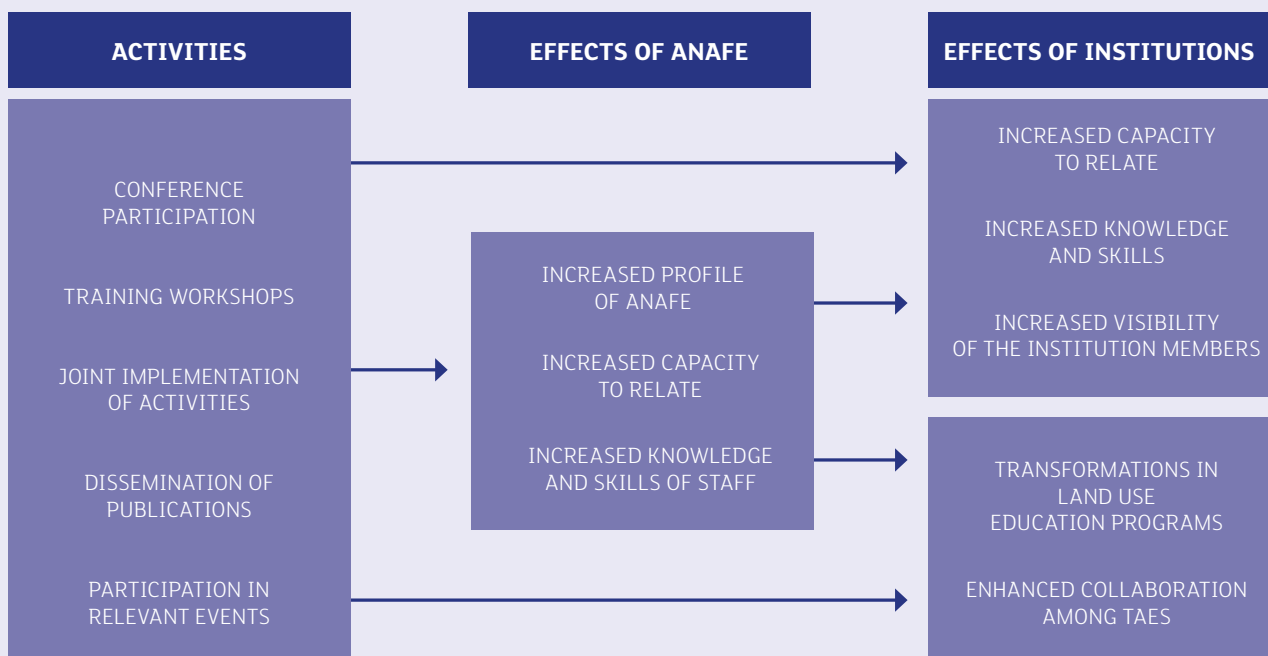
3.8.1 Theory of change

The theory of change in this in-depth study is envisaged as depicted in Figure 3. Activities happened at the network level which merely affected secretariat staff at ANAFE. However, within the member institutions, further benefits were observed in terms of increased capacity to relate, increased knowledge and skills, and later, increased visibility of ANAFE and its member institutions. Finally, the ultimate aim was transformations in land use education programmes and enhanced collaboration among TAEs.

3.8.2 Effects of short skills enhancement training

Following formal training, academics always find that they are inadequate in terms of new techniques and methodologies in their work area. Examples of areas include pedagogics, proposal development, M&E, value chain analysis, and innovation system. Other new and emerging issues like risks and uncertainty, climate change, biotechnology and agribusiness, require new ways in which we can equip our trainers with the necessary skills on a short-term basis.

Figure 3: The Theory of Change



“Already positive benefits are taking place from innovation systems platform training.”

Undergoing such short skills enhancement training resulted in most participants feeling more comfortable to handle other things at work and accomplish much more with limited stress, particularly in areas of proposal writing and M&E. As new areas become available, further training will be necessary to equip lecturers particularly with new methodologies which would make their work easier. Already positive benefits are taking place from innovation systems platform training. Lecturers appreciate now more than ever before, the need for them to involve all stakeholders in the implementation of their project work.

Training should be undertaken in an on-going manner. This is the only way lecturers can remain current in their field and make a significant contribution in the lives of poor farmers. ANAFE has a strong role to play in this regard in reaching out and networking the constituency. And to undertake this, the network needs supporting partners like CTA.

3.8.3 Effects of participation in CTA sponsored conferences and meetings

Participants from the institutions took part in conferences convened by ANAFE, in particular the 2003 conference on Improving Agriculture and Natural Resources Education in Africa and the 2007 conference on Mainstreaming Climate Change in Agricultural Education. The participants went through the process of writing abstracts, submission, evaluation, editing and writing full scientific papers in a rigorous manner. Most participants indicated that this ensured growth and development in their career.

This led to further recognition within their institutions and their area of expertise leading to further growth and development in their career. This is a focus area on capacity building where ANAFE lays great emphasis. Analysis of the process leads also to identification of areas to focus on in capacity building.

Further, most conference participants linked up with other experts in their field. This led to further individual and institutional collaboration, particularly in proposal writing, scientific writing and external examination and even exchange of germplasm and collaborative analytical work. Endowed institutions, are almost always willing to share resources with those institutions who will be constrained. This would ensure on a regional and continental basis, resources are used optimally for the benefit of our institutions and students.

ANAFE is happy to play a role in maintaining a database of available capacity and sharing it as needed for the benefit of member institutions.

3.8.4 Effectiveness of information disseminated

The ANAFE secretariat and member institutions have benefited from CTA publications that are shared regularly, including Spore. The staff at the ANAFE secretariat have attended or contributed to CTA interventions including the CTA ARDYIS project that is aimed at raising youth awareness and improving their capacity on agricultural and rural development issues through ICTs.

“It has even gone ahead and established databases whereby it can reach out to members directly with its products.”

ANAFE has a seat on the steering committee of this project and the Women and Youth in Science competition.

CTA has also used opportunities at ANAFE gatherings to reach out to many more institutions with its products. It has even gone ahead and established databases whereby it can reach out to members directly with its products. This synergy created with ANAFE has been healthy and needs to be continually fostered.

3.8.5 Improved capability to relate

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

All the activities that CTA has supported in ANAFE have involved secretariat staff meeting and interacting with other stakeholders engaged in agriculture and natural resources education, research or extension services. It is through these interactions that ANAFE obtains information on the external environment including policy decisions, best practices, knowledge of relevant stakeholders work, as well as opportunities for partnership or funding that are beneficial to the organisation.

Although the secretariat has not documented the process of networking and contact management, all respondents recognised that ANAFE needed to be well networked to survive. All active ANAFE projects involve collaboration with other stakeholders and collaborating with CTA is highly valued and needs to be continuously promoted.



CONCLUSION

4



The support that CTA has provided ANAFE has contributed towards strengthening the capacity of the secretariat as well as network member institutions. This is expected to result in a stronger and sustainable network and therefore one that is more effective at improving the quality, relevance and application of agricultural and natural resource education in Africa.

In moving forward, it will be important to explore the extent to which CTA supported activities have worked in synergy with other support ANAFE receives, to advance the mission of ANAFE.

The current in-depth work conducted has shown the following benefits:

- 1.** That hosting and participating in conferences has influenced the relevance and effectiveness of agricultural and natural resource training at TAE level in Africa.
- 2.** Training activities have resulted in changes in practice among ANAFE member institutions.
- 3.** Newsletters, brochures and conference publications and training activities have been a useful source of information for use by network members in their training programmes.

Further benefits can further accrue from the collaboration with CTA, looking beyond the four key areas of short skills enhancement training, participation in CTA sponsored conferences and meetings, information disseminated, and improved capability to relate. These areas can be used to distill an agenda moving forward.

Institutions need to be trained in the CcIPA methodology so that they can institutionalise it in programme management processes. They stand to benefit tremendously from its implementation.

4.1 Where to from here?

1. It is important to note that CTA support to ANAFE has mostly been for participation in events, therefore the focus of this work is on the outcomes of participation in these events, and not the outcomes of other ANAFE projects.
2. ANAFE has a lean secretariat of five staff who manage all activities of the organisation. To reduce the workload on the secretariat, and to increase efficiency and effectiveness of activities, part of the implementation is devolved to member institutions and to the regional chapters or RAFTs. The ANAFE focal person at the focal institutions is the senior education fellow (SEF) who is paid a stipend for the time allocated to ANAFE initiatives. There are still some challenges to fully realising this structure, including:
 - The SEFs are not able to allocate sufficient time to ANAFE activities because of other activities competing for the time available outside of their teaching duties. For example, when other organisations approach ANAFE for contacts within the institutions, it is the focal persons who are recommended.
 - Some of the SEFs are not sharing information on ANAFE with other lecturers, therefore all knowledge on the organisation and its work is housed with one person, which affects continuity when the focal person leaves the institution.
 - Sometimes the SEFs do not inform ANAFE on time when they are no longer holding a position of authority, and therefore in a position to effect change.
3. ANAFE is hosted by ICRAF, which conducts most of the support functions e.g. human resource management, procurement, and maintenance of office utilities (internet, water, electricity). The benefits to this are that ICRAF's systems are well-established and trusted by the funding partners, and therefore ANAFE can attract larger investments than it would otherwise. A further advantage of this is that it gives the secretariat the opportunity to grow, without having to worry about these functions.

The drawback to this arrangement, however, is that ANAFE has to pay 15% of its project costs to ICRAF, which increases the cost of project delivery to ANAFE. ANAFE is not always able to convince funders to cover these costs and often has to find other means of overcoming this by giving the contract to another African organisation. Another drawback is the increased processing time for some services that are obtained from ICRAF.

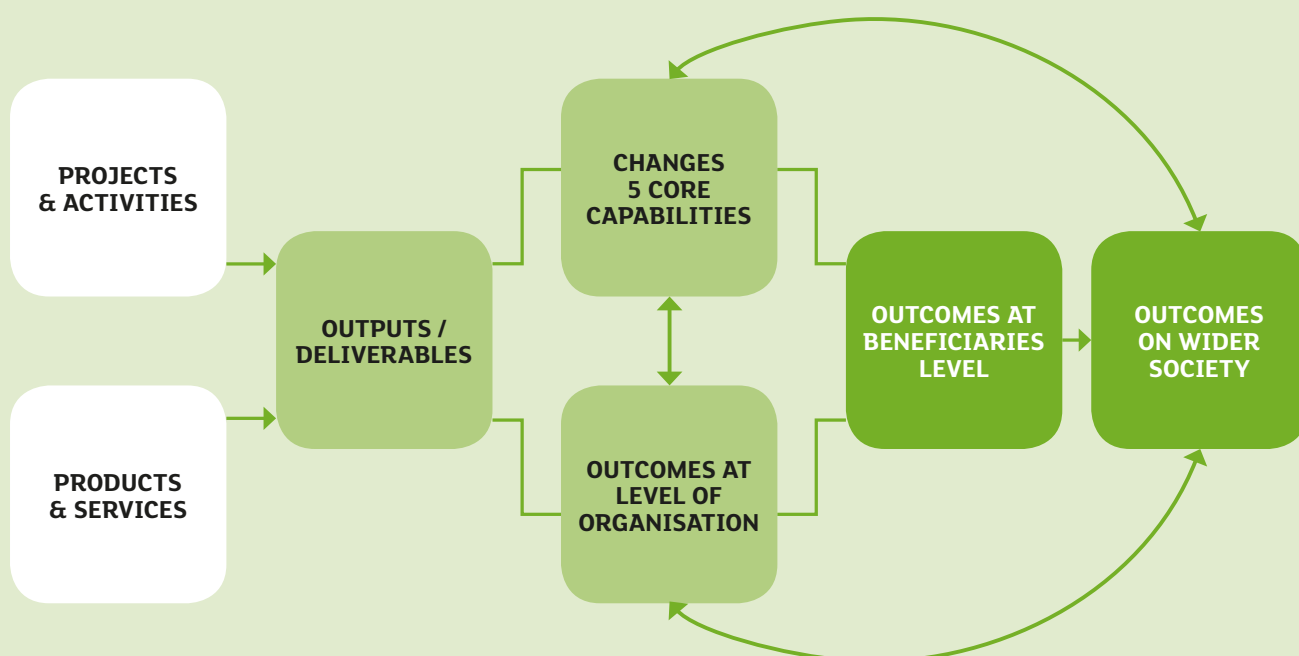
PART B: EXPLANATION OF THE CCIPA MODEL AND PROCESS

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

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

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

The Capacity-centred Impact Pathway Analysis Model





An aerial photograph of a coastal landscape. A winding path of light-colored sand or gravel cuts through a vast expanse of bright green grass. The path starts from the bottom left and curves towards the top right. The background shows a dark, possibly forested or wooded area, and the overall scene is brightly lit, suggesting a sunny day.

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 2012², this initiative has produced a number of very interesting results that have benefitted the participating institutions, with some of the results, such as the formulation of the CcIPA model itself, likely to be of interest to the wider development community. The other results include: (i) improved understanding of the impact pathways of CTA's and its partners' project interventions, (ii) availability of baseline data for future impact studies, and (iii) strengthened M&E capacities (including CTA's) of the participating organisations. This paper presents the main highlights of this exciting experience.

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

² 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 explained³

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/models⁴. 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.

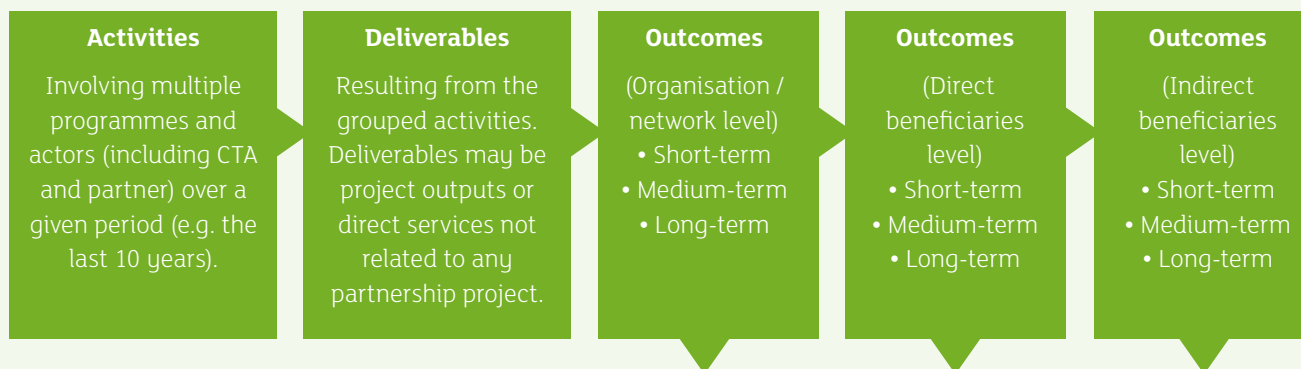
³ Since the model is described in detail in a 22-page guideline, only the salient points are highlighted in this article.

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



Categories of impact

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

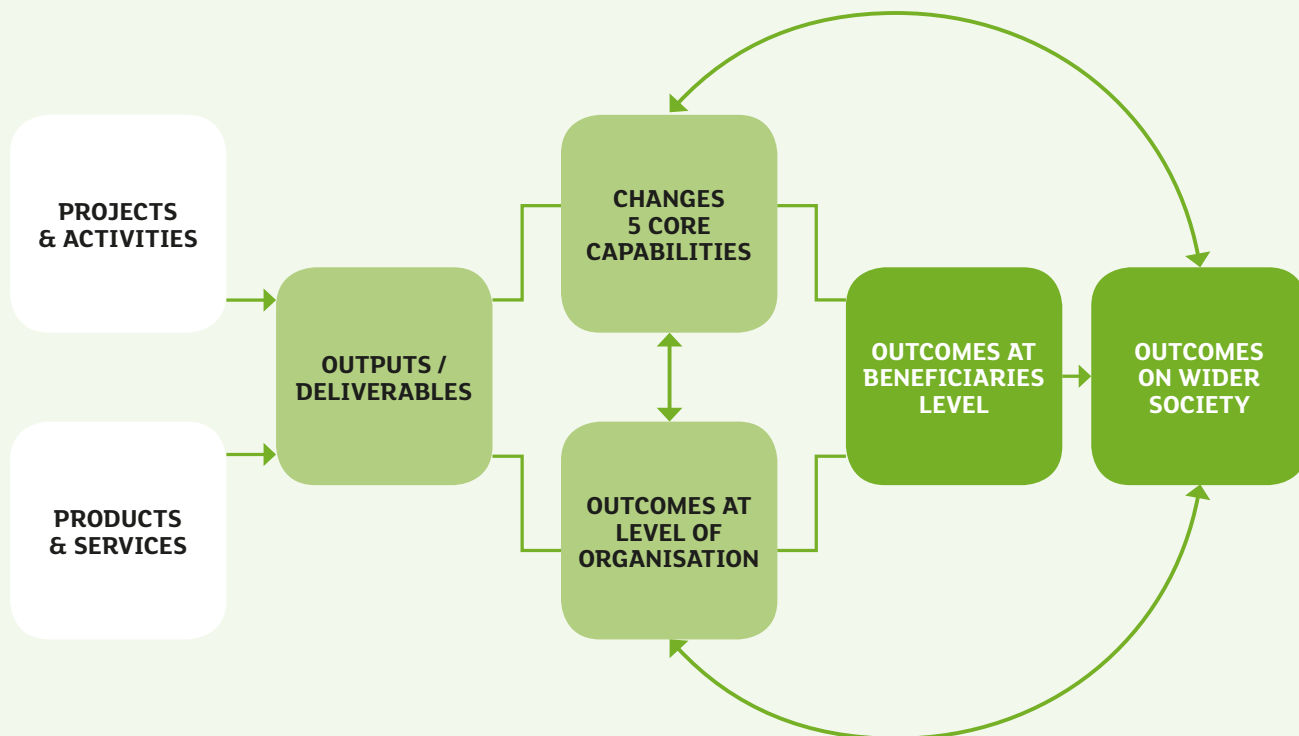
The CcIPA framework combines activities from different programmes, projects or services, whereas the conventional use of the logic model is limited to a single project or programme. Outcomes at the level of the implementing organisation/ network are separated from outcomes at the level of beneficiaries, 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 Oxfam⁷ 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.

⁸ The development of this synthesis model has been proposed and led by Ibrahim Khadar, in collaboration with the participants at the three preparatory meetings held at CTA's headquarters in Wageningen, the Netherlands.



LESSONS LEARNED FROM IMPACT STUDY AND NEXT STEPS

6

Concerning the participating organisations

Improved understanding of the impact pathways

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

Baseline information

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

Enhanced M&E capabilities

- Strengthening of CTA's M&E framework

Joint learning

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

Concerning the wider development community

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

Next steps

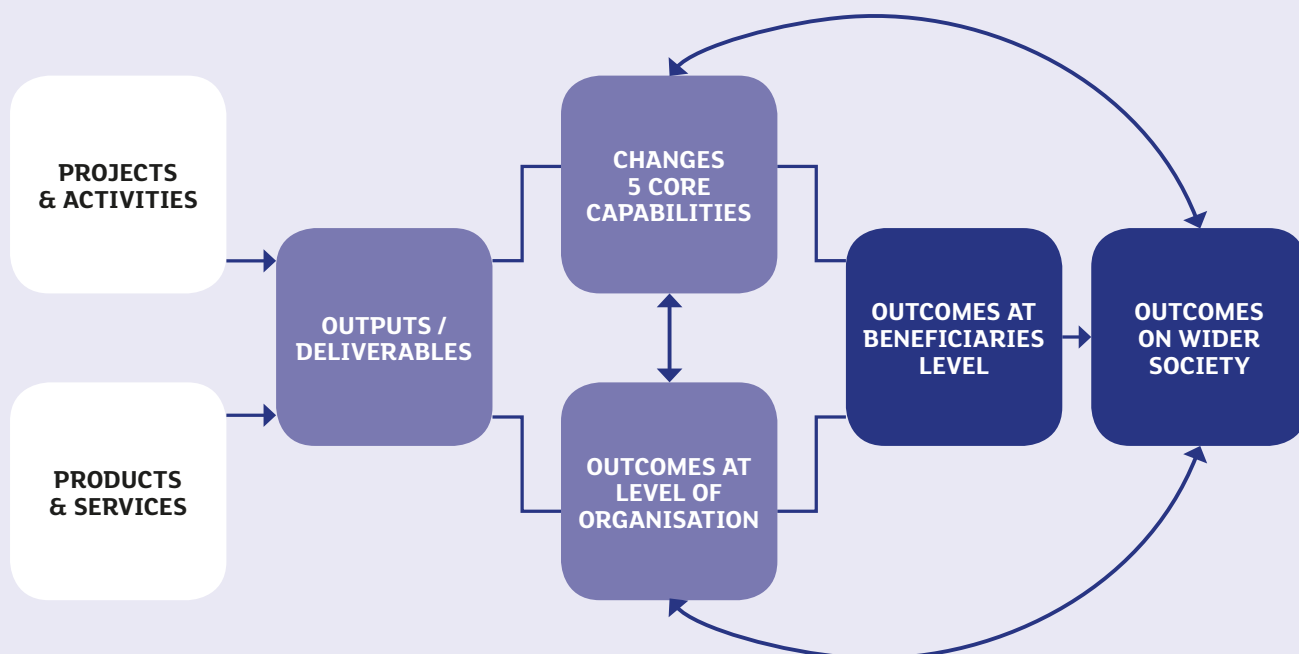
- Intensify dissemination of findings and CcIPA model;
- Carry out a second round of impact studies;
- Further clarification of impact pathways.

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

PART C: KEY FINDINGS FROM ALL NINE REPORTS

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

The Capacity-centred Impact Pathway Analysis Model







INTRODUCTION

7

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

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

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

BRIEF DESCRIPTION OF THE ORGANISATIONS



ANAFE

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

CaFAN

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

CARDI

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

EAFF

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

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

FANRPAN

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

IPACC

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

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

RTN

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

RUFORUM

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





SELECTED FINDINGS ON THE CAPACITY OF THE ORGANISATIONS

9

9.1 Capability to act and commit

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

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

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

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

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

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

9.2 Capability to adapt and self renew

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

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

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

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

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

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

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

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

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

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

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

9.3. Capability to deliver

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

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

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

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

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

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

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

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

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

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

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

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

9.4 Capability to relate

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

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

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

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

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

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

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

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

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

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

9.5 Capability to achieve coherence

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

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

CARDI (no information).

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

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

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

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

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

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



A black and white photograph of a forest path. The path is a dirt trail that curves through a dense forest of trees and bushes. The lighting is soft, creating a misty or dappled effect on the foliage. In the foreground, there are some rocks and more dense vegetation. A large, white, stylized number '10' is overlaid on the lower half of the image, partially obscuring the path and the trees behind it. The top of the image features a dark blue rectangular overlay containing white text.

KEY FINDINGS FROM LOGICAL FRAMEWORK ANALYSIS

10

10.1 ANAFE

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

10.2 CaFAN

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

10.3 CARDI

Activities / Outputs

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

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

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

Outputs according to theme:

ICM: software, methodologies and management protocols.

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

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

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

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

Briefing meeting: Financial and technical instruments.

Web 2.0: Software manipulation

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

Outcome at organization level

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

CARDI provides nurturing secretariat support for proposed network.

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

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

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

CARDI managers, researchers and technicians have been provided with specific research communication and outreach methods and tools in addition to being equipped to use mass media for communicating with stakeholders.

CARDI staff can link the MTP to more meaningful research and output, use a common instrument for identifying research issues and the adoption of methodologies to deliver output, and report research results in a standard format. A core group can train regional scientists in the use of the methodology.

Outcome at individual level

Enhanced understanding and consensus among stakeholders on key policy issues regarding plant genetic resources (PGR) for agriculture in the context of climate change. Farmers linked to rolled out projects are more capable of managing PGR in selected root crops.

Collaboration between scientists, farmers and other stakeholders strengthened through greater understanding of the ASTI system. Ten Scientists have the skills to analyse the ASTI system.

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

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

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

Impact

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

Significant information flows, some knowledge transfer.

Vibrant network filling the void which predicated its formation.

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

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



10.4 EAFF

Activities / Outputs

Managing communication for advocacy by smallholder farmers' organisations in Eastern Africa.

Development of EAFF website, including training of EAFF staff on Web 2.0, development of social media tools and e-learning.

Climate change and bio-energy conferences, which enabled EAFF to produce policy position papers on climate change and bio-energy.

Design and implementation of a coherent and harmonised communication framework and plan for advocacy purposes.

Outcome at organization level

Design and implementation of a coherent and harmonised communication framework and plan for advocacy purposes.

The development of policy positions, proposals and messages.
Effective communication on climate change and bio-energy.
Improved EAFF's capacity.

Development of media strategy, EAFF website and use of social media leading to increased visibility for EAFF and its members.

Outcome at individual level

Increased and visible debate on climate change and bio-energy issues due to the improved understanding brought about by the conferences.

Impact

Better interaction with wider policy environment. Strengthened networking among various actors and improved knowledge sharing.

Increased visibility for EAFF and its members.

Increased and visible debate on climate change and bio-energy issues.

Unexpected impacts:

Adoption of a CTA financial management system, improved proposal writing skills, improved project management and reporting as well as improved human resource capacity through involvement in CTA re-organisation and conference planning meetings.

10.5 FANRPAN

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

Impact

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

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

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

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



10.6 IPACC

**Activities /
Outputs**

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

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

Participatory 3D mapping in Kenya, Gabon and Chad.

ICT/Web 2.0 training related to climate advocacy.

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

IPACC Secretariat has hosted the IUCN TILCEPA (Theme on Indigenous Peoples, Local Communities, Equity & Protected Areas) secretariat with the IPACC director of secretariat serving two mandates as the co-chair of this international advisory body.

**Outcome at
organization
level**

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

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

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

IPACC has a growing range of competent partners in human rights and climate/environmental advocacy including international NGOs, church-based partners, UN agencies and training/internship partners.

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

Outcome at individual level

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

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

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

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

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

Impact

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

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

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

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

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

10.7 KENFAP

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

10.8 RTN

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| Activities / Outputs | <p>Participation in telecentre sustainability workshop, in Lusaka; participation in the India Study tour: Africa-India Dialogue on ICT, 2010;</p> <ul style="list-style-type: none">• organising workshop for telecentre managers in Rwanda.• Conducting a telecentre baseline study in Rwanda; establishing the RTN web presence; Web 2.0 learning opportunity in Rwanda.• Facilitation of CTA delegation visits to Rwanda. |
| Outcome at organization level | <p>Increased sustainability of RTN and its members. RTN has evolved and transformed into a strong organisation locally, with a management structure, staff, telecenters and partners/stakeholders.</p> <p>Study tour to India has enabled RTN to replicate the India telecentre model in Rwanda (case of 1,000 telecenters). RTN has also forged strong partnership with the government through RDB who own most of the public telecentres.</p> <p>Increased RTN membership. Easy contact and collaboration with members. Improved image of RTN amongst stakeholders.</p> <p>The adoption and use of Web 2.0 skills among RTN staff. Web 2.0 training becomes an income generating activity for RTN.</p> <p>Improved networking and knowledge exchange among telecentre operators.</p> |
| Outcome at individual level | <p>Increased awareness of RTN in Rwanda. Increased RTN visibility among rural ICT entrepreneurs as well as international level. Improved image of RTN among stakeholders.</p> <p>Beneficiaries have access to training and business support services.</p> |
| Impact | <p>Improved understanding and appreciation of telecentres in Rwanda and their operation mode.</p> <p>Increased employment in rural areas.</p> <p>Improvement of online information exchange on ICT4D in Rwanda.</p> <p>Increased knowledge and use of Web 2.0 technologies in Rwanda.</p> <p>PPP model has been forged between RTN, CTA and MINAGRI on ICT promotion for rural farmers.</p> <p>Improved information sharing among institutions and practitioners in ICT4D.</p> |

10.9 RUFORUM

**Activities /
Outputs**

153 staff and student participation in at least seven international conferences; creation of awareness and advocacy for higher agricultural education through organising of workshops and conferences such as CHEA.

Skills enhancement training courses for over 200 graduate students, and research scientists (including on IKM4D, SDM, proposal and scientific writing, Web 2.0,

M&E smart toolkit, ASTI etc).

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

Provided support to RUFORUM universities for specific resource mobilisation; facilitated establishment of links between RUFORUM member universities with other organisations, projects and networks in the ACP region.

**Outcome at
organization
level**

Improved visibility & influence of RUFORUM as a key reference platform for HAE; participants in jointly organised conferences, side events & training events; Increased capacity of individuals.

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

Increased opportunities for collaboration between RUFORUM network and other actors in the ACP region; Enhanced reach of RUFORUM: e.g. with ANAFE to West Africa; supporting formation of network (Pacific Islands Universities Research Network - PIURN).

Enhancing quality of the regional graduate training programmes: e.g. partnership with Agrinatura; allowing RUFORUM member universities to draw in best practices e.g. Earth University.

Outcome at individual level

Improved knowledge and skills for staff and students.

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

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

72 university & 57 students staff won research grants.

Increased engagement with value chain actors.

Impact

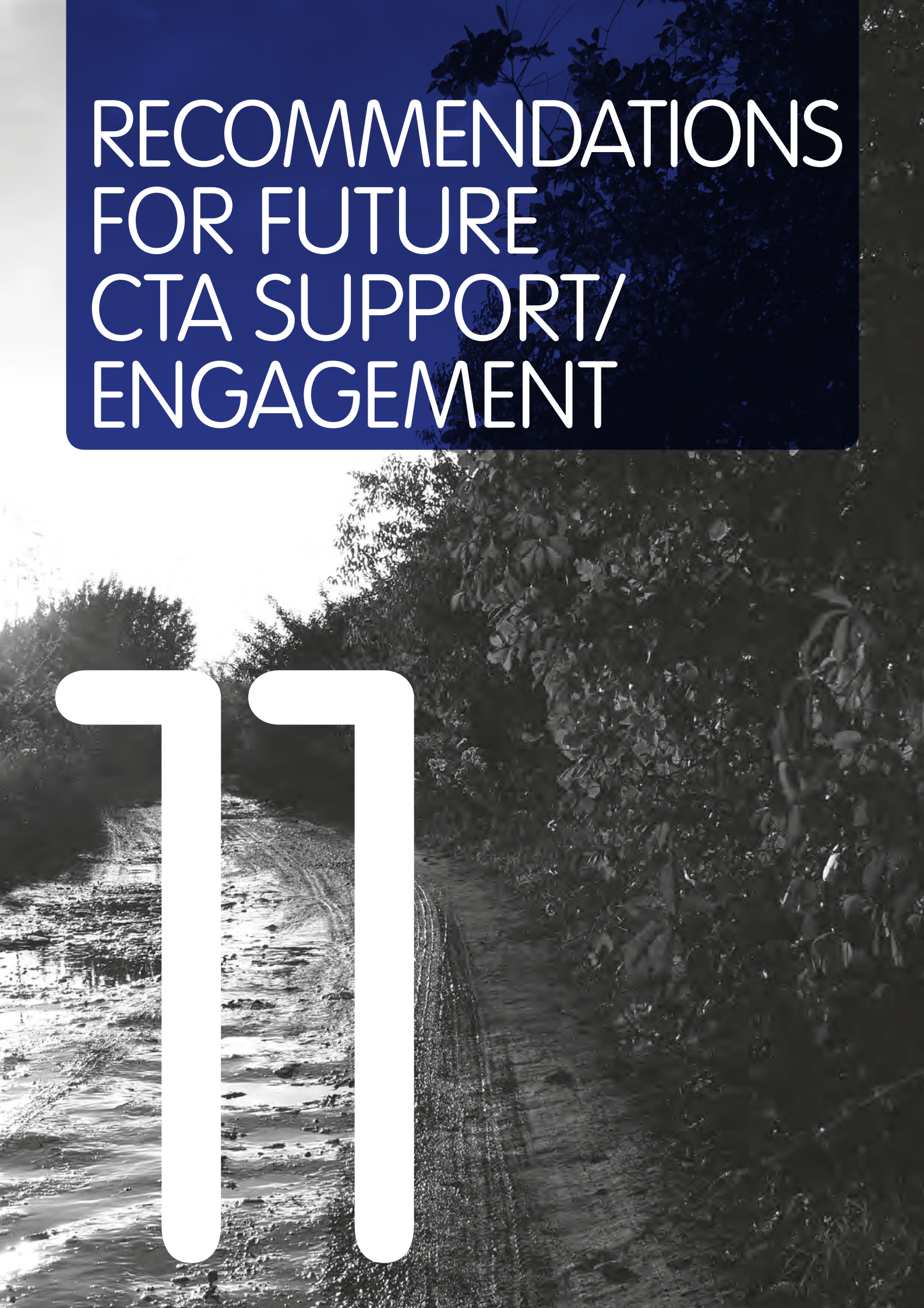
Catalysed change in university policy on curriculum development.

Improved focus on TAE in the ACP region.

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

RECOMMENDATIONS FOR FUTURE CTA SUPPORT/ ENGAGEMENT

11



“CTA should consider supporting further institutional building for the organisation”

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

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

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

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

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

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

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

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

ANNEXES

12

12.1 List of Participants in the CcIPA impact study

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

- 1 Dr. Ibrahim Khadar
- 2 Ms Tarikua Woldetsadick

Food, Agriculture and Natural Resources Policy Network (FANRPAN)

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

African Network for Agriculture and Forestry Education (ANAFE)

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

Kenyan National Farmers Association (KENFAP)

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

Rwanda Telecentres Network

- 12 Mr. Paul Barera

Indigenous peoples of Africa Coordination Committee (IPACC)

- 13 Dr. Nigel Crawhall

Caribbean Research Development Institute (CARDI)

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

Caribbean Farmers Network (CaFAN)

- 16 Dr. Cleve Scott

Regional Universities Forum for Capacity Building in Agriculture (RUFORUM)

- 17 Mrs. Agnes Obua-Ogwal

East African Farmers Federation (EAFF)

- 18 Ms. Joyce Wanjiru

EU-based M&E Specialists

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

Local/ ACP-based M&E Specialists

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

12.2 Sources

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Training of Trainers in Agricultural Scientific And Technological Innovations (ASTI), 13-17 September 2010, Dschang, Cameroon.

Report on the CTA/WUR Inception Workshop on "Mainstreaming Tertiary Education in ACP ARD Policy Processes: Increasing Food Supply and Reducing Hunger". ECS, Wageningen, The Netherlands, 26 September 2012.

Report on the training workshop on "How to Write a Convincing Proposal". Golf View Hotel, Lusaka, Zambia, 15-19 March 2010.

CTA/FARA/IFS/ANAFE/RUFORUM/NEPAD/AGRA. 3rd Africa-Wide Women and Young Professional in Science Competition. Training on Scientific Writing Communication and Policy Advocacy. Entebbe, Uganda, 24-28 September 2012.

2nd Advisory Committee Meeting on ARDYIS (Agriculture, Rural Development, Youth and the Information Society); Youth Blogging Competition (YoBLOCO); IAALD (International Association of Agricultural Information Specialists) Conference. Johannesburg, South Africa. 20-23 May 2012.

1st Expert Meeting, 3rd Africa-Wide 2012-2013 Women and Young Professionals in Science Competition, Wageningen, the Netherlands, 17-19 January, 2012.

12.3 Evaluation Questions

Explore the effects of participation in the ANAFE symposia of 2003 and 2007, training workshops supported by CTA, and receipt of CTA publications.

1. Have you participated in any of the following activities?

- ANAFE symposium 2003
- ANAFE symposium 2007
- M&E workshop
- Proposal development workshop
- Value chain analysis workshop
- Web 2.0 workshop
- Sensitising francophone VC on CAADP
- Agricultural Science and technology Innovation (ASTI) workshop
- Joint Learning for Organisational Development programme

2. What changes have resulted in your work from participating in this event?

Probe for:

- Changes in curriculum/course content due to knowledge gained
- Changes in networks and any relationships that have influenced your work
- Collaborative activities/projects initiated

3. What was the process through which the change occurred?

4. Who else was involved in the realisation of change?

Probe for titles and numbers

5. Is there any documentation of the process or results of this change that we can access?

6. What factors facilitated the achievement of the observed change?

7. What challenges were faced in causing the desired change in your institution?

8. What recommendations would you make to increase the effectiveness of these activities?

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

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

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