JOINT IMPACT ASSESSMENT OF CTA'S SUPPORT TO RTN

(2010-2012)
Paul Barera and Moses Turatsinze

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 RTN

Rwanda Telecentre Network (RTN) is a non-profit organization with a mandate of promoting the innovative use of information and communication technologies (ICTs) in Rwanda.

RTN's mission is to facilitate a network of rural ICT access points know also as "Telecentres" which act as being the first, the last and the most reliable point of delivery of key services and information to rural citizens.

RTN work is focuses on facilitating deployment of Telecentres in rural Rwanda, capacity building of Telecentres staff and rural communities, facilitate knowledge sharing, promotion of local content as well provision of business development services to Rwanda youth.

About CTA

The Technical Centre for Agricultural and Rural Cooperation (CTA) is a joint international institution of the African, Caribbean and Pacific (ACP) Group of States and the European Union (EU). Its mission is to advance food and nutritional security, increase prosperity and encourage sound natural resource management in ACP countries. It facilitates access to information and knowledge; supports evidence-based, multi-stakeholder development of agricultural policies and strategies; promotes inclusive value chain development and use of ICTs; and strengthens the capacities of agricultural and rural development institutions and communities.

CTA pursues these goals through two programmes -- Policies, Markets and ICTs (PMI) and Knowledge Management and Communication (KMC) and a unit responsible for promoting organisational learning -- the Learning, Monitoring and Evaluation (LME) Unit.

About the Joint Impact Assessment Reports

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

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

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This in-depth study was conducted jointly by Moses Turatsinze as the consultant and Paul Barera as the internal facilitator for Rwanda Telecentre Network. The report was compiled after reading the available documentation, focus group discussions, which was later enhanced by data collection as evidence base, which involved conducting more informant interviews with beneficiaries in Web 2.0 trainings.

Acronyms

ACP	African, Caribbean & Pacific Countries
ANAFE	The African Network for Agriculture, Forestry and Natural Resources Education
ARD	Agriculture and Rural Development
BDF	Business Development Facility
BDC	Business Development Centres
CaFAN	Caribbean Farmers Network
CARDI	Caribbean Agricultural Research and Development Institute
CTA	Technical Centre for Agriculture and Rural Cooperation
DOT	Digital Opportunity Trust – Rwanda
EAFF	Eastern Africa Farmers Federation
EU	European Union
FANRPAN	Food, Agriculture and Natural Resources Policy Analysis Network
FGD	Focus Group Discussions
ICT4D	ICTs for Development
IDRC	International Development Research Centre
IPACC	The Indigenous People of Africa Coordinating Committee
KENAFF	Kenyan National Federation of Agricultural Producers
LME	Learning, Monitoring and Evaluation
MINAGRI	Ministry of Agriculture
NICI	National Information & Communication Infrastructure
RAB	Rwanda Agriculture Board
RDB	Rwanda Development Board
RTN	Rwanda Telecentre Network
RUFORUM	Regional Universities' Forum for Capacity Building in Agriculture
UNECA	UN Economic Commission for Africa
WSIS	World Summit on Information Society

Executive Summary

The Rwanda Telecentre Network (RTN) is a non-profit (social enterprise) organisation established in 2006 and incorporated in 2009. It was started as a network for knowledge and information exchange on ICTs for development (ICT4D) in Rwanda.

Since 2006, there has been partnership support from Telecentre.org foundation, the Technical Centre for Agriculture and Rural Cooperation (CTA), the Rwanda Development Board, Ministry of Youth and ICT, and the UN Economic Commission for Africa (UNECA). This has enabled RTN to transform from an informal network to a strong institution with national and international recognition in ICTs for rural development through the telecentre movement advocacy. More potential institutions are likely to establish collaborations based on the increased standing of RTN as a key local institution in ICT4D in Rwanda.

This study set out to assess the detailed impact of the CTA Support project to RTN with partnership agreements valued at 67,764 Euros between 2010 and 2012, covering a period of four years (2009-2012).

In the first phase, the assessment was done on eight major aspects of RTN engagement:

1. Participation in international conferences, and study tours abroad;
2. Telecentre baseline survey;
3. National workshops and trainings on ICT4D;
4. CTA operational visits to Rwanda;
5. Rwanda Telecentre Network web portal establishment;
6. Partnership for Web 2.0 learning opportunity;
7. RTN institutional capacity and partnerships; and
8. Access to CTA information resources.

It should be noted that the above eight engagements with CTA are in line with RTN strategic objectives as outlined below:

• Support the establishment of rural ICT access points, also known as telecentres, in Rwanda

• Promote local content development and sharing

• Promotion of innovation use of ICT for rural development

• Build the capacity of telecentres managera and farmers organisations in managerial and technical aspects

• Play an advocacy role for members

The study used two approaches; the 5-Capabilities (5Cs) model which was applied to assess the institutional capacity of RTN, and the logical framework which was applied to assess project outcomes at beneficiary level. The 5Cs model involved the use of discussion meetings with some telecentre managers, as well as a questionnaire administered to 13 out of 17 key staff of RTN. The use of the logical framework involved a session of selected beneficiaries in a focused group discussion, including web 2.0 trainees, ICT basic training graduates, selected members of rural farmers' cooperatives and entrepreneurs. Feedback stories were recorded and the most significant change stories provided the basis for information in this report.

Findings of the initial quick scan study indicated that, during the CTA support project period (2009-2012), RTN was able to transform from an informal network to a strong institution with national and international recognition in ICTs for rural development through the telecentre movement advocacy work. Initially, at the time when RTN started working with CTA, RTN had four staff and now the number of employees has grown up to 20. The network boasts 140 members who are practicing ICT entrepreneurship throughout Rwanda. The Government, through the Rwanda Development Bank (RDB) entrusted the management of its telecentres to RTN. This is a strong sign of credibility and recognition.

To beneficiaries, there has been increased use of web 2.0 skills in Rwanda, improved networking and knowledge exchange among telecentre practitioners due to access to CTA publications. Also, rural employment opportunities have been created due to continued business support services provided in business development centres (BDCs) to start-up entrepreneurs.

In this follow up in-depth study, the objective was to dig in and ascertain the medium and long term impact of selected interventions areas. RTN picked on two study areas: web 2.0 training opportunities, and RTN participation in CTA sponsored international events. Similarly, findings from the in-depth study confirmed that RTN was able to transform from an informal network to a strong institution with national and international standing, both in the public and private sectors due to critical support from CTA.

Also, as a result of web 2.0 opportunity training, more than 110 beneficiaries acquired social media and ICT skills for internet usage; 10% of the trainees were interviewed and all cited improved online presence, content and networking globally as a result of the training.

In conclusion, despite the known challenges of telecentre sustainability the world over, RTN has managed to use a winning formula in implementing ICTs for community development without ignoring the social enterprise motive. With government focus to support non-state actors to lead the development of the country, the story and future role of RTN will be significant and CTA has a share in this success story.

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

The Capacity-centred Impact Pathway Analysis Model

PROJECTS & ACTIVITIES

PRODUCTS & SERVICES

OUTPUTS / DELIVERABLES

CHANGES 5 CORE CAPABILITIES

OUTCOMES AT LEVEL OF ORGANISATION

OUTCOMES AT BENEFICIARIES LEVEL

OUTCOMES ON WIDER SOCIETY
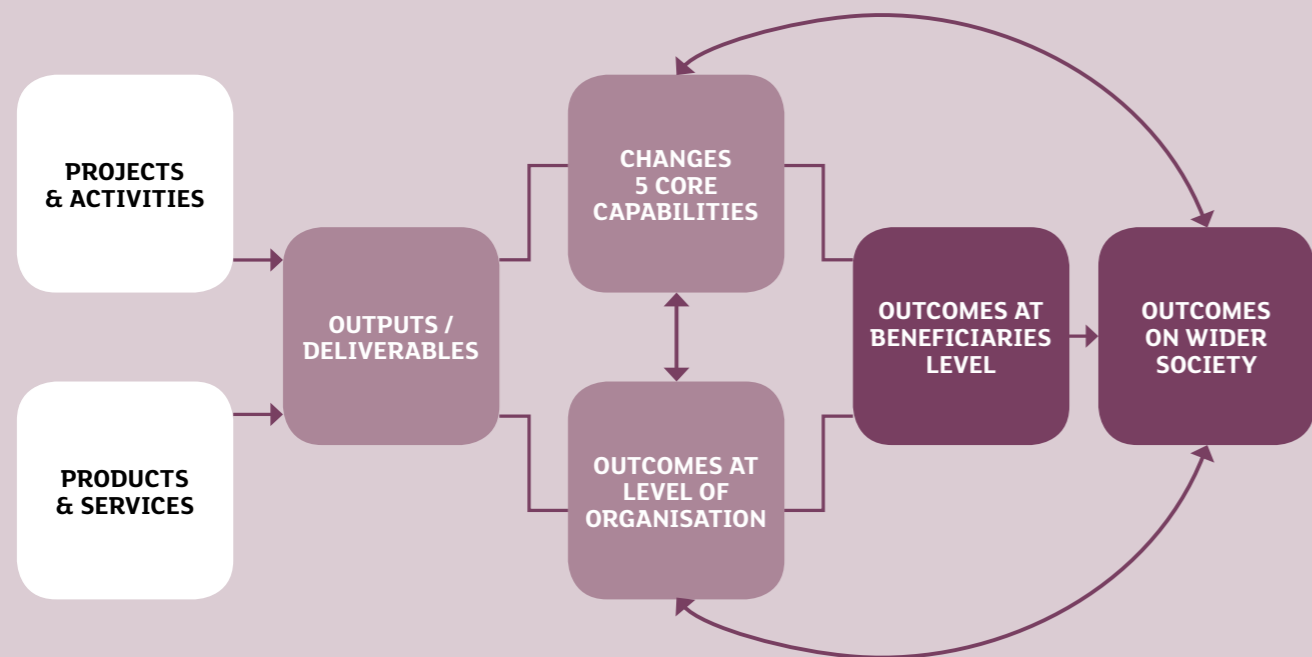
INTRODUCTION & BACKGROUND

1

The RTN was established in 2006 with the support of the International Development Research Center's (IDRC) Telecentre.org programme. It was started by Mr Paul Barera, its current executive director along with colleagues who had a passion for ICT business. In 2004, Paul Barera had set up the Nyamata telecentre which became a springboard for his telecentres advocacy work in Rwanda.

After the World Summit on the Information Society (WSIS) in 2004, the idea for the RTN was consolidated with immediate collaboration from IDRC through Telecentre.org. RTN was formally registered in 2009 by Paul Barera and two other colleagues. Since then, the organisation has developed formal structures and is growing in strength. Initially the idea was to have a knowledge sharing network linking social entrepreneurs in ICT4D.

This informal network for knowledge and information exchange in rural ICT4D evolved and in 2009 it was legally incorporated as a not-for-profit organisation in Rwanda.

The vision of RTN is to create an environment in which all categories of Rwandan society will be equally empowered by the use of information and communication technologies.

The mission of RTN is to create a large network of telecentres that would act as being the first, the last and the most reliable point of delivery of key services and information to citizens.

The strategic objectives of RTN are to:

• Facilitate deployment of rural telecentres.

• Build the capacity of RTN members and farmer cooperatives.

• Create awareness and advocacy about the use of telecentres.

• Boost employment generation in rural areas through ICTs (to reduce rural-urban migration).

• Facilitate local content creation and dissemination.

• Develop a sustainability mechanism for rural telecentres (think of ICT and non-ICT services).

• Facilitate knowledge sharing between telecentre managers.

1.2 RTN organisational structure

Figure 1: The organisational structure of RTN

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"RTN is national in nature though is mostly concentrated in the Northern Province of Rwanda. It has 140 telecentre network memberships countrywide."

Figure 2: Illustration of RTN stakeholder network diagram

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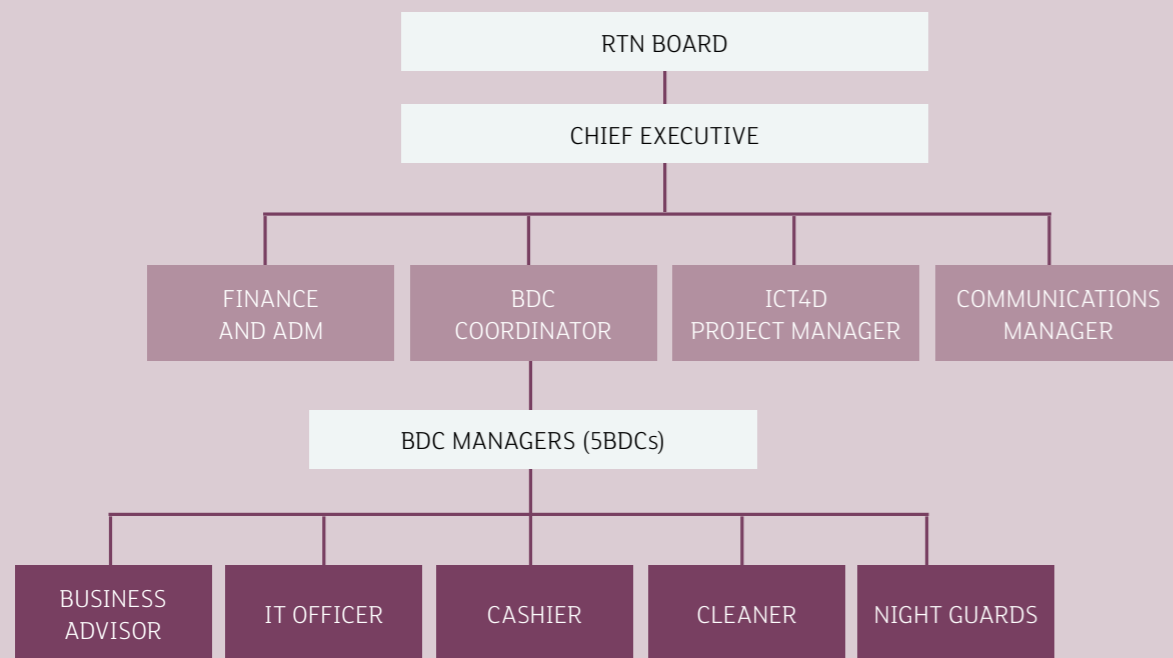
RTN currently operates in two main areas; ICT4D and small and medium enterprise (SME) development support. Since May 2012, RTN manages government telecentres and this has strongly boosted the ICT sector partnership between RTN and the Rwanda Development Board (RDB). The organisation is one of the major implementers of the "e-service centres" project under the national ICT (National Information and Communication Infrastructure (NICI) III) plan.

RTN participated in developing the NICI III in 2011, and currently partners with RDB to implement the ICT for community development cluster of projects. This collaboration is enabling RTN to influence the policy process.

RTN is national in nature though is mostly concentrated in the Northern Province of Rwanda. It has 140 telecentre network memberships countrywide. Membership is predominantly SMEs and farmers cooperatives operating in Northern Province. Direct beneficiaries mainly include the communities around telecentres in five districts and 140 telecentre entrepreneurs.

The capacity of RTN has grown and the organisation employs 20 full-time staff. With an increased mandate and focus, RTN has managed to establish partnership with the US Agency for International Development (USAID), RDB, the Ministry of Agriculture (MINAGRI), the national Business Development Facility (BDF), the Ministry of Youth and ICT (MYICT), Mwarimu Sacco, Telecentre.org foundation, NetAfrica, DOT Rwanda, CTA and the UN Economic Comission for Africa (UNECA). These are the key partner institutions that have enabled RTN to grow.

The RTN which initially started as an informal network for knowledge and information exchange in rural ICT development has evolved and currently operates in two main broad areas; ICT4D and SME development support.

1.3 Objectives of the Joint Impact Assessment

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

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

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

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

THE QUICK SCAN

2

This is a report of the study on the impact of the CTA support project to the Rwanda Telecentre Network (RTN). The assessment covers a period of 4 years (2009-2012) and focuses on nine major components in which CTA has had significant input:

1. Participation in international conferences
2. Conducting study tours abroad
3. Telecentre baseline survey
4. National workshops and trainings on ICTs for development (ICT4D)
5. CTA operational visits to Rwanda
6. RTN web portal
7. Partnership for Web 2.0 Learning Opportunity
8. RTN institutional capacity and partnerships
9. Access to CTA information resources

2.1 Design and Approach

This study set out to assess the impact of the CTA support project to RTN. The evaluation methodology used involved two approaches;

- The logical framework which was applied to assess project outcomes at beneficiary level,
- The Five Capabilities (5Cs) model which was applied to assess the institutional capacity of RTN.

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.

2.3 Applying the 5Cs model

2.4 The logical framework analysis of RTN

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

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

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

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

The use of the logical framework involved a focus group discussion of selected beneficiaries, including Web 2.0 trainees, ICT basic training graduates, and selected rural farmer cooperatives members. Feedback stories were recorded and these provided key learning points which are highlighted in subsequent pages. A detailed list of respondents is provided in the Appendix.

Table 1:

Activities supported by CTA	Outputs	Outcomes for RTN	Outcomes for beneficiaries	Broader outcomes
1. Participation in telecentre sustainability workshop in December 2009, Lusaka (focus on local content).	Telecentre Africa portal has facilitated knowledge exchange between telecentre networks and other organisations working in ICT4D.	Increased sustainability of RTN and its members.	Clear understanding of what works and does not work in sustaining telecentres has been achieved.	Increased awareness on the importance of developing local content for telecentre users in Rwanda.
2. Participation in the India Study tour: Africa-India Dialogue on ICT (15 African countries represented) in 2010.	New telecentre model (entrepreneur-based) designed for Rwanda; The India model was part of NICI plan.	Study tour to India has enabled RTN to replicate the India telecentre model in Rwanda (case of 1,000 telecentres). RTN has also forged strong partnership with the government through RDB who own most public telecentres.	Employment has been created in rural areas as a result of replicating the India model. Financial sustainability has improved for RTN members.	Job creation in ICT sector. The telecentre trainings have created a rural entrepreneurship mass of people, thus trickle down promotion of the private sector.
3. Conducting a telecentre baseline study in Rwanda.	A database of all ICT access points developed (location, contacts, services, challenges etc.). A telecentre handbook was developed.	Increased RTN membership. Easy contact and collaboration with members.	Networking and knowledge exchange among telecentre operators has improved.	Improved understanding and appreciation of telecentres in Rwanda and their operation mode.
4. Organising workshop for telecentre managers in Rwanda	A national forum of 140 ICT entrepreneurs and telecentre practitioners was established.	Increased awareness of RTN in Rwanda. Increased RTN visibility among rural ICT entrepreneurs. Improved image of RTN among stakeholders.	Networking and knowledge exchange among telecentre operators has improved.	Increased awareness of the importance of scaling up telecentres for development. Increased understanding of the role of entrepreneurs in promoting ICTs in rural areas.
5. Establishing the RTN web presence.	Operational website for RTN is in place with regular updates.	Increased RTN visibility and outreach at local and international levels.	Improved networking and knowledge exchange among telecentre operators.	Improvement of online information exchange on ICT4D in Rwanda.
6. Facilitation of visit of CTA delegation visits to Rwanda (2010 and 2013).	Forged partnership between RTN and MINAGRI.	Increased RTN visibility at a local level.	The capacity of RTN has increased to better reach out to beneficiaries with training and business support services.	PPP model has been forged between RTN, CTA and MINAGRI on ICT promotion for rural farmers.
7. Facilitation of Web 2.0 Learning Opportunity in Rwanda (Four sessions organised) - 2011-2012	RTN is championing the adoption and use of Web 2.0 in ARD (Agricultural Research and Development) in Rwanda	The adoption and use of Web 2.0 skills among RTN staff. Web 2.0 training becomes an income generating activity for RTN.	Web 2.0 skills acquired by the trainees.	Increased knowledge and use of Web 2.0 technologies in Rwanda.
8. Supporting the acquisition of CTA publications.	Access to CTA publications on ICT4D.	Increased data and information sharing between CTA and RTN.	Accessibility to inspiring ICT4D stories.	Improved information sharing among institutions and practitioners in ICT4D.

2.5 The core capabilities of RTN

The 5Cs model involved the use of discussion meetings with some telecentre managers as well as a questionnaire administered to 13 out of 17 key RTN staff. Below is a tabulated summary of the responses.

Table 2:

Capabilities	Questions	1-5	Open questions	Answers	Evaluator observations
ACTING: Capability to act and commit	RTN has an action-oriented leadership.	4.8	How does RTN manage projects, liaise with staff and stakeholders?	Communication, business startup advisory support, training.	Visionary and committed leadership team.
			What has been your history of implementation of projects?	Since 2010, RTN has been implementing projects. The first one implemented was in partnership with CTA.	CTA support enabled institutional capacity building, information sharing and building partnerships. For continuity in projects, CTA now focuses on training and advocacy
	RTN has a strong organisational culture.	4.7	How are staff engaged in the organisation/ network?	From operational to strategic level, staff take part in the planning and execution of projects.	Staff engagements include: coordinating and managing business delivery centers, being a communication channel between RTN leadership and beneficiaries.
			What are new initiatives to promote a culture in RTN?	Joint social activities, information sharing among staff, networking outside work.	Seems to be a good culture of internal communication among the staff, staff depict passion and willingness to be part of joint initiatives even outside the formal workplace.
	Decisions are made based on information.	4	What are internal mechanisms for regular decision-making processes?	Monthly staff meetings in which all issues are discussed with staff and decisions taken.	Calendar for regular staff meetings. Regular monthly reports and meetings give platform for staff involvement in decisions.
	Staff are consulted in decision-making.	4	How is decision-making carried out in RTN?	Key decisions are taken by the board and the executive director. Others are taken in consultation with telecentre managers.	Executive director takes decisions mainly in consultation with staff, managers and stakeholders.

Table 3:

Capabilities	Questions	1-5	Open questions	Answers	Evaluator observations
LEARNING: Capability to adapt and self-renew	The organisation takes external environment changes into account.	4.4	How is learning linked to external actors or what arrangements are in place?	Learning is taken through reporting and joint review of activities implemented.	Partnership meetings and engagements offer a learning platform. Also beneficiaries are able to get continuous training in telecentres.
			How do you analyse information?	Discussing weekly and monthly progress reports.	There is documentation and recording of daily operations.
			How do staff work with external actors?	Staff provide backward and forward communication between RTN leadership and the beneficiaries.	Staff coordinate and manage Business Development Centres (BDC). They are also a communication channel between RTN leadership and the beneficiaries.
	The organisation has adequate incentives for a learning culture.	3.9	What is the internal learning structure or what arrangements are in place?	Internal learning is achieved through staff meetings, training of staff who become trainers to beneficiaries.	Staff mentorship by the RTN executive director. There is also training of trainers provided to staff by professional coaches.
	The HR policy is well implemented.	3.7	Self-assessment procedures for feedback in place?		No procedures in place yet.
	Internal communication is open.	4.2	Openness in internal communication?	Yes.	There is free internal calls among the staff.
	Feedback from stakeholders is taken into account in daily processes.	4.5	What information needs does your M&E cater for? Is a manual, calendar of management/ programme meetings available?	Yes. We have a manual calendar of staff meeting.	Monthly meetings and discussion of progress reports provide a platform for learning and application.
	The M&E process contributes to improving projects.	1.8	Are staff appraisals linked to M&E?	No.	No examples of effects of performance appraisals. Only management appraisal reports are carried out.
		1.3	Is baseline data available?	Some data is available.	Studied the telecentre baseline survey report, it has some data.
		4.1	Any unplanned results gained?	Yes.	Some BDC staff provide translation services. This is due to bilingual skills and training of trainers provided.

"RTN is increasingly gaining national recognition as an institution for ICT development in communities.."

Table 4:

Capabilities	Questions	1-5	Open questions	Answers	Evaluator observations
PRODUCING: Capability to deliver products and services	Staff are competent for the job they needs to do.	3	Does the staff have the technical knowledge, skills, and confidence to deliver products and services?	Yes, they have skills but not at satisfactory level.	Most staff have background in business training and entrepreneurship. They also receive induction before starting work.
	The infrastructure is adequate to perform the job.	4.3	Do staff have the resources to do their work?	To some extent, they have resources.	Yes, but not enough. Available resources include; office space, computers, free calls among staff.
			What needs to be provided?	Training.	Training in business planning and customer care would be crucial.
	The type of projects that are undertaken fit in the overall RTN strategy.	4.3	Is RTN a young institution or has it grown and achieved its objectives?	Yes. All projects undertaken are in line with RTN strategic objectives.	RTN started in 2006 as a network for knowledge and information sharing on ICT4D in Rwanda.
		3	Are decisions documented?	Yes, decision are documented.	Staff have copies of work plans and understand what is required.
			How can record keeping be done in RTN?	Daily operation records and weekly reports.	Filing the daily, weekly and monthly reporting records, and the decisions of monthly staff meetings, would serve the purpose.
	The quality of the organisation's work is well assured.	3	What documented procedures are available?		Visual summaries of procedures are not yet in place.
			Does the organisation have a regular performance appraisal of staff?	Yes.	There are management appraisal reports, visible open-door policy, mentorship and support of staff by the RTN executive director.
			How do you evaluate staff performance in RTN?	Based on productivity and revenues generated by BDCs.	RTN management conducts monthly control visits to the telecentres for verification. No client satisfaction reports or feedbacks are carried out.

Table 5:

Capabilities	Questions	1-5	Open questions	Answers	Evaluator observations
RELATING: Capability to relate	The organisation is involved in all relevant networks.	5	In what number and type of networks is the organisation/ network involved, and how did these evolve?	RTN is a member of NetAfrica and Telecentre.org. Partnership with NetAfrica started 1 year ago while partnership with Telecentre. org started 7 years ago.	Due to strong and visionary leadership, RTN has been able to pull external and internal partnerships. The strategy is to strengthen the collaborations and harness the benefits for the Rwandan community especially rural ICT businesses.
	The networks add value to the organisation.	5	Is the organisation/ partner able to work on a level playing field?	Yes, because RTN is part of the decision-making process for both Networks: NetAfrica and Telecentre.org.	In Rwanda, RTN has partnerships with MINAGRI, MYICT and RDB. Policy influence comes through joint participation to develop ICT for community development stipulated in the national ICT policy (NICI).
			What is new in terms of range and types of partners?	The number of partners is increasing.	RTN is increasingly gaining national recognition as an institution for ICT development in communities. Before, there was limitation in training space and venue, now RTN BDCs are crucial. Other local partnerships are possible.
	RTN is strongly recognised.	3.8	Did the organisation acquire a stronger mandate within partnerships it is involved in?	Yes, considering the number of years RTN has been in operation, we would say that it is acquiring a strong mandate.	RTN is the host of the NetAfrica project, a board member of Telecentre.org foundation, an organiser of ICT4 Agriculture Conference 2013, and the implementing partner of the national ICT plan (NICI).
	The organisation has a strong reputation among its stakeholders	5	What is new in the way the organisation/ network presents itself?	Internally RTN tries to respect and respond to client needs in telecentres in the form of business support services.	There is an increasing and potential number of diverse partnerships with public and private organisations. The government looks to empower and work with private sector more than ever before.

Table 6:

Capabilities	Questions	1-5	Open questions	Answers	Evaluator observations
COHERING: Capability to achieve coherence	RTN management is supportive for staff to operate.	4.1	To what extent is management supervision needed for staff to operate?	To some extent. Once or twice a month.	No documented procedures on administrative supervision.
			What leadership support is needed for staff to perform well?	Close supervision, and information sharing.	No documented procedures on administrative ethics, succession.
	Staff is well aware of the organisation's strategy.	4.3	Are vision and strategy clear for staff?	Yes.	Information sharing, induction and mentoring is done to ensure a shared vision among staff.
			What can be done for staff to understand and work towards RTN goal?	Information sharing, induction and mentorship for staff.	Recruitment of staff with a business and entrepreneurship background instead of just ICT training. A seemingly open door policy by the RTN leadership.
	The HR policy is competency based.	3.9	How do staff describe the culture of the organisation/ network?	Good.	Social friendships and networks exist among staff, even outside the workplace.
			What is your qualification and experience?	Varies.	Most staff are young and have a background in business training and entrepreneurship.

In the above table, the 5Cs model is summarised showing questions and answer feedback from staff respondents. The average score takes into account the responses from 13 staff members. Comments from the evaluator are also included.

Among the five capabilities, **acting**, **relating**, and **learning** contributed the most to the changes described in detail in the 5Cs model. **Cohering** contributed the least.

Apart from cohering, the rest of the capabilities are very crucial and the organisation cannot do without them. With the capacity that RTN has at present, the organisation is able to bring about change at the larger/society level. Of the five capabilities, CTA could best contribute to acting, relating and productivity. So far it has contributed to them, and more support would be appropriate.

2.5.1 Cross-cutting and process issues

During the CTA support project period (2009-2012), 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 work. RTN had four staff and now employs 20. The network boasts 140 members who are practising ICT entrepreneurs throughout Rwanda.

The government, through the RDB, has entrusted the management of its telecentres to RTN, which is a strong sign of credibility and recognition for RTN. Public opinion in Rwanda seems to be recognising RTN's contribution despite the lack of an awareness campaign on its activities.

For beneficiaries, there has been an increased use of Web 2.0 skills in Rwanda and improved networking and knowledge exchange among telecentre practitioners due to access to CTA publications. Rural employment opportunities have also been created due to continued business support services provided in BDCs to start-up entrepreneurs.

Some project outcomes are cross-cutting because it's difficult for them to be attributed to only one activity. Some outcomes were also unexpected. These include:

• Increased understanding and appreciation of the importance of telecentres in poverty reduction and ICTs needed for communities in Rwanda.

• Envisaging and defining telecentres as potential public service delivery centers in Rwanda.

• RTN's ability to influence the policy process, whereby RTN is part of the national cluster group on ICT Community Development outlined in the NICI III Plan for 2011-2015.

• Increased transparency of RTN at local and international level.

• Management of government telecentres

• Access to information on general issues and agriculture

"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 work."

2.5.2 Findings and analysis

RTN, which started as an informal network for knowledge and information exchange on rural ICT4D, has evolved and transformed into a strong organisation on ICTs for rural areas through the telecentre movement.

As a result of initial support from the Global Telecentre Program and CTA, RTN has increased its capacity and it currently operates in two main broad areas; ICT4D and SME development support services.

RTN is managing government telecentres and this has strongly boosted the ICT sector partnership between RTN and RDB. The organisation is one of the major implementers of the "e-service centres" project under the NICI III plan. RTN participated in developing the NICI III (the national policy and plan) in 2011, and currently there is partnership with RDB to implement the ICT for community development cluster of projects. This collaboration is enabling RTN to influence the policy process.

The capacity of RTN has grown and the organisation employs 20 full time staff from the original four employees. RTN has a diversity of beneficiaries who include: 140 network members, and SMEs and farmer cooperatives operating in the Northern Province of Rwanda, in particular communities around five telecentres in five districts.

With increased mandate and focus, RTN has managed to establish partnership with: RDB, MINAGRI, BDF, MYICT, Mwarimu Sacco, Telecentre.org foundation, NetAfrica, CTA and UNECA.

RTN leadership has attended a series of meetings and conferences locally and globally. It is these observatory meetings, conferences, study tours and workshops that have helped learning and relating between RTN and its partners. There is no doubt that more partnerships will be registered by RTN in the near future.

2.5.3 Conclusions

Key results of the CTA support project to RTN are:

- Attending workshops and conferences to exchange information and share experiences with other telecentre practitioners.

- Participating in study tour, for example in India, which provided replica scenarios for the telecentre model in Rwanda – the 1,000 telecentres concept.

- As a result of the project, a connection has been made between telecentres and rural agriculture development in Rwanda.

- The RTN web portal provides and enables information sharing on telecentres.

- Formal institutional structures and capacity of RTN has been strengthened by the CTA support project.

- RTN has increased its capacity to negotiate, and as a result achieved the rights to host the NetAfrica project.

- The Web 2.0 Learning Opportunity has been conducted four times, thus providing ICT skills to Rwandans.

- RTN participated in NICI III planning and also its implementation of the community development cluster. This enables linkages and partnerships with policymakers and thus influences policy processes.

However, through desktop review of documentation and informant discussions with RTN management, it was observed that the CTA support project did not have a clearly defined scope and a monitoring and evaluation plan.

This could have been an initial oversight and it is hereby recommended to incorporate monitoring plans in future projects.

In response to services provided in BDCs, there is little mention of how telecentres and ICTs in general should help poor famers. The 1,000 telecentres plan is still not yet implemented. There is a need to secure more partnerships and push for implementation.

2.5.4 Recommendations

(i)   Due to the observed limited emphasis of ICTs for famers in rural areas, the report recommends a further in-depth study on the link between ICTs and farmers and how they should benefit from the new technologies.

(ii)   RTN should seek more partnerships going forward so as to strengthen the telecentre movement campaign in Rwanda.

(iii)   RTN has not yet implemented the 1,000 telecentres plan. There is need to secure more partnerships and push for implementation as soon as possible.

(iv)   elecentres should become BDCs i.e., social ICT centres should adhere to a business model, so as to address the sustainability question for telecentres, but without losing the focus on the ICT components.

IN-DEPTH REPORT

3

3.1 Scope and objective of the in-depth study

This in-depth study report was the third phase of the impact study. The purpose of the in-depth study was, firstly, to verify and support with evidence the outcomes or impacts that were identified during the quick scan phase of the impact study, as well as to further investigate those areas that would provide maximum opportunity for learning. Secondly, it aimed to appropriately record the impact of RTN interventions. It, therefore, was a continuation, validation and further investigation of the quick scan findings although it only covered a selection of the key findings. The in-depth study concerns the medium-term outcomes or impacts of CTA's support to RTN. It should be noted that other development partners have also provided support to RTN, although the CTA component was very critical and it helped to build confidence in the stakeholder relationship with RTN.

RTN selected to undertake an in-depth study of two areas; RTN capacity building as a result of participation in CTA sponsored international events, and also the web 2.0 skills trainings.

3.1.1 Methodology

Inception briefing: A review meeting was held with RTN management staff to understand the in-depth study guidelines and to discuss the schedule and duration. Using the study guideline note, the consultant was briefed on the purpose and expected deliverables. Agreement was reached on the timeframe and the methodology for the impact study.

Literature review: As part of the methodology for the Quick Scan and narrative report, an extensive set of literature was reviewed. For the in-depth study, additional literature was reviewed, focusing specifically on the outputs covered in the three study Areas, which would be the focus of the in-depth study. The original literature, which was considered in the quick scan phase, was reviewed again but this time with a different focus. The reference list is provided in the annex.

Data collection: Predominantly qualitative data was collected through questionnaires, interviews and desk study, including other evaluation reports. Site visits were undertaken to web 2.0 training beneficiaries, and an interview guide was used to collect the data. An interview guide was also used to obtain responses from RTN management on the status of the organisation after benefiting from participation in study tours and networking conferences. Focus group discussions were also held and responses recorded. Interview questionnaires are included in the annex.

Two sets of interview questionnaires were prepared on each of the study areas. The questionnaires were used in September 2013 to beneficiaries of the web 2.0 training and RTN management. Additional literature reviews and interviews focusing on the three additional study areas took place during October 2013. The impact categorisation template was used to guide the research and data collection processes. It was a useful investigating tool and the fact that the dimensions and descriptions of impact were not exhaustive made it more user-friendly.

The interview questionnaires were used with around 30 respondents, including RTN staff and beneficiaries of the web 2.0 training. Where responses were not registered, follow up telephonic interviews were conducted. The budget did not allow for extensive travel and face-to-face interviews to those who live in rural areas.

Analysis and write-up the report: A review of the logical framework was carried out to align findings with the initially reported impact envisaged. The findings were captured and analysed by the consultant, as well as reviewed by RTN. Revisions were captured in the final report of the in-depth study before its submission to CTA.

In general, it is not easy to evaluate the impact of trainings and participation in conferences. The impact study, consequently, attempted to ascertain if RTN provided the right training to the right end-users through the right channel. To this end, the in-depth study was guided by RTN's mission statement and impact was measured against its strategic objective of promoting and advocating for ICT usage in rural areas. ICT skill training is an important component of RTN's work and output in support of its efforts to implement its mission and mandate. The study, therefore, attempted to ascertain if the web 2.0 training outputs were able to facilitate linkages and partnerships as a result of increased web presence using social media knowledge. The in-depth study also attempted to assess whether RTN participation in international network events helped to build more capacity for institutional development and policy influence.

The in-depth study attempted to ascertain whether or not the intervention to strengthen RTN and to train Rwandans in social media and web 2.0 skills was relevant to the missions and objectives of CTA and RTN.

"ICT skill training is an important component of RTN's work and output in support of its efforts to implement its mission and mandate."

3.3 Effects of participation in CTA sponsored events

The first part of CTA support to RTN during the last 4 years relates to international exposure and knowledge sharing in ARD practices by attending international CTA-sponsored events. It is to be noted, during the period, CTA is the ranked first in terms of supporting RTN representation at international events, which include training workshops, knowledge sharing sessions, study tours, policy briefing etc. Therefore, prior to the joint impact study RTN believed that the international exposure has greatly contributed to RTN growth.

Secondly, in the first two phases of this impact study, it was established that RTN performed well in terms of capacity to ACT and RELATE. Also it was found out that RTN had transformed from an informal network to a recognised institution locally and globally, all in a short span of 4 years. All this was linked to the institutional strength in building a number of partnerships and being able to deliver ICT training services. Pointers for this improvement were put on a series of international events like conferences and study tours sponsored by CTA, in which the leadership of RTN participated and thus undertook networking for partnership building.

Hence, there was a need to investigate the extent to which RTN participation to CTA-sponsored events has contributed to this growth and success of RTN.

According to the RTN executive director, the following is a chronology of international events in which the RTN leadership participated: (Figure 0)

There are numerous outcomes achieved as a result of the various events attended by RTN management, which are grouped into three categories:

(i) Study tours

(ii) Capacity building workshops

(iii) Knowledge and experience sharing forums

Based on the responses from RTN management staff, the participation in CTA-sponsored international events brought the following results:

- **Participation in CTA-sponsored events increased awareness and visibility about RTN work locally and globally.** Through the international events attended by RTN, the organisation was able to create more partnerships with other organisations operating in ICT4D and ARD areas. For example, during the CTA event in France, RTN was invited by GIZ in Berlin to share how telecentres are applying mobile devices to develop information services for rural people in Rwanda. Also. as a result of the CTA Brussels policy briefing events, RTN is one of the four cases on "Rural transformation through employment and decent work" developed by the International Labour Organization.

Table 7:

Country and Year	International Event Attended
Zambia, 2009	This is the first workshop organised by CTA, in which RTN took part. The theme of the workshop was on telecentre sustainability and local content. The workshop was attended by ICT4D practitioners and specialists from Europe, Asia and Africa.
India, 2010	The India study tour whose theme was "Social and Economic Development using Information and Communications Technologies (ICTs)", was meant to enhance participants' knowledge on how India has harnessed ICT to promote its overall growth. Twenty-four (24) representatives from 14 African countries, including Rwanda, took part in the 10-day CTA-led study visit. Other countries included: Burkina Faso, Burundi, Cameroon, Congo, Côte d'Ivoire, Ethiopia, Ghana, Kenya, Niger, Tanzania, Uganda, Zambia and Zimbabwe.
Italy, 2010	The second global knowledge Share Fair took place in Rome during 26-29 September 2011 at IFAD headquarters. This 4-day event was a forum to learn and share knowledge, experience and innovations on emerging trends relating to agriculture, food security, price volatility, climate change, changing demographics and other rural development related issues.
France 2010	The IAALD (International Association of Agricultural Information Specialists) meeting in Montpelier was also on mobile application more specifically on M-agriculture: how mobile devices transform information and communication for the benefit of rural farmers.
South Africa, 2011	The 2010 draws from 2009 CTA ICT observatory meeting which took place in Netherlands and focused on mobile services. The 2010 ICT Observatory meeting was to examine the potential of mobile development to deliver mobile-based information. Participants included policy analysts, representative of civil society organisations as well as private sector.
Belgium, 2011	Attending and participated in the Brussels Briefings on Agriculture and Rural Development. RTN was represented to share its experience on rural employment though ICT.
Cape Town, SA 2012	"The joint learning for organisation development workshop" was organised by CTA to enhance partner organisation in areas of project planning, monitoring and evaluation.

- **Participation in CTA-sponsored events created a linkage between ICT programming and agriculture farming.** According to Paul BARERA, the RTN executive director, prior to the CTA relationship, there was a total disconnection between RTN work and farmers. In other words, there was no clear understanding on how telecentres could work directly with farmers on a day-to-day basis. Thanks to CTA direction, farmers now represent more than 70% of RTN beneficiaries. This does not mean that RTN has changed its focus to farmers rather that there is now a clearer understanding that the ultimate beneficiaries of telecentres are largely farmers.

- **Participation in CTA- sponsored events enabled RTN to gain policy influence and partnership with the Government in ICT policy development and implementation.** Policy advocacy is part of RTN strategic objectives. Due to knowledge gained during various workshops and international conferences, the role of RTN

as an intermediary organisation in policy advocacy has been critical for the last four years. More specifically, RTN has been taking part in various policies such as the national ICT policy (NICI III). The national broadband policy, as well as the Rwandan Economic Development and Poverty Reduction Strategy (EDPRS).

- **Participation in CTA sponsored events has enhanced management and leadership capacity.** As observed in the quick scan study using the 5Cs model, RTN is doing well in terms of 'capacity to act and relate'. This has strong relationship with CTA workshop on The joint learning for organisation development workshop held in Cape town South Africa 2013.A case in point is RTN has been organising regular meeting with staff taking into account learning aspect. Specifically, the meetings are aimed at enhancing team work, joint assessment of projects progress,
sharing experience and jointly taking corrective actions.

3.4 Effect of Web 2.0 training

In partnership with CTA and MINAGRI, RTN championed the adoption of web 2.0 and social media in Rwanda. Part of the initiative was to train selected people to work in the field of ARD in Rwanda in selected web 2.0 and social media applications. In 2010, RTN conducted two sessions in Kigali and two sessions in Musanze, Northern Province of Rwanda. RTN believed that the two series of training had a meaningful impact at beneficiaries' level. Therefore, in the second phase of the study, RTN intend to gain an in-depth understanding on how the web 2.0 training has improved beneficiaries' capacity in networking, accessing and disseminating information more effectively. With more than 110 trainees in Rwanda, it is prudent to assess any change in work efficiency and ICT skills usage as a result of the training. The selected impact stories at beneficiaries' level are also described in this in-depth study.

Between 2011 and 2012, RTN facilitated and hosted four training seminars in web 2.0 skills. More than 110 beneficiaries acquired social media and ICT skills for internet usage.

In collaboration with MINAGRI and RDB, the trainees were selected from diverse backgrounds; civil servants, private entrepreneurs, and members of civil society.

The table below is a list of four members who obtained good jobs as a result of the training and the comments they provided in interview responses:

Table 8:

Comments by respondents – participation in international events sponsored by CTA
"RTN registered growth in terms of size, activities, partnerships, beneficiaries and visibility in Rwanda."
"CTA provided the initial big push to institutional sustainability, which was timely and critical."
"About 20% of RTN support comes from CTA, which means without CTA, the scope of activities would be limited."
"A new model definition of telecentres will be implemented in Rwanda based on the Indian approach."
"CTA has enabled RTN to play a key role in policy change in relation to ICT access and rural employment"
"Telecentres should look to diversify revenue streams without losing focus on ICT, so as to be sustainable."
"The internal exposure allows not only sharing of knowledge but also enbales organisation of self assessment and identifying gaps for further improvement. This has been key for RTN growth and success".

Table 9:

No	Names	Job before Web 2.0 training	Current Job	Comments/ testimonies by the respondents
1	Djamila Matu Khamis	Intern, DOT Rwanda	Rwanda Telecentre Network	Great that I joined RTN after the training
2	Rukundo Amani	Intern, RAB	National Agric. Export Board	I was promoted after the training, I am now a field extension officer
3	Eric Sebasore	Intern, DOT Rwanda	Field Coordinator, Digital Opportunity Trust	My boss increased confidence in me after the training, and I was promoted
4	Ngamije Ezron	Farmer	Horticulture Entrepreneur	After web 2.0, I can now search for market of my products online

3.5 Effects of impact categorisation

Using the impact categorisation tool, suggested by CTA in its Guidance Note, it is observed that impact was evident in the following impact categories:

(i)   Political empowerment

(ii) Social capital

(iii) Technical empowerment

(iv) Wealth capital.

Table 10:

Impact Category	Dimension of Impact	Description of Impact
Wealth/Capital	Income	Through international participation in events, RTN was able to connect with potential partners who eventually became funders of the organisation's activities.
Political empowerment	Policy	Due to improved partnership with the Government through RDB, RTN has been able to contribute and influence the ICT Policy in Rwanda.
Human/Technical Empowerment	New skills	Web 2.0 graduates have improved on internet usage and web presence, with some having personal blogs, thus internet ICT skills put to use.
Social capital	Networking	With RTN growing in size and activities, more partnerships have been formed. Also RTN membership and beneficiaries have increased due to RTN management outreach and coordination. There is an RTN facebook page from where all members exchange ideas and communicate new developments.
Natural/Environment	N/A to RTN	N/A to RTN

3.6 Analysis

3.6.1 Effects of participation in CTA sponsored events

The following table explains some of the outcomes achieved as a result of the various events attended by RTN Management. This table is part of the logical framework used during quick scan study.

Table 11:

Activities support by CTA	Outputs	Outcomes for RTN	Outcomes for beneficiaries	Broader Outcomes
Participation in telecentre sustainability workshop in Dec 2009 in Lusaka Zambia (focus on local content)	Telecentre Africa portal facilitated knowledge exchange between telecentre networks and other organisations working in ICT4D	Increased sustainability of RTN and its members. Strategy for RTN and members with regards to sustainability	• Clear understanding of what works and does not work in sustaining telecentres has been achieved. • Additional services has been developed and deployed • Sustainability mechanisms have been put in place	• There is increased awareness on the importance of developing local content for telecentre users in Rwanda • The Government is involved in local content awareness and development has been improved.
Participation in the India study tour: Africa-India Dialogue on ICT (15 African countries represented), 2010	• New telecentre model (entrepreneur based) designed for Rwanda taking into account the Rwandan social economic and cultural environment: • The India model of setting up telecentres is part of NICI III plan. • Public -private partnership (PPP) model has been established between Rwanda government and private sector in relation to the management of government telecentres.	• Study tour to India has enabled RTN to replicate India telecentre model in Rwanda (case of 1,000 telecentres). • Due to India study tour, RTN has also forged strong partnership with government through RDB who owns most of the public telecentres. • RTN well known as national advocacy body voicing for entrepreneurs working in ICT for development.	• Employment is being created in rural areas as a result of replicating the India model; financial sustainability is being improved on the side of RTN members. • Financial sustainability has been improved at RTN level and at RTN members level.	Job creation in ICT sector; the trainings in telecentres have created a rural entrepreneurship mass of people, thus trickle down promotion of the private sector and employment generation in rural area in ICT sector.

3.6.2 Effect of Web 2.0 training

According to the RTN evaluation report of the training sessions, and the testimonies of the trainees, the following notable results are listed:

• Web 2.0 training changed the mindset of beneficiaries in regard to communication, information and knowledge sharing using the internet.

• 50% of the interviewed beneficiaries reported to be writing blogs with regular posts.

• Learning web 2.0 skills has helped to reduce time taken to obtain data online and in libraries.

3.6.3 Effects of impact categorisation

Wealth Capital:
Through international participation in events, RTN was able to connect with potential partners who eventually became funders of the organisation's activities. All respondents at RTN management indicated that the partnership and international networking has enabled resource mobilisation for more RTN activities.

Political Empowerment:
CTA provided the initial big push to institutional sustainability, which was timely and critical. The CTA funding component was very critical and it helped to build confidence in the stakeholder relationship with RTN.

RTN participated in NICI III planning and also in the implementation of the community development cluster. This enables linkages and partnerships with policy makers and thus influences the policy process. RTN is managing government telecentres and this has strongly boosted the ICT sector partnership between RTN and RDB. The organisation is one of the major implementers of the "e-service centres" project under the NICI III plan. This collaboration is enabling RTN to influence the ICT policy process.

Social Capital:
With RTN growing in size and activities, more partnerships have been formed. Also RTN membership and beneficiaries have increased due to RTN management outreach and coordination. The evaluator verified an RTN facebook page from where all members exchange ideas and communicate new developments.

Technical Empowerment:
Web 2.0 skills training opportunity graduates have improved on internet usage and web presence. 40% of the respondents confirmed having personal blogs, thus internet ICT skills put to use.

Table 12:

Activities support by CTA	Outputs	Outcomes for RTN	Outcomes for beneficiaries	Broader Outcomes
Facilitation of web 2.0 learning opportunity in Rwanda (4 sessions organised), 2011-2012	RTN is championing the adoption and use of web 2.0 in ARD in Rwanda, thus skilled personnel in internet usage	The adoption and use of web 2.0 skills among RTN staff; web 2.0 training being an income-generating activity for RTN	• Web 2.0 skills acquired by the trainees and used for income generation • Web 2.0 beneficiaries are able to do online research and access relevant information for their work	Increased knowledge and use of web 2.0 technologies in Rwanda

CONCLUSION

4

RTN leadership attended a series of meetings and conferences locally and globally. It is these observatory meetings, conferences, study tours and workshops that have helped learning and relating between RTN and its partners. There is no doubt that more partnerships will be formed by RTN in the near future.

The capacity of RTN has grown and the organisation now employs 20 fulltime staff from the original four employees before the project intervention in 2009. RTN has a diversity of beneficiaries who include; 140 Network members, SMEs and farmers cooperatives operating in the northern province of Rwanda, communities around five telecentres in five Districts.

The in-depth study concludes that results of the CTA support project to RTN are visible to everybody especially in regard to allowing RTN management to attend international events sponsored by CTA. Strengthening RTN is an ongoing process.

4.1 Lessons learnt

- The Web 2.0 training and learning opportunity have been conducted four times, and provided valuable social media ICT skills to Rwandans.
- RTN participated in NICI III planning and also in its implementation of the community development cluster. This enables linkages and partnerships with policy makers and thus influence policy processes.
- A big initial push (seed fund) is important for growth of new institutions. CTA support came in at the right time.

4.2 Where to from here?

1. CTA and RTN could consider opportunities for partnering on the social media training seminars for more web 2.0 sessions since most respondents recommended the course to their colleagues.

2. RTN should continue with efforts to use social media and its website for its communication and advocacy work. Social media and the RTN website are effective tools for the dissemination of telecentre information and accessed by media professionals. The direct beneficiaries of web 2.0 training access the website more often now than they did prior to their participation in the training workshops. They also follow RTN more regularly on Facebook and the website.

3. Due to observed limited emphasis of ICTs for famers in rural areas, the report recommends a further in-depth study on the link between ICTs and farmers and how they should benefit from new technologies like web 2.0 opportunities.

4. Through a desktop review of documentation and informant discussions with RTN management, it was observed that the CTA support project did not have a clearly defined scope and monitoring and evaluation plan. This could have been an initial oversight and it is hereby recommended to incorporate monitoring and evaluation plans in future projects.

*"Social media and the RTN website are effective tools for the dissemination of telecentre information and accessed by media professionals."*

PART B: EXPLANATION OF THE CCIPA MODEL AND PROCESS

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

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

The Capacity-centred Impact Pathway Analysis Model
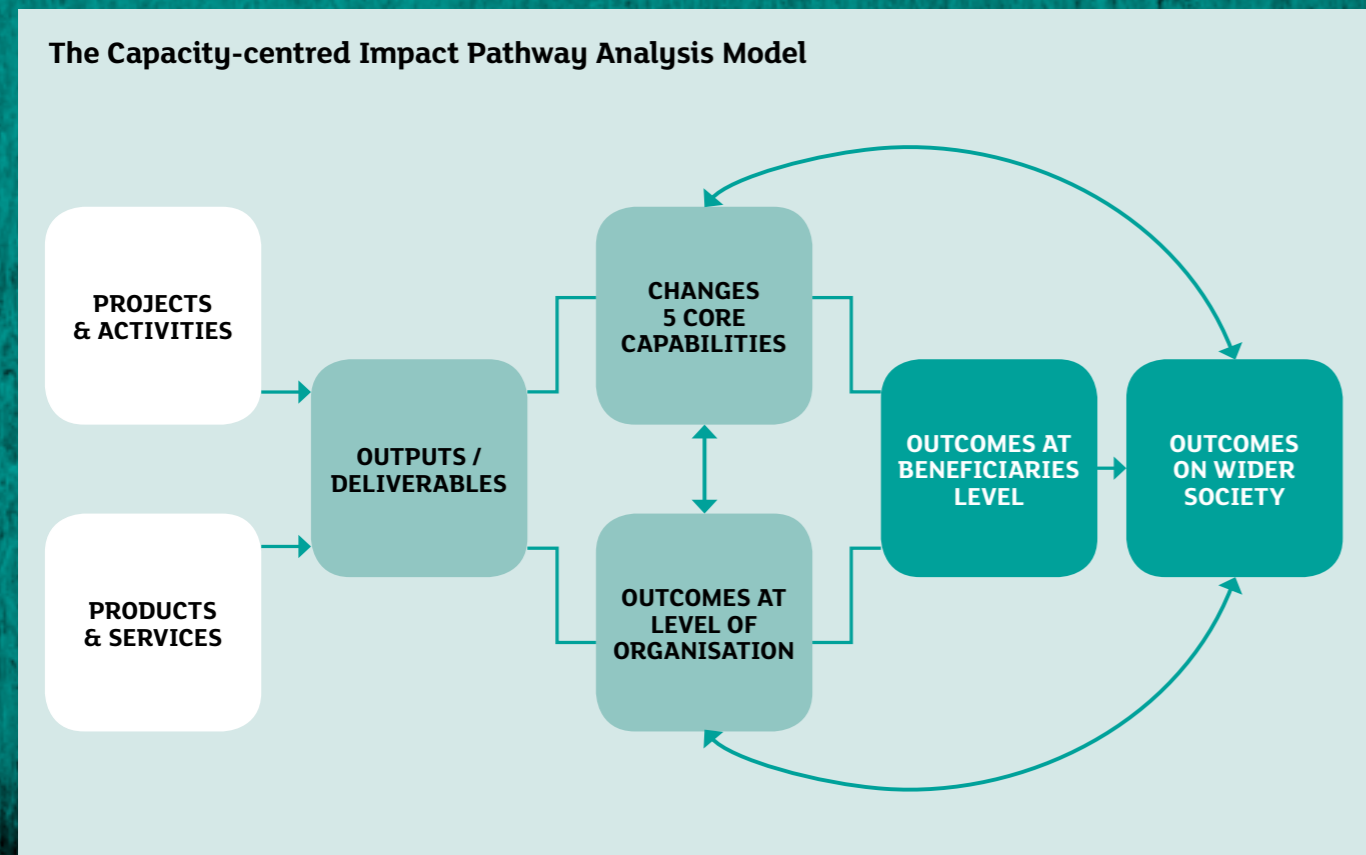
OVERVIEW OF THE CcIPA MODEL

5.1 Introduction

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

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

Eighteen months after the study was formally launched in a workshop held at CTA's Headquarters in Wageningen, on 29-30 October 2012[1], this initiative has produced a number of very interesting results that have benefitted the participating institutions, with some of the results, such as the formulation of the CcIPA model itself, likely to be of interest to the wider development community. The other results include: (i) improved understanding of the impact pathways of CTA's and its partners' project interventions, (ii) availability of baseline data for future impact studies, and (iii) strengthened M&E capacities (including CTA's) of the participating organisations. This paper presents the main highlights of this exciting experience.

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

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."

5.4 The CcIPA model explained

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.

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

a. Conceptualisation of CcIPA

During the planning phase, participants agreed that instead of attempting to construct an entirely new model, the team should draw on the existing array of established evaluation frameworks/models.[2] In view of the emphasis on the capabilities of organisations, it was decided that the **5 Core Capabilities (5Cs) model**[3] 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**[4], 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.

2 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.

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

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

Figure 1: Logic Model adapted for the CcIPA framework

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

Categories of imapct

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

The CcIPA framework combines activities from different programmes, projects or services, whereas the conventional use of the logic model is limited to a single project or programme. Outcomes at the level of the implementing organisation/ network are separated from outcomes at the level of beneficiaries, whereas the common practice is to only differentiate outcomes along the time line (short-, medium-, and long-term). Regarding the **impact indicators** the participants drew on previous work undertaken under the auspices of Oxfam to develop a template, referred to as the 'impact categorisation table, with a similar format to the 5Cs, containing the following heading:

• **Impact Categories:** which are a list of possible general types of impact

• **Dimensions of impact:** which are a list of possible changes or specific domains within the general type of impact/impact category

• **Description of impact:** which are examples of possible changes/impact

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

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

The Capacity-centred Impact Pathway Analysis Model
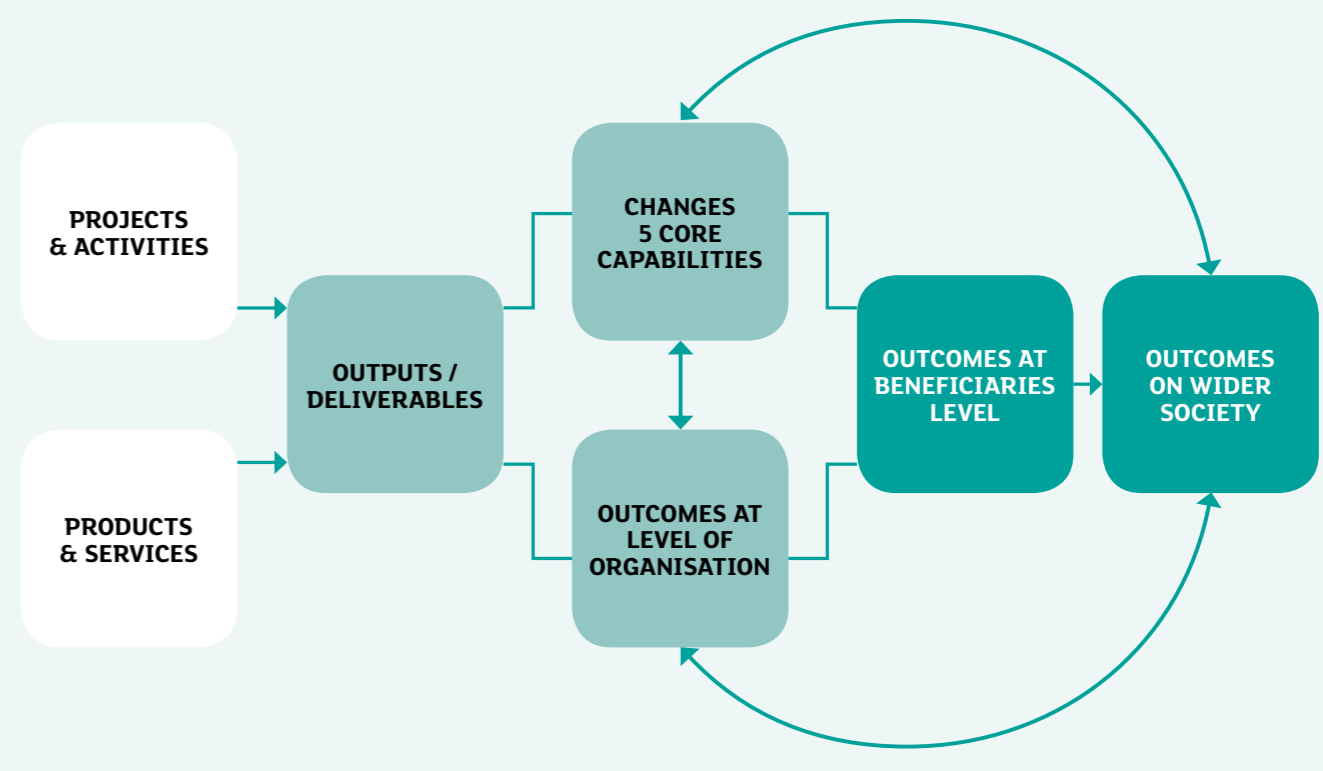
Overall a key feature running through the different constituents is the categorisation of indicators aimed at making the information more manageable as well as facilitating communication among the participants.

b. Application of CcIPA

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

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

(ii) **Changes in the capabilities:** of the CTA partner organisations/ networks. These can be also described as outcomes at level of the organisation or network.

(iii) **Effects (medium-, long-term outcomes / impact):** on the partner's direct and indirect beneficiaries or on the wider society that can be attributed to the deliverables and/or changes in the partner's core capabilities.

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

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

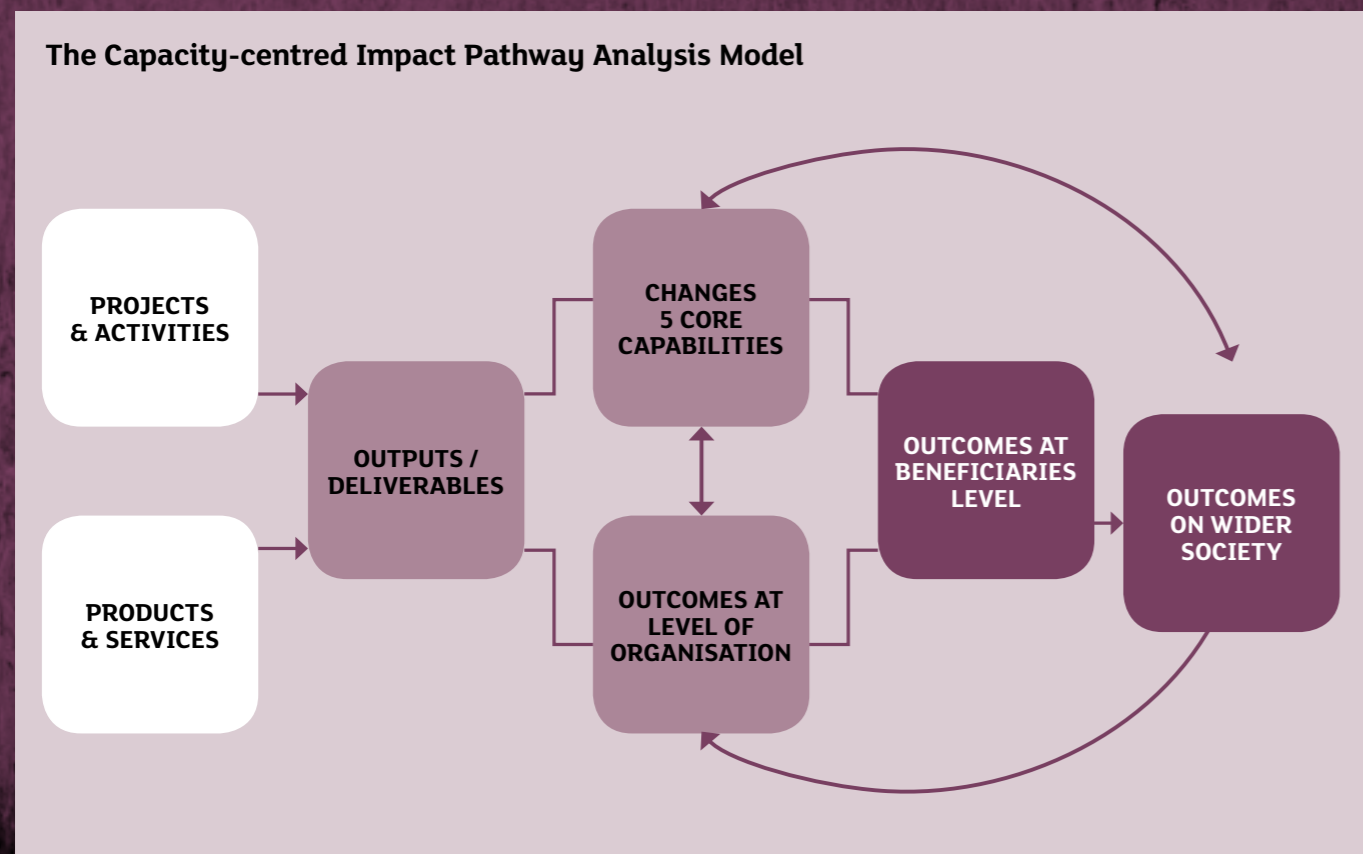- Intensify dissemination of findings and CcIPA model;
- Carry out a second round of impact studies;
- Further clarification of impact pathways.

"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

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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

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ANAFE

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

CaFAN

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

CARDI

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

EAFF

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

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

FANRPAN

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

IPACC

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

KENAFF

Kenya National Federation of Agricultural Producers (KENAFF) 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. KENAFF is currently present in 42 out of the 47 counties in Kenya representing over 1.8 million farm families. KENAFF'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

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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 a provided by competencies appropriately distributed across the secretariat, executive committee and trust, and is strongest at the secretariat. However, significant adminstrative 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

KENAFF 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.

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.

KENAFF'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

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

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.

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.

KENAFF - 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.

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.

KENAFF 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.

KENAFF 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 KENAFF is strong within the organisation.

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

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

KEY FINDINGS FROM LOGICAL FRAMEWORK ANALYSIS

10.1 ANAFE

Activities / Outputs	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.
	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.
	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.
Outcome at organization level	Increased visibility and profile of ANAFE among other stakeholders engaged in agriculture and natural resources education, as well as policymakers, and extension organisers.
	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.
	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.
Outcome at individual level	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.
	Conferences and training workshops have provided the critical space needed to foster relationships among institutions and between academia, research and extension organisations.
Impact	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.

10.2 CaFAN

Activities / Outputs	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.
	A workshop on youth in agriculture; upgrading and dissemination of CaFAN stakeholder directory; campaign to mobilise new members and establish national focal points;
	survey on CaFAN members' needs; CaFAN participation in regional agricultural exhibitions.
	Production/dissemination of CaFAN newsletter; web-based communication; production and dissemination of factsheets; update and dissemination of CaFAN brochure.
Outcome at organization level	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.
	The visibility of CaFAN was enhanced; strengthened membership base through increased stakeholder involvement.
Outcome at individual level	Increase in youth participation in sector in organisational structures within the farming sector has grown by 50% as a direct result of CaFAN interventions.
	Improvement in the production, quality and price of farm produce to the benefit of the wider society.
	Strengthening of farmers' capacity to take advantage of market opportunities and improved farm practices.
Impact	CTA support has directly helped the organisation to grow institutionally, increase its visibility and networking, and expand and strengthen its membership base.

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.	**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.

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

Activities / Outputs	CTA and other partners have supported the hosting of 10 policy dialogues in Southern and Eastern Africa.
	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.
	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.
Outcome at organization level	Raised profile, increased visibility and increased awareness of its activities among a wider audience.
	Improved capacity to transform policy analyses and recommendations into communication and advocacy products that contribute to national and regional policy discussions.
	Contributed towards building capacity and skills of youth in conducting research.
	Increased the network's understanding of the engagement of youth in agricultural value chains.
	Media training and outreach enabled FANRPAN to draw on a group of journalists that understand and are able to report on FANR issues.
Outcome at individual level	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).
	Improved access to FANR material.
	Improved reporting of journalists on FANR issues.

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.

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 UNFCC 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.

10.7 KENAFF

Outcome at individual level	Through IPACC, members have access to international spaces, key people, recourse mechanisms, training and internships with other organisations, and sustained contact with other indigenous peoples' groups.
	Opportunities for indigenous peoples to meet other indigenous peoples across the world to build a shared identity in the face of their marginalisation.
	Members have developed skills, particularly in relation to engagement, negotiation, and building relationships.
	Indigenous peoples' organisations have developed a far higher profile over the past few years and acquired a certain status in debates across Africa.
	Members and leaders served in the last three years as experts on the UN Permanent Forum on Indigenous Issues (UNPFII), on EMRIP and on the UNEP Major Groups body.
Impact	IPACC has influenced a "very large" society with the signing of the UN Declaration on the Rights of Indigenous Peoples (UNDRIP) in 2007. With the signing of the UN Declaration, international norms, standards and instruments are largely in place to ensure the Declaration holds.
	The rise of an indigenous peoples' movement, applauded by many and reviled by others, has been a major restructuring of African civil society.
	IPACC and its members are recognised by African states as the representative body of indigenous peoples in Africa.
	The participatory 3D mapping work in Gabon lead to PIDP-Kivu in the DRC to conduct a series of participatory mapping projects in areas around protected areas in the lower altitude areas of Kahuzi-Biega National Park.
	IPACC's status led IUCN to award IPACC two coveted slots at its World Conservation Congress in 2012 and an advisory role for the influential World Parks Congress in 2014.

Activities / Outputs	Training of farmers in 20 field schools; training for commodity associations; staff training courses on ICT and communication.
	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.
	Organisational brochure, monthly newsletter, stickers, posters, fliers and other promotional material for members .
	Linking farmers to the internet in "Linking local learners".
	Collecting information on current innovations and storing on KENAFF database and publishing on website.
Outcome at organization level	KENAFF 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. KENAFF staff and members have been able to gain from sharing experiences with other farmers from all over E Africa.
	Visibility and credibility of KENAFF has improved; KENAFF 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.
	Increased membership and wider geographical coverage.
	KENAFF's advocacy mandate has been expanded and its voice in lobby and advocacy legitimised.
Outcome at individual level	Improved communication between farmers and other stakeholders.
	Members have benefited from ease of access to timely, relevant and credible information.
Impact	A nationwide information infrastructure has been set up which has significantly impacted on the needs of farmers.
	KENAFF now attracting more, longer-term and closer partnerships with major donors.
	KENAFF built the capacity of farmers' organisation in the region on ICT through knowledge management acquired from the CTA partnership.

10.8 RTN

Activities / Outputs	Participation in telecentre sustainability workshop, in Lusaka; participation in the India Study tour: Africa-India Dialogue on ICT, 2010; organising workshop for telecentre managers in Rwanda.
	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	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.
	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.
	Increased RTN membership. Easy contact and collaboration with members. Improved image of RTN amongst stakeholders.
	The adoption and use of Web 2.0 skills among RTN staff. Web 2.0 training becomes an income generating activity for RTN.
	Improved networking and knowledge exchange among telecentre operators.
Outcome at individual level	Increased awareness of RTN in Rwanda. Increased RTN visibility among rural ICT entrepreneurs as well as international level. Improved image of RTN among stakeholders.
	Beneficiaries have access to training and business support services.
Impact	Improved understanding and appreciation of telecentres in Rwanda and their operation mode.
	Increased employment in rural areas.
	Improvement of online information exchange on ICT4D in Rwanda.
	Increased knowledge and use of Web 2.0 technologies in Rwanda.
	PPP model has been forged between RTN, CTA and MINAGRI on ICT promotion for rural farmers.
	Improved information sharing among institutions and practitioners in ICT4D.

10.9 RUFORUM

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

Outcome at individual level	Improved knowledge and skills for staff and students.
	Creation of enabling environment for quality training and research (improvements in policies, procedures, infrastructure and logistical support).
	Heightened awareness of quality assurance and leadership & management issues in universities.
	72 university & 57 students staff won research grants.
	Increased engagement with value chain actors.
Impact	Catalysed change in university policy on curriculum development.
	Improved focus on TAE in the ACP region.
	An increase in the awareness of policymakers of the need to support TAE in Africa.

RECOMMENDATIONS FOR FUTURE CTA SUPPORT/ ENGAGEMENT

11

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

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

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

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

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

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

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

KENAFF: 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 List of study respondents

12.3 List of respondents in the focus group discussions

Listed below (Table 1)

Listedopposite page (Table 2)

Table 1:

No	Name	Organisation	Telephone contact
1	Djamila Matu Khamis	Rwanda Telecentre Network	0788713403
2	Rukundo Amani	National Agric. Export Board	0788875825
3	Eric Sebasore	Digital Opportunity Trust	0788309721
4	Ngamije Ezron	Cooperative CONONYU / Horticulture Entrepreneur	+250 788 558467
5	Nzanywayimana Janvier	Mayange Telecentres	0788235026
6	Kabiligi Clement	Imbuto Foundation	0788564788
7	Mbaga Daniel	Farmer	0788451778
8	Ntakaziraho Alphonse	ASOLATE Asbl	0786000781
9	Nizeyimana Seliman	Private Sector in Agri-Business	0788867818
10	Barungi Faith	National University of Rwanda	0788834474

Table 2:

No	Name	Gender	Organisation	Domain
1	Mukamana Glycele	F	Indongozi cooperative	Cattle and sheep
2	Ngamije Ezron	M	Cooperative	Mushrooms
3	Mugabo Jean Carlos	M	International waiters	BPO catering
4	Ndambaje Anaclet	M	ICT cooperative	Computer services
5	Kundabose Ally	M	Cooperative	Carpentry
6	Kampiire Gloriose	F	Artisanry cooperative	Tailoring
7	Habimana Andre	M	Restaurant	Peas processing
8	Umwali Eularia	F	Cooperative	Mushrooms
9	Umutoni Beatrice	F	Butchery cooperative	Meat
10	Dusengimana Ahmed Protais	M	ICT enterprise	Computer services
11	Kaneza Alice	F	RTN	
12	Nsengimana Rogers	M	Peer educators	NGO
13	Musabimana Christine	F	Cooperative	Milk business
14	Bucyana Jean Jacque	M	RTN	
15	Nyakuri Lydia	F	RTN	
16	Masengesho Joseph	M	BDC Manager-Musanze	
17	Niyongombwa Alex	M	RTN	Consultant
18	Habanabakize Bonaventure	M	Enterprise	Tailoring
19	Ubayeneza Elzafan	M	Cooperative	Maize and beans
20	Niyibigira Tito	M	Entrepreneur	Fruit processing
21	Nyirabagwiza Clarisse	F	RTN	
22	Djamila Mathu	F	RTN	
23	Hategekimana Fred	M	RTN	
24	Nyiranziza Ange	F	RTN	
25	Nyirabwiza Gentille	F	RTN	
26	Mboneza Elyse	F	RTN	
27	Kabutumwa Jean Baptiste	F	RTN	
28	Mupenda Longi	F	RTN	

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12.5 Evaluation questions

Interview Guide: RTN Leadership

Name

_____

_____

Employment organisation

_____

_____

Title

_____

_____

• For how long has RTN been operational?

_____

_____

• What CTA sponsored international events did you participate in?

_____

_____

• How have you used the knowledge obtained in CTA events to develop RTN?

_____

_____

• How important was CTA support to you in regard to RTN leadership?

_____

_____

• How would you describe the profile/quality of CaFAN's volunteer staff?

_____

_____

• Would RTN be where it is without CTA support?

_____

_____

• What key changes have taken place during the four years of CTA partnership?

_____

_____

• What other partnerships does RTN have?

_____

_____

• What has been the outcome of web 2.0 trainings for Rwandans?

_____

_____

• What would you suggest CTA strive to do better?

_____

_____

• Lessons learnt out of CTA partnership with RTN?

_____

_____

_____

• Any other comments?

_____

_____

_____

_____

Interview Guide: Web 2.0 Training Beneficiaries

Name

_____

_____

Employment organisation

_____

_____

Current title

_____

_____

Title before Web 2.0 Training

_____

_____

• How useful was the Web 2.0 training that you attended?

_____

_____

• Did you use the social media skills you obtained in your work?

_____

_____

• Did your employer give support to use the skills obtained from web 2.0 training?

_____

_____

• If Yes, give examples, specifically in which work you used the skills

_____

_____

• Was there any improvement in job efficiency at work?

_____

_____

• Do you still use the web 2.0 skills nowadays?

_____

_____

• What software applications do you use most?

_____

_____

• Any notable change in ICT usage after the training? Both at personal and organisational level

_____

_____

• Would you want to attend again the web 2.0 training if offered?

YES
_____

NO
_____

• Would you recommend the course to a colleague?

YES
_____

NO
_____

• Any other comments on the web 2.0 trainings?

_____

_____

_____

_____

_____