

JOINT IMPACT ASSESSMENT OF CTA'S SUPPORT TO AFRACA



(2004-2014)

John Amimo, Daniel Gichuhi and Cheryl Chelule

INCLUDING:

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

Ibrahim Khadar, Tarikua Woldetsadick, Jan Brouwers and Eunike Spierings

About AFRACA

The African Rural and Agricultural Credit Association is a regional association of Sub-Saharan financial and non financial institutions involved in promoting rural and agricultural finance. AFRACA was established in 1977 alongside similar institutions across the globe as a lead advocate and coordinator of rural and agricultural finance in their respective regions. The AFRACA secretariat is based in Nairobi, Kenya where it was registered under the NGOs Coordination act in 1981 and received diplomatic status from the government of Kenya in 2003.

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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Acknowledgements

This study was only possible because many people provided excellent support. I would like to thank the Secretary General of AFRACA, Saleh U. Gashua, for giving the green light for this study as well as for the assistance received during the study process. My appreciation also goes to the technical guidance and support provided throughout the study by the CTA team.

A big thank you goes to the team of who carried assisted in this study, led by the internal resource person, John who made sure that all the resources were available and was able to organize and arrange meetings and interviews together with the Programme Assistant, Cheryl.

Finally, my sincere thanks go to all AFRACA members sampled and their personnel, together with past AFRACA staff and executive committee members, who provided valuable information during this study.

Acronyms

AFRACA	African Rural and Agricultural Credit Association	FAO	Food and Agriculture Organization of the United Nations
APRACA	Asia Pacific Rural and Agricultural Credit Association	KPM	Knowledge Management Programme
APVC	Agricultural Product Value Chain	M&E	Monitoring and Evaluation
AVC	Agricultural Value Chain	NENARACA	Near East, North Africa Agricultural Credit Association
CcIPA	Capacity-centred Impact Pathways Analysis	RACAs	Regional Agricultural Credit Associations
CTA	Technical Centre for Agricultural and Rural Development	VC	Value Chain

Executive Summary

The partnership between CTA and AFRACA dates back to more than 10 years ago. During that time, CTA supported AFRACA undertake several activities, with the bulk of the support going to logistical support covering participants' transport and subsistence for seminars, workshops, meetings and learning tours.

CTA also supported publishing of a study report and commissioned 3 other studies on issues related to management of rural and agriculture credit finance, with an inclination towards the value chain approach. Most of CTA's support to AFRACA was one-off event based support. It is only in 2012 when CTA and AFRACA got into a long term engagement with clear defined expected outcomes and impacts.

AFRACA and CTA saw it deserving to look back over the last 10 years and try to understand what impact CTA's support has had on AFRACA over the time. CTA thus developed a tool, called Capacity-centred Impact Pathways Analysis (CcIPA) which basically tries to understand how this support has contributed to AFRACA growth along 5 capacity lines, and how a combination of the AFRACAs growth along the capacity lines, in addition to CTA support, has translated into outcomes and impacts at the direct beneficiaries and indirect beneficiaries levels.

The study involved 2 phases, the 1st phase being the quick scan, which is a basic analysis of the capacity capabilities of AFRACA and their change over time using the 5C tool, and a quick analysis of impacts on interventions at various levels using the logic model. The quick scan further recommended 2 areas for further examination in the in-depth study.

AFRACA's internal resource person with support did the quick scan from a staff member.

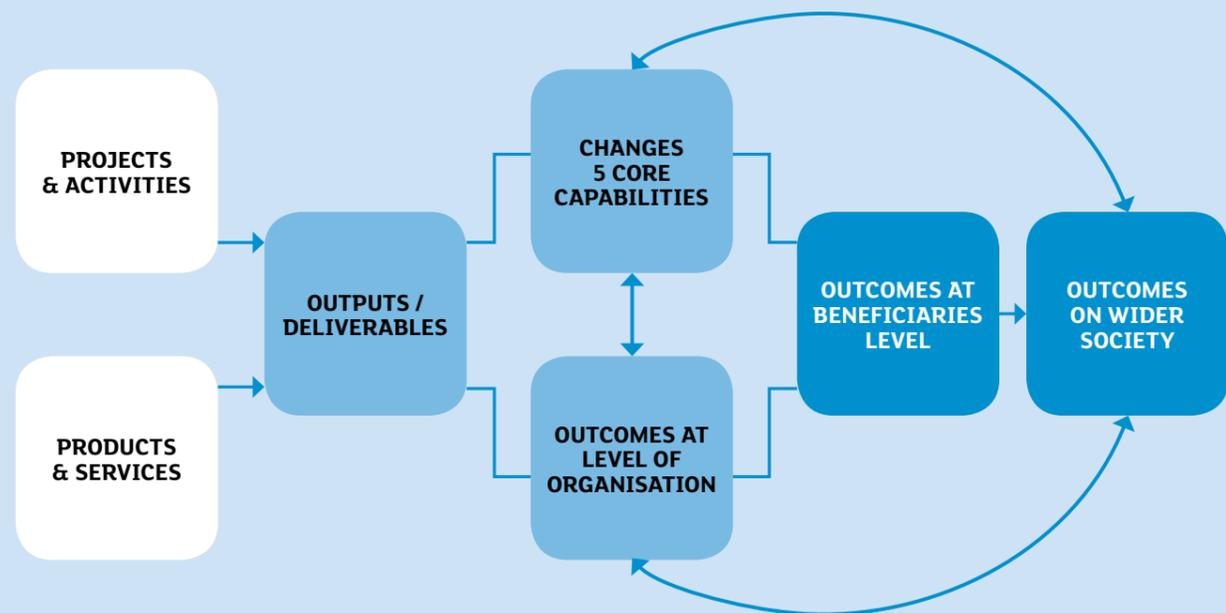
The in-depth study involved a deeper look into the identified areas and conducting a serious survey. For this study, the in-depth study looks into the contribution of CTA support to: 1) The change in policy environment in the member countries; 2) The change in financial practices and innovations among AFRACA members. An external resource person with support from the internal resource person and a staff member conducted the in-depth study.

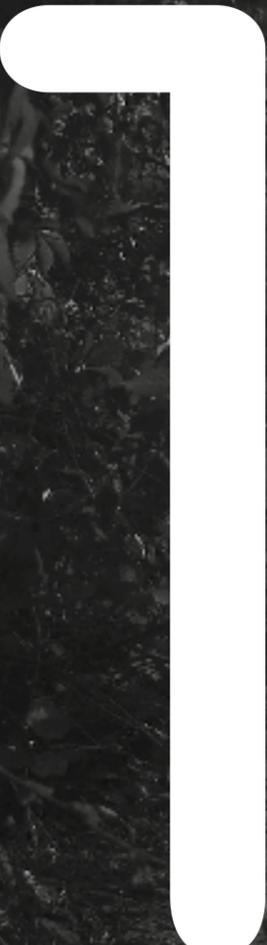
The in-depth study concluded that CTA's support to the policy environment was indirect, thought significant and massive. The influence happened at 3 levels; being the institutional, national and regional level. The policy environment was important as all other operations are anchored on a conducive and supportive policy framework.

CTA support to financial practices and innovations was direct, with many tours and seminars aimed at enhancing experience sharing and innovations exchange between members. The studies also sought to provide useful details for operationalization of the innovations. Many members were able to learn and adopt some practices and innovations through CTA supported activities and events.

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

The Capacity-centred Impact Pathway Analysis Model





INTRODUCTION & BACKGROUND

1.1 About AFRACA

The concept of Regional Agricultural Credit Associations (RACAs) finds its origin in the FAO sponsored Regional Seminar on Agricultural Credit for Small-holder farmers held in Accra, Ghana in 1973. Subsequently, the World Food Conference on credit for small-holder farmers in developing countries held in Rome in 1975 recommended that FAO should assist its member countries to establish such associations in different parts of the world.

This resulted in the founding of three regional credit associations: African Regional Credit Association (AFRACA), Near East, North Africa Agricultural Credit Association (NENARACA) and the Asia Pacific Rural and Agricultural Credit Association (APRACA) and later a similar Association (ALIDE) was established for the Latin America Region.

Specifically, the African Rural and Agricultural Credit Association (AFRACA), a member based Organization was established in 1977. The Association was initially based in Accra Ghana but relocated to Kenya where it was registered under the NGOs Coordination act in 1981. Since then, AFRACA secretariat has been in Nairobi. In 2003, AFRACA received a diplomatic status from the Kenyan government. AFRACA's governance, objectives and functions are embedded in its constitution.

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

AFRACA's vision is, "a rural Africa where people have access to sustainable financial services for economic development". While its mission is, "to improve rural finance environment through promotion of appropriate policy framework and to support member institutions provide sustainable quality financial services to the rural population".

1.2 AFRACA organisational structure

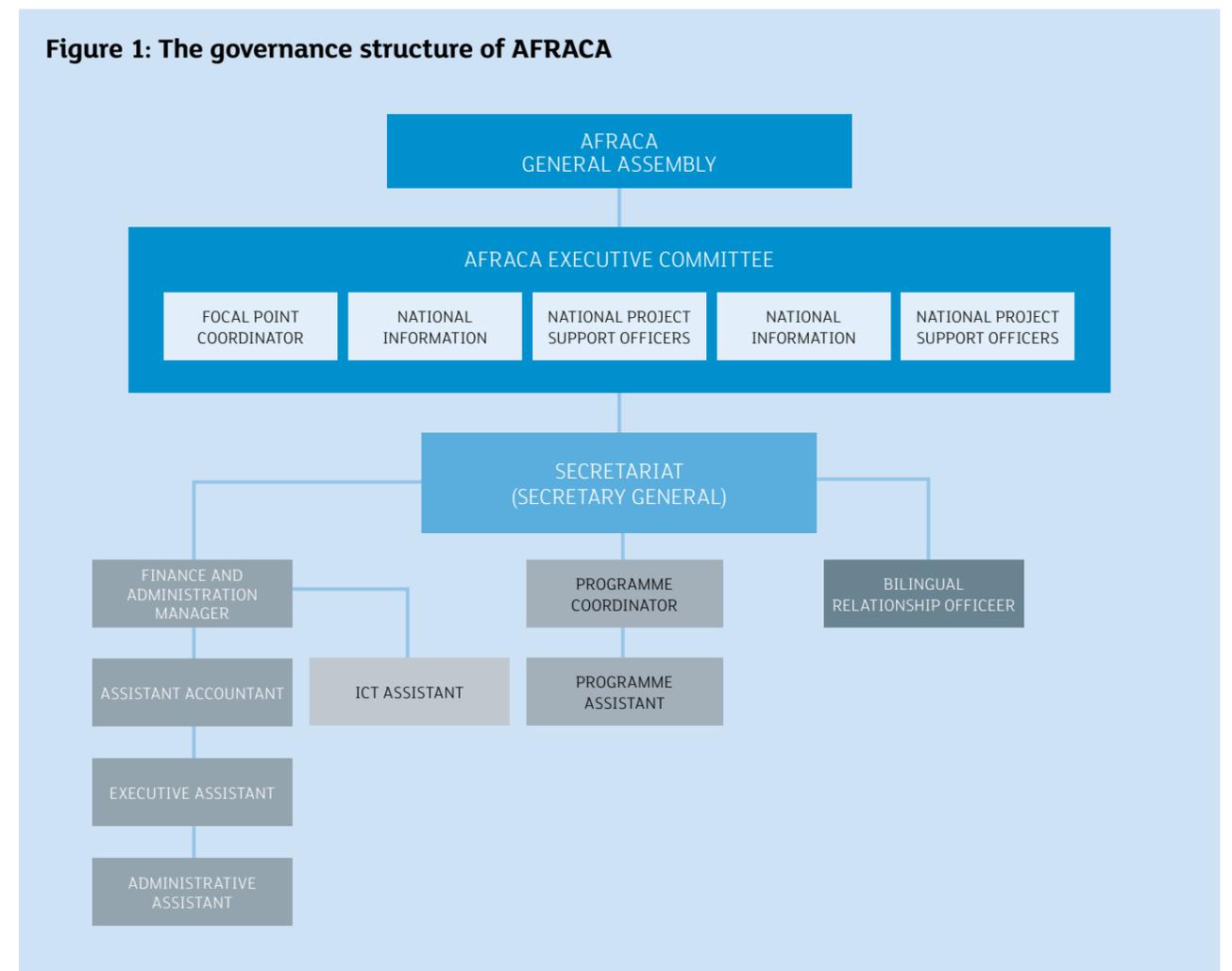
In order to attain its mission, AFRACA set out the following objectives:

- a) Foster cooperation in the planning of agricultural development of the continent by supporting regional and sub-regional conferences on topical rural and agricultural finance issues.
- b) Formulate innovative rural finance products and services in collaboration with member institutions.
- c) Facilitate member institutions capacity building through exchange of personnel between institutions of different countries so as to provide training.
- d) Provide members with a clearinghouse for information about rural and agricultural Finance.
- e) Initiate and support multi-country studies on issues of common interest and undertake such other activities as may be conducive to the fulfilment of AFRACA objectives.
- f) Seek to interest international institutions or entities in new opportunities for investment and promote economic growth.
- g) Undertake such other activities as may be conducive to fulfilment of the objective of AFRACA.

The governance processes of AFRACA are imbedded in the Association's constitution. For operationalization of its programmes, AFRACA is divided into 5 sub regions each with a sub-regional chairperson. The organogram below depicts the governance organs of the Association:

- a) The General Assembly which is made up of all members meets once every two years to review progress and make future decisions.
- b) The Executive Committee is made up of the AFRACA regional chairperson, vice chairperson, representatives of the 5 sub regions and the Secretary General. These members apart from the Secretary General whose term is three years renewable once are elected by the General Assembly every two years. Their key role is to offer strategic and policy advice to the secretariat. They also supervise and monitor all the activities carried out by the Secretariat on behalf of the General Assembly. The Executive Committee members meet twice a year.
- c) The Secretariat, under the overall direction of the Secretary General manages the day to day activities of the Association and is based in Nairobi. The Secretariat is currently composed of 8 members of staff; The Secretary General, Programme Coordinator, Relationship Officer, Administration/Finance Officer, Administrative Assistant, Receptionist/ Resource Centre officer, Office Assistant and driver. The Secretariat also receives technical support from various renowned national and international consultants.

Figure 1: The governance structure of AFRACA



“Their key role is to offer strategic and policy advice to the secretariat. They also supervise and monitor all the activities carried out by the Secretariat on behalf of the General Assembly”

1.3 Growth of the network

The category of Microfinance Institutions continues to make the bulk of AFRACA membership at 49% followed by commercial banks at 19%. (Table 1a)

AFRACA membership has grown steadily over the years, showing tremendous growth of the organization. The micro-finance institutions form the bulk of AFRACA's membership, 47.75% of total membership. A distant second are the commercial banks taking 18% of the total membership.

Figure 2: Membership by region



AFRACA Membership:
 EACRAT
 SACRAT
 WACRAT I
 CACRAT
 WACRAT II

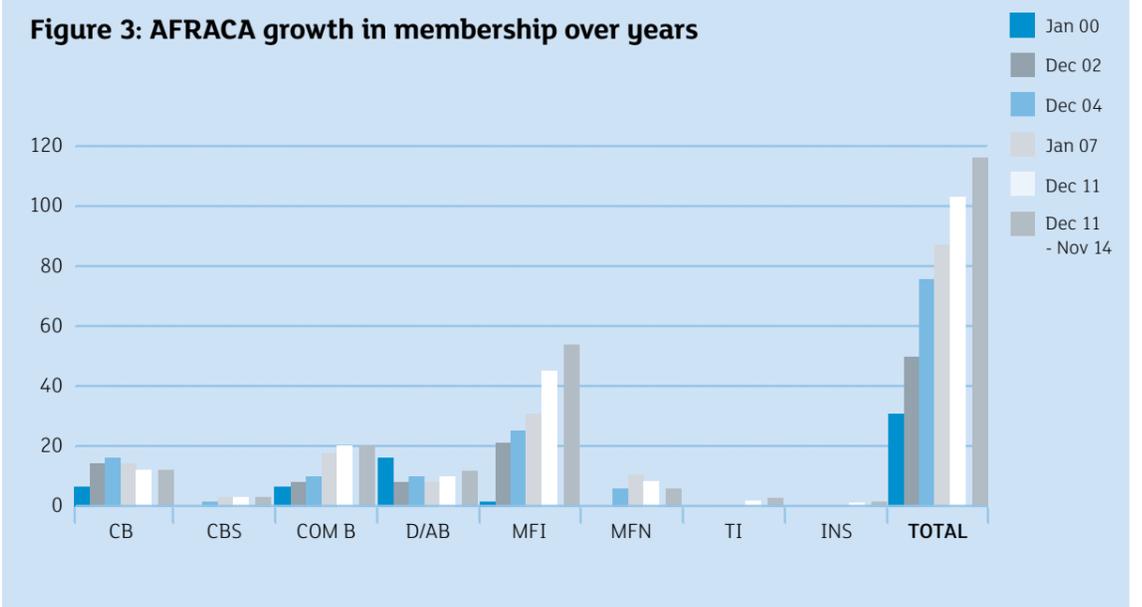
Table 1a:

Member Category	No. of Member in Sector
Central Banks	12
Central Banks similar Institutions	3
Agricultural and Development Banks	14
Commercial Banks	20
Microfinance Networks	5
Microfinance Institutions	53
Insurance Institutions	1
Training Institutions	2
Research Institutions / Universities	1
Total	111

Table 1b:

Member Category	Jan 2000	Dec 2002	Dec 2004	Jan 2007	Dec 2011	Nov 2014
Central Banks	7	13	14	13	12	12
Central Banks similar Institutions	0	0	2	3	3	3
Agricultural and Development Banks	16	9	12	10	12	14
Commercial Banks	8	10	16	18	21	20
Microfinance Networks	0	0	5	9	7	5
Microfinance Institutions	1	21	27	35	46	53
Training Institutions					2	3
Insurance Outfits					1	1
Total	32	53	76	88	104	111

Figure 3: AFRACA growth in membership over years



1.4 AFRACA projects

AFRACA's programmes and activities are anchored in its core strategic focus areas as illustrated below;

a) Policy Development and advocacy

The activities under this component are implemented in close collaboration with member institutions and other stakeholders. This includes convening of policy dialogue platforms with government institutions, ministries, development partners as well as financial regulators which mainly comprises Central Banks.

Such activities are geared towards ensuring that conducive policies, laws and regulations that favour operations of pro-poor financial institutions and for rural areas are in place. Policy-related research also forms part of AFRACA's policy and advocacy activities which informs the development of policy documents.

b) Capacity Building & Training

Capacity building activities are geared towards strengthening the capacity of member institutions through training workshops, thematic workshops, exchange/ learning visits and facilitating linkages with other organizations.

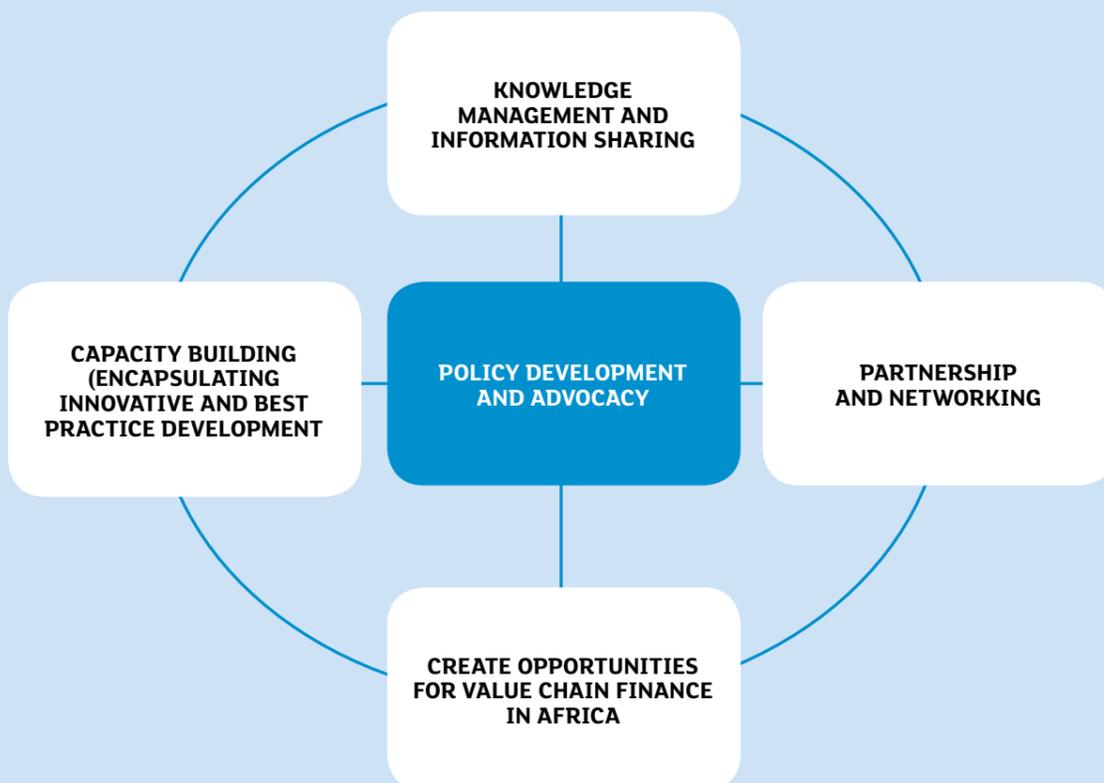
c) Partnership Programme and Networking

AFRACA Partnership activities aims to develop partnerships at two levels; institutional and donor level. The institutional partnerships are aimed at enhancing the service provision to AFRACA member institutions. The donor partnerships are intended to realize both technical support as well as financial support.

d) Knowledge Management and Communication

AFRACA plays a key role in collating and disseminating Agri-finance and other related information to member institutions. The Association maintains the use of the following platforms as knowledge-sharing channels; AFRACA News, AFRACA's Website and the KMP (Knowledge-Management Programme)

Figure 4: AFRACA Core Strategic Focus Areas



1.5 Objectives of the Joint Impact Assessment

Over the Years, the nature of CTA's Support to AFRACA has been mainly through its Seminar Support Programme (SSP). The support entailed sponsorship of participants from various institutions in ACP countries covering travel costs and conference fees to enable participants attend AFRACA conferences, workshops and learning visits. These were short-term interventions (event-based) with minimal evidence of any additional follow-ups to assess impact of knowledge gained. However, with the in-depth study soon to follow, there is still an opportunity to gather significant evidence since most participants/institutions are active within the AFRACA network.

Below is a summary of Key AFRACA activities supported by CTA as well as the financial outlay; (Table 2 & 3)

Over a decade later, CTA and AFRACA considered it wise to look back with a view to reviewing the partnership and its results (both negative and positive, whether planned for or accidental), with the aim of documenting and sharing experiences, learning from the process, and replicating success stories where they exist.

An impact study therefore, was commissioned by CTA in 2014 to:

- (i) Analyse CTA's support to AFRACA over the last 10 years.
- (ii) Identify intended outcomes of the support, whether they were achieved and well they were achieved.
- (iii) Identify and analyse the intended outputs of any such activities.

- (iv) In detail, study the impact of the support (intended or unintended) on:
 - AFRACA as an organisation, its structures, its strengths and ability to fulfil its mandate.
 - AFRACA membership, as the clients of the organisation for whom the support was more oriented towards. These are the intended direct beneficiaries of the interventions.
 - Benefits to the clients of the AFRACA members, their associates and partners.
 - Benefits to other sectors and sector players for whom the interventions were not directly oriented towards. These are the indirect beneficiaries.
- (v) Analyse what worked well, how, for whom and with what effect.
- (vi) Analyse what didn't work well, for whom and identify the impacts.
- (vii) Identify key outcomes and lessons, and make recommendations.

The CTA/AFRACA Joint Impact Study involves three phases namely:

a) The planning phase

This consisted of desk-based correspondence between AFRACA and CTA staff to lay down the scope, methodology, terms of reference (TOR) and budget. The bulk of the work was conducted with members of CTA who would

guide the process and develop the necessary tools for the study. During this phase, CTA developed TORs and contracts, trained internal resource persons on the expected deliverables and developed the 5 Capabilities (5Cs) model and the logical framework for the study. An external resource person was also engaged to facilitate the process

b) Quick scan and mid-term review phase

This involved a phased (step-by-step) approach in carrying out the study following the three elements above. The assignment which took approximately two (2) weeks to conclude, incorporated various data collection tools such as;

- (i) Desk reviews: This was applied when tracing for historical information on AFRACA-CTA activities. Some of the reference documents included AFRACA Strategic Plan, Seminar Concept Notes, Workshop/Seminar Evaluation forms, funding-related communication between AFRACA and CTA, Logistical Information and Feedback reports from sponsored participants.
- (ii) Mini-interviews: Applied when conducting interviews with secretariat staff for the Capability component (5 C's). Only six out of the eight secretariat staff participated in the interviews.

Table 2: Conferences and Study Visits

1	14th AFRACA General Assembly meeting held in Johannesburg, South Africa in November 22 – 26, 2004.
2	Study Visit on Micro- Finance in Africa, Kenya 16 – 27 May, 2006.
3	Study visit on the Role of Women in the Development of Micro-finance in Africa, Kenya 18 – 29 September, 2006.
4	The 4th AFRACA Central Banks Forum 9 – 11 May, 2011 - Mombasa, Kenya.
5	Sub-regional workshop: Niamey, Niger with a particular focus on Warehouse Receipt Experiences in West Africa, March 27 – 29, 2013.
6	AFRACA Southern Africa sub region workshop, Value Chain Financing – the Experience of Southern Africa-sub region in Livestock Value Chain Development, Livestock Insurance case studies, Pretoria, South Africa, June 2013.
7	Three days lessons learnt forum to focus on Lessons Learnt, Best Practices and Review of Findings of the Consultancy Case Studies, November 2013, Dakar, Senegal.
8	Fin4Ag Conference: Revolutionizing Finance for Agri-Value Chains; Nairobi, Kenya, July 14 – 18, 2014.

Table 3: Knowledge Management and Research

1	Publication on "Experiences in African Value Chain Finance".
2	Study on "Collateral Management for Smallholder-Inclusive Value Chain Finance".
3	Study on "Mapping Best Practices on Agricultural Value Chain Finance among African Financial Institutions".
4	Study on "Opportunities for Value Chain Finance for Intra-African Food Trade".

(iii) **Analysis and Peer Review:**
The feedback from respondents was rated according to the guidelines of the questionnaires and analyzed. Findings of the quick scan study was shared during a peer-review meeting in Rome, Italy on 21st- 24th October, 2014 for further analysis.

c) In-depth study phase
(August to December 2013)

Being a regional association of sub-Saharan financial and non financial institutions involved in promoting agricultural financial inclusion in Africa, AFRACA's mission is improving the rural and agricultural finance policy through the promotion of appropriate policy framework and to support member institutions to provide sustainable quality financial services to the rural and agricultural community thorough introduction of cutting edge banking practices and adoption of innovative products. From the mission, the need structured policy influence and promotion of innovative financial practices can't be overemphasised. It is from this core business of the organization that the in-depth study focuses on with a specific intention of identifying changes in policy, financial practices (innovations) of its members.

“..AFRACA's mission is improving the rural and agricultural finance policy through the promotion of appropriate policy framework and to support member institutions to provide sustainable quality financial services to the rural and agricultural community..”

THE QUICK SCAN



2.1 Design and Approach

The Quick Scan study was carried out by two AFRACA internal consultants. The study traced 10 years of AFRACA-CTA partnership focusing on the impact of interventions supported by CTA and implemented by AFRACA. The study looked at various aspects of the interventions such as, what changed, why these changes occurred, whether there were any unexpected changes or surprises and what would have been done differently to get greater results out of the interventions.

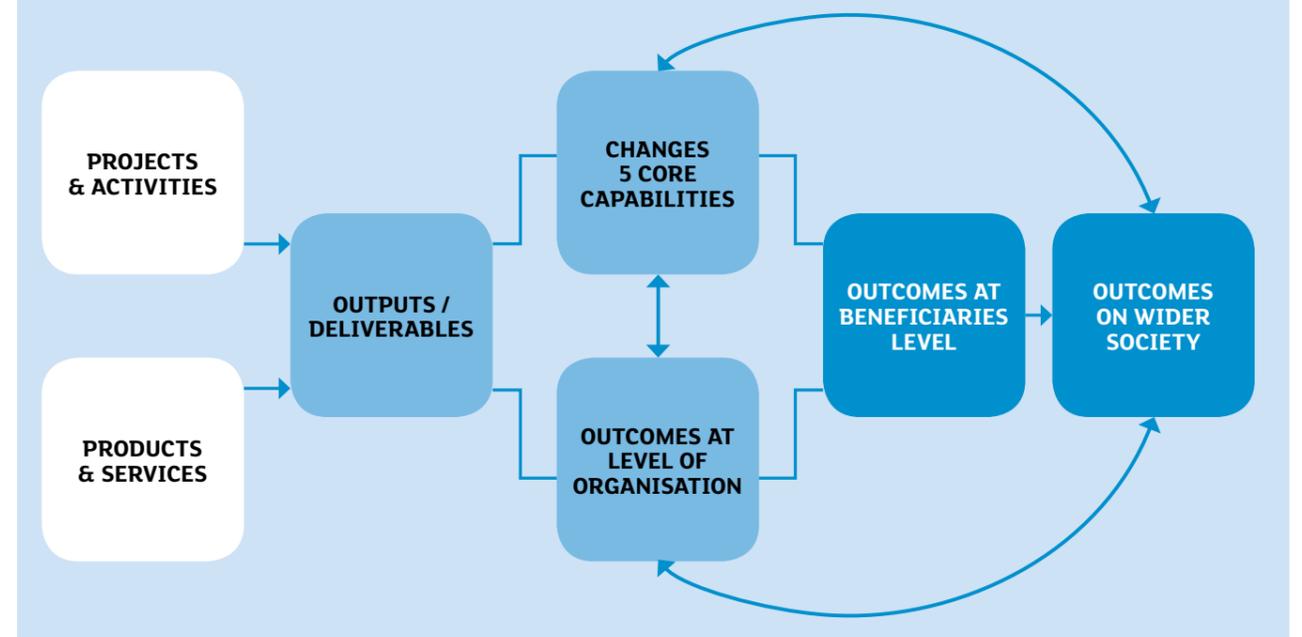
The quick scan study was undertaken using the Capacity-centered Impact Pathway Analysis (CcIPA) model developed by CTA. The CcIPA model is an innovative approach to impact assessment that deviates significantly from conventional methodologies in several aspects, including promoting self-assessment and the use of the logic model to assess a combination of different activities/programmes as opposed to the common practice of looking at a single project. The organisation which currently hosts CaFAN's secretariat. Telephone interviews were also undertaken with a representative of MNIB in Grenada, which is a strategic partner of CaFAN as well as the head of the Grenada Agricultural Society (GAS), a member organisation of CaFAN. In Jamaica interviews were held with six JAS staff members.

Site visits were undertaken to three farms in SVG. The site visits contributed to a better understanding of the scale of operations of beneficiaries and provided first-hand accounts of how farmers were either improving or changing farm practices based on specific inputs, technical or otherwise, from CaFAN.

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:** This element looks at the capabilities of CTA partner organisations/ networks in undertaking the activities. It can be summed up as a self-assessment tool for organizations that incorporates five areas of capabilities (5C's). These can be also described as outcomes at level of the organisation or network.

Figure 5: The Capacity-centred Impact Pathway Analysis Model



- (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 consultants adopted a phased (step-by-step) approach in carrying out the study following the three elements above. The assignment which took approximately two (2) weeks to conclude, incorporated various data collection tools such as;

a) Desk reviews:

This was applied when tracing for historical information on AFRACA-CTA activities. Some of the reference documents included AFRACA Strategic Plan, Seminar Concept Notes,

Workshop/Seminar Evaluation forms, funding-related communication between AFRACA and CTA, Logistical Information and Feedback reports from sponsored participants.

b) Mini-interviews:

Applied when conducting interviews with secretariat staff for the Capability component (5 C's). Only six out of the eight secretariat staff participated in the interviews.

c) Analysis and Peer Review:

The feedback from respondents was rated according to the guidelines of the questionnaires and analyzed. Findings of the quick scan study was shared during a peer-review meeting in Rome, Italy on 21st- 24th October, 2014 for further analysis.

2.2 The logical framework of analysis of SPC

The study covered the AFRACA secretariat and membership from across the 5 regions. Most of the data was from aggregated reports covering all the events, thus eliminating the need for sampling especially for the desk study. For story harvesting and 5C analysis, however, staffs at the secretariat were targeted with the tool and data analysed to get summaries of their responses.

This study relies more on desk study with aggregated reports forming the major source of the data. Project reports, mid-term reports, end of year reports and various monitoring and evaluation reports aggregated at the head office provided the bulk of the information. This was applied when tracing for historical information on AFRACA-CTA activities. Some of the reference documents included AFRACA Strategic Plan, Seminar Concept Notes, Workshop/Seminar Evaluation forms, funding-related communication between AFRACA and CTA, Logistical Information and Feedback reports from sponsored participants.

Interview were applied when conducting interviews with secretariat staff for the Capability component (5 C's). Only six out of the eight secretariat staff participated in the interviews.

AFRACA as an association, with all its members across the different membership categories and regions, formed the study population. For the direct beneficiaries, all the staff and the member formed part of the study population. For ease of comparison, the membership was considered under 9 membership categories identified in the table below. Regionally, the members were clustered into 5 groups (SACRAT, CACRAT, EACRAT, WACRAT I, WACRAT II)

For the desk work, no sampling was needed as most of the reports were aggregated. The interview covered all current technical staffs and 4 former AFRACAs staffs, Since the secretariat is quite thinly staffed, the need for sampling was thus eliminated and the whole population acted as a sample. For the past staffs, the former programme coordinators were selected as they were the ones directly coordinating activities under CTA support.

The aim of this quick scan study is to look back over the last 10 years and reflect on what the organisation or network has been doing, how they did it and what the role of CTA was in the changes over time, while also considering areas where there was no change. The logical framework, therefore, looked into the support areas from four angles;-

- a) How was the area under study before the interventions?
- b) What were the interventions?
- c) What were the outputs born by the interventions?
- d) What are the impacts of these outputs to the organisation, to the membership (direct beneficiaries) and to the larger society?
- e) What worked so well, for whom, what failed to work, for whom, and why in both cases?
- f) What lessons, both positive and negative, were drawn from the process?

Table 4:

	Member Category	No. of Member in Sector
1	Central Banks	12
2	Central Banks similar Institutions	3
3	Agricultural and Development Banks	14
4	Commercial Banks	20
5	Microfinance Networks	5
6	Microfinance Institutions	53
7	Insurance Institutions	1
8	Training Institutions	2
9	Research Institutions / Universities	1
	Total	111



2.2.1 Deliverables- collaboration with CTA

For the better part of the period under review, CTA support to AFRACA was mainly through short-term and event based funding mainly covering logistical costs of the vents such as participants' travel and stay in the venue of the events. The support includes:

- a) 14th AFRACA General Assembly - held in Johannesburg, South Africa in November 22 – 26, 2004.
- b) Study Visit on Micro- Finance in Africa - Held in Nairobi, Kenya on 16 – 27 May, 2006.
- c) Study visit on the Role of Women in the Development of Micro-finance in Africa, Kenya 18 – 29 September, 2006.
- d) The 4th AFRACA Central Banks Forum 9 – 11 May, 2011 - Mombasa, Kenya.
- e) Sub-regional workshop: Niamey, Niger with a particular focus on Warehouse Receipt Experiences in West Africa, March 27 – 29, 2013.
- f) AFRACA Southern Africa sub region workshop, Value Chain Financing – the Experience of Southern Africa-sub region in Livestock Value Chain Development, Livestock Insurance case studies, Pretoria, South Africa, June 2013.

- g) Three days lessons learnt forum to focus on Lessons Learnt, Best Practices and Review of Findings of the Consultancy Case Studies, November 2013, Dakar, Senegal.
- h) Fin4Ag Conference: Revolutionizing Finance for Agri-Value Chains; Nairobi, Kenya, July 14 – 18, 2014.
- i) Publication on “Experiences in African Value Chain Finance”.
- j) Study on “Opportunities for Value Chain Finance for Intra-African Food Trade”.
- k) Study on “Mapping Best Practices on Agricultural Value Chain Finance among African Financial Institutions”
- l) Study on “Collateral Management for Smallholder-Inclusive Value Chain Finance”.

2.2.2 Outcomes at the Organisational Level

The outcomes of activities supported by CTA at organizational level are summarized in the tables opposite;

Table 5: Logical Model Summary for Conference and Study Visits

Activities Supported by CTA	Outputs / Deliverables	Outcomes at the Partner Organisation
Conferences and Study Visits		
<ul style="list-style-type: none"> • 14th AFRACA General Assembly • Study visit on Mirco-Finance in Africa, Kenya • Study visit on the Rold of Women in the Development of Micro-Finance in Africa • The 4th AFRACA Central Banks Forum • Sub-regional workshop: Niamey, Niger • AFRACA Southern Africa sub region workshop • Three day lesson learnt forum-Daker • Fin4Ag Conference 2014, Nairobi 	<ul style="list-style-type: none"> • Conference reports complied • Logistical notes • Speaker presentations • Feedback reports from sponsored participants • Learning and Knowledge sharing events • Participation of ACP Nationals to attend Conference 	<ul style="list-style-type: none"> • Facilitate and promote learning among AFRACA members countries • Provide a platform for policy dialogue to influence policy in agriculture and rural finance • Achievement on shared objective of strengthening small holder inclusive value chain finance in Africa through improved supply of finance and improved support environment • Increased profile and competitiveness of the Network manifested through membership growth and new partnerships and collaborations

Table 6: Logical Model Summary for Knowledge Management & Research Activities

Activities Supported by CTA	Outputs / Deliverables	Outcomes at the Partner Organisation
Knowledge Management & Research		
<ul style="list-style-type: none"> • Publication on experience in African value chain finance • Study on “Collateral management for small holder- inclusive value chain finance” • Study on “Mapping best practices on agricultural value chain finance among African financial institution” • Study on “Opportunities for value chain finance for intra-African food trade” 	<ul style="list-style-type: none"> • Quarterly publication of experiences in AFRACA communication channels • Study reports • Conference papers • Present findings during various AFRACA forums 	<ul style="list-style-type: none"> • Generation on new knowledge in agriculture finance • Building research capacity within AFRACA • Promote development of innovative rural finance practices and products among AFRACA members

2.3 The 5 Core Capabilities of SPC

2.2.3 Outcomes with the Direct Beneficiaries

The direct beneficiaries of AFRACA are generally AFRACA Members who include;

- Banks (Commercial, Agricultural & Central Banks)
- Microfinance institutions and similar institutions
- Government ministries (Finance, Agriculture) and their programmes.
- Non-Governmental organizations dealing with financing any of the value chain components
- Non-financial companies working in the sector (producers, processors, exporters, marketers, and input suppliers)

Expected outcomes of participants taking part in AFRACA conferences and study visits are as follows;

Participants;

- Have benefited from the sharing of experiences with other participants on different agri-finance models, financial innovations, regulatory frameworks and best practices in rural finance.
- Have gathered information to enable them improve their institutional operational systems, service delivery methodologies, products offered, and outreach mechanisms;

- Be able to disseminate to other members of their organizations, best practices and innovations learnt from the conferences and exchange visits.
- Enrich member experiences and enable expanded growth in operations of the institutions so that the benefits can trickle down to rural entrepreneurs.

2.2.4 Outcomes with Indirect Beneficiaries

For AFRACA, the wider society would generally constitute;

- The Agricultural Community in Africa
- Policy Makers and Training Institutions
- Other Partners and like-minded Networks

Expected outcomes of AFRACA-CTA deliverables to the Wider Society would

- Improved synergy in regional/continental efforts in agricultural and rural development
- More awareness and a better understanding of rural and microfinance and its role in economic development through research, seminars, workshops and publications.
- Ultimately, more awareness and development of better policies in place will result to enhanced access to rural finance for agricultural development in Africa.

N/B It is important to note that the above are the expected outcomes prior to the conferences and study visits as outlined in the seminar concept notes and other related documentation. These are yet to be verified and supported by solid examples from participants. The in-depth study is expected to verify the expected versus actual outcomes.

Using the 5Cs model, interviews with past and current staff members at the secretariat were conducted to study the impact of CTA support on the various capacity capabilities of AFRACA. The 5C's questionnaire was used as a guide for conducting the interviews and gathering feedback.

2.3.1 Capability to act and commit

The AFRACA was rated very strongly on its action-oriented leadership as well as organizational commitment.

The leaders actively participate in AFRACA's strategies and activities thus enabling the organization to achieve its mandate and grow despite having a lean secretariat. The levels of commitment to the organization's drive is high across the board. Decision making within the organization is very participatory. There was a general feeling however that the decision making process is at times not based on information leading to uninformed decisions.

Table 7: Ratings for AFRACA's Capability to Act & Commit

	Main Domain	Key Question	Average Score
1	Leadership and management	Does AFRACA have an action oriented leadership?	4
2	Organizational commitment	Is AFRACA's culture Committed?	3
3	Decision making structures/ mechanisms	Decisions are made based on information?	3
		Decision making is participatory?	4
Total Average Score			3.75

Domain being rated (1=Low, 2=to a limited extent, 3= to a moderate extent, 4=to a strong/significant extent, 5=fully/very strong)

“The AFRACA was rated very strongly on its action-oriented leadership as well as organizational commitment”

2.3.2 Capability to adapt and renew

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

2.3.3 Capability to Deliver Products and Services

Project-related questions yielded a much higher rating. This was because Staff felt that new recruitments at the secretariat have greatly enhanced AFRACA's capabilities in implementing and developing new projects. Quality Assurance scored fairly well as majority of the staff felt they were not very much aware of quality assurance systems at the secretariat. In regards to infrastructure, staff felt the infrastructure at the secretariat was adequate in the current situation. However they seem optimistic for improved infrastructure in the near future as more activities are undertaken by the secretariat.(Table 9)

Table 8: Ratings for AFRACA's Capability to Adapt & Self Renew

Main Domain	Key Question	Average Score
1 External Environment	The organization takes external environment changes well into account	4
	AFRACA has adequate incentives for a learning culture	3
	AFRACA's HR policy is well implemented	3
2 Internal Environment	Are AFRACA's internal communication channels open?	4
	Feedback from stakeholders is taken into account in daily processes	3
3 Monitoring & Evaluation	The M&E process contributes to improving projects	2
	Total Average Score	3.16

Domain being rated (1=Low, 2=to a limited extent, 3= to a moderate extent, 4=to a strong/significant extent, 5=fully/very strong)

2.3.4 Capability to relate

The Secretariat scored the highest on this capability suggesting a high capability to relate. A common reference point was the just concluded Fin4Ag International Conference which may have largely influenced the high ratings. It is the assumption therefore that this may not have been the case perhaps 2 or 3 years ago.

Being a network, its ability to bring together members and liaise with other financial networks was considered high. This has enabled the organization successfully execute learning and experience sharing exchange tours within and even beyond the continent. (Table 10)

Table 9: Ratings for AFRACA's Capability to Deliver

Main Domain	Key Question	Average Score
1 Implementation of activities/ projects	Staff are competent to do tasks and duties assigned	4
	The infrastructure is adequate to perform the job?	3
2 Project/ activity initiation or phasing out/ termination	The type of projects that are undertaken fit in the overall strategy	4
3 Quality Assurance Mechanisms	The quality of AFRACA's work is well assured?	3
Total Average Score		3.5

Domain being rated (1=Low, 2=to a limited extent, 3= to a moderate extent, 4=to a strong/significant extent, 5=fully/very strong)

Table 10: Ratings for AFRACA's Capability to Deliver

Main Domain	Key Question	Average Score
1 Level of engagement and influence of organization in networks, alliances and collaborative efforts	AFRACA is involved in all relevant networks	4
	Do the networks add value to the organization?	4
2 Mandate	-	-
3 Visibility/ credibility - Reputation or status/visibility-credibility/image	Does AFRACA have a strong reputation among its stakeholders?	4
Total Average Score		4

Domain being rated (1=Low, 2=to a limited extent, 3= to a moderate extent, 4=to a strong/significant extent, 5=fully/very strong)

2.3.5 Capacity to Achieve Coherence

Staff had a high regard on the capabilities of internal management hence the high ratings for Governance Structure, Vision and Strategy. Similar to the other domains on HR matters the rating was relatively fair. The general feeling was that the management is very supportive of staffs and invest resources in nurturing and growing its staffs. Most past staffs have gotten better jobs with other organization, which is an indication that they grew for the time they were with AFRACA. The current staffs are very clear of the organization strategies and most of their operations are guided by the strategic plan. There is a HR policy which is regularly reviewed. In terms of competencies, there was a feeling that some members of staff lacked adequate competencies to handle some assignments under their dockets.

2.3.6 Summary of AFRACA's areas of competency

The capacity to relate was best rated averagely, mainly due to the ability of AFRACA to mobilize and maintain members who generally contribute to its growth and visibility. The high profile workshops and seminars organized by AFRACA, and supported by CTA in the last 10 years have raised the reputation of AFRACA as a reliable and influential network within the African region. This is evident in the growing membership and expansion in coverage of AFRACA during the time under review.

The capacity to deliver was rated lowest, with the quality assurance being the major gap identified. There was a feeling that there is need for AFRACA to develop quality and high end services that would be attractive to its membership. There is also need for AFRACA to enhance its quality control measures, and invest more in feedback mechanisms to enhance quality of services to members. The Monitoring and Evaluation department within the organization is weak, thus abating the experiential learning within the organization.

Overall, AFRACA's capabilities scored averagely well, with a mean score of 3.6. However it was hard to attribute the changes in the Secretariat capabilities over the last 10 years mainly due to loss of institutional knowledge and relatively new staff at the Secretariat. A more objective approach will necessarily entail consulting beyond the Secretariat by involving AFRACA members, partners as well as stakeholders during the in-depth study.

Table 11: Summary of AFRACA's areas of competency

Area of Competency	Average Score
Act & Commit	3.75
Adapt & Self Renew	3.16
Capacity to Deliver	3.5
Capacity to Relate	4
Capacity to Achieve Coherence	3.6

Domain being rated (1=Low, 2=to a limited extent, 3= to a moderate extent, 4=to a strong/significant extent, 5=fully/very strong)

2.3.7 Analysis

The following is an analysis of findings at the various stages of study.

Analysis of AFRACA-CTA Outputs/Deliverables:

The stage involved collating and aggregating historical data of past activities (10 years) of CTA supported activities to AFRACA.

- The key challenge during this stage was loss of institutional knowledge due to turnover of staff over the years. This was further compounded by the fact that the nature of CTA's support was short-term (event-based), particularly during the period 2004-2007. As a result, data was very scanty with no detailed documentation (reports) of AFRACA-CTA interventions, apart from attendance sheets and logistical information. Ultimately, this also meant minimal evidence of impact was available for generally all events between 2004-2007.
- Evidence of impact however improved much later as AFRACA-CTA partnership became much more enhanced and long-term in nature. For instance, it was only until 2011 (Central Banks Forum) when there was a deliberate effort to get feedback from sponsored participants who attended the conferences and study visits.
- Evidence improved during the current contract 2012-2014 attributed mainly to advancements in technology. There was a wide range of digital evidence depicting various feedback from participants who attended AFRACA conferences, from articles written by some of the delegates, social media responses (both personal and AFRACA's websites), article contributions to AFRACA newsletter and videos as well as photos, Certificates of participation.

Analysis of Changes in the capabilities

- This was an institutional self-assessment exercise that aimed to identify the institutional capabilities of carrying out impact activities.
- Given that the study was conducted by internal staff, and also due to low staff numbers at the Secretariat, objectivity of the feedback provided by staff was an issue. There was also a slight element of biasness 'Do not reveal too much Syndrome'. This was unavoidable since the study was CTA-driven and respondents felt that revealing too much information may compromise future CTA support to AFRACA.

Analysis of Effects (Medium, long-term outcomes/impact)

- The short-term impact of activities particularly at organizational level were much noticeable i.e. increased in membership and high participation and inquiries of AFRACA future activities. Comparatively, this was less noticeable when extended to direct beneficiaries and the wider society.
- Another Key challenge was also verification of expected versus actual outcomes especially for direct beneficiaries and the wider society. The in-depth study to be conducted after the quick scan should assist in this verification of some of the outcomes

Conclusions and Recommendations

- The quick scan study identified aspects of gradual improvement in the support given to AFRACA by CTA. While previous support was intermittent and short-term in nature, the new agreement (2012-2014) provided for a much long-term, predictable support which enabled AFRACA to achieve more deliverables.

- The Study also provided a means for AFRACA to look objectively and question some of its 'capabilities' in implementing activities as well as managing its internal operations. There is therefore need for AFRACA to address capability areas that recorded low scores (e.g. capability to adapt and self-renew on M&E).
- The study created more awareness on how to identify the relevant impact in line with each activity. Nonetheless identifying impact that yield intangible results such as policy and advocacy activities remains a challenge. Perhaps there is a need to incorporate other methodologies to address this challenge.



IN-DEPTH REPORT



3.1 Sampling frame and key questions

The in-depth study commenced in November 2014, took approximately 4.5 months and was conducted by the external resource person and an internal resource person, with support from another staff.

Of the 111 members, 30 were sampled for the study, distributed across the regions and along the membership categories as shown in the table below.

The in-depth study was designed to serve two major purposes:

- verify and support, with evidence, the outcomes/impacts mentioned during the first phase of the study (the quick scan) as well as further investigate those areas that will provide a maximum opportunity for learning; and
- appropriately record the impact of the interventions of the organisation.

AFRACA looked into two main areas of study:

1. Change in policy environment

As the primary and core mandate of AFRACA, creation of a conducive policy environment where the members can optimally and under healthy competitive parameters produce, package and offer products and services that enhance access to rural and agriculture credit is at the heart of AFRACA's mission. Using structured lobby and objective advocacy, AFRACA has been enhancing stakeholders and partners in ensuring that this environment is created and maintained.

2. Change in financial practices and innovations:

AFRACA's second objective is to "Formulate innovative rural finance products and services in collaboration with member institutions". One of the key programme areas within AFRACA is capacity building of its members so as to enhance their capacities to develop, disseminate and adopt innovative technologies and techniques that enhance their service provision in their respective areas of interest. Understanding the success of these initiatives is thus key to this study.

Region	FREQ	% Sample	Total Sample	Central Banks	Central Banks Similar	Agric & Dev Banks	Comm Banks	Micro Finan	Micro Finan Netw	Insur	Training Inst	Research/ Uni
EACRAT	42	37.8	11	1		1	2	5	1	0	1	
SACRAT	21	18.9	4			1	1	3				
WACRAT I	25	22.5	6	1			1	3				
WACRAT II	31	27.9	7	1	1	1	1	3				
CACRAT	6	5.4	2				1	1				
TOTAL	111	100	30	3	1	3	6	15	1	0	1	0

3.2 Methodology

The study mainly relied on questionnaires, targeting individual staffs of targeted members to gather specific quantified information on the kind of benefits acquired by the beneficiaries. This was reinforced by quantitative and qualitative data collected from the AFRACA staffs and key informants through targeted interviews.

The main source information were members themselves, as they are the primary beneficiaries. Other stakeholders working in the study areas, especially past secretariat staff members and executive committee members also proved to be useful sources of information. AFRACA secretariat and staff in charge of operations and programmes were also useful in providing critical information for the study. Literature, captured in reports and publications, was also useful as a secondary source of information.

Two sets of questionnaires were prepared that targeted direct beneficiaries. Three interview schedules were also prepared, targeting the key informants based on their distinct interaction with AFRACA, thus providing distinct targeted information for the study.

The questionnaires were administered to a total of 30 respondents. All the regions were covered by the study with EACRAT having the biggest sample at 11 respondents and CACRAT with the least at 2 respondent. The number of respondent per region was directly proportional to the total number of members from the region, meaning EACRAT has the highest number of members and CACRAT has the least. Of the 9 membership categories, the insurance and the universities had were not sampled as they are only 1 member in each category, thus negligible representation in the sampling formula.

3.3 Findings: Impact of selected activities

3.4 Effectiveness of changing policy

Favourable policy environment is paramount for any meaningful development of any sector to happen. The need for the private sector to lobby and advocate for favourable policy environment cannot be overemphasised. Globally, movements and associations have played key role in shaping the policy orientation of several regions in numerous orientations. The success of this lobby and advocacy is mainly drawn on the strength in numbers brought about by these movement and associations.

AFRACA, as one such association, is therefore naturally expected to have meaningful and structured engagements with the policy makers and decision makers to influence the policy environment. In fact, at the centre of the AFRACA's programmes is policy development and advocacy, which is the binding factor in all the other programme activities. Most of the CTA supported AFRACA activities have an inbuilt policy influence aspect. From the exchange tours, members are expected to not only pick up new and innovative products from the host countries and institutions, but also understand the policy environment under which such products and services operate. Central Banks, being critical players in formulation of fiscal policies within their countries, are also members of AFRACA. They even have their own forum for reflecting and reviewing their operations and influence, and borrowing experiences from each other on, among other things, policy issues and implications. This is therefore expected to have influence of the kind of policies they make thereafter.

Policy influence can happen at 3 levels. The first level is at the organization level. With interaction between members, experiences and knowledge is bound to be shared on internal operations and control. This may in turn influence the internal policies of the membership organizations. At the 2nd level, policy influence can be nationally, where AFRACA, or its members influence the decision and policy makers in their respective countries to ensure it is favourable to the agricultural and rural finance sector. The 3rd level is at the regional level, where AFRACA and its regional executives can influence the policies made at regional or continental level. Understanding the AFRACA's influence at these levels may provide key lessons for future engagement in policy advocacy.

CTA support was not directly linked to policy development and advocacy. As such, any policy development and advocacy initiatives deduced from CTA support is secondary. This, however, doesn't undermine the critical role played by CTA's support in enhancing the capacity of AFRACA and its members to effectively and constructively engage in the development of a conducive policy environment for the agriculture and rural finance facilities to thrive.

As discussed earlier, policy environment exist at 3 levels. In examining CTA's support, consideration of the impact at the three levels is important. At either level, the most critical aspect of policy development and advocacy is evidence gathering, knowledge sharing and experience copying.

This is the gap that has greatly been addressed by CTA's support. By enhancing experience sharing through exchange visits and workshops, the members have been able to understand how different organizations, countries and regions operate, what policy environment exists and how such environment has contributed to the thrive or stunt of the several products and services of interest. By engaging the policy makers, who are to a greater extent the central banks, AFRACA is able to bring together a key stakeholder in the monetary policy environment thus providing a platform for discussions on several key policy aspects.

The Central Banks' forum also presents a favourable environment for sharing of experiences between different countries, with some experiences finding their way across the borders.

“...CTA's support in enhancing the capacity of AFRACA and its members to effectively and constructively engage in the development of a conducive policy environment for the agriculture and rural finance facilities to thrive”

Table 12a:

CTA Supported Activity	CTA's Input	Output	Outcome at AFRACA level	Outcome at Direct Beneficiaries level	Outcome at Indirect Beneficiaries level	
a) Conferences / Workshop/ Tours						
1	14th AFRACA General Assembly meeting held in Johannesburg, South Africa in November 22 – 26, 2004	Logistical support for participants (Transport & Subsistence)	Participants attending the event	Visibility of AFRACA enhanced, Satisfaction of members enhanced, Strategic orientation of AFRACA improved, Policy gaps discussed	Experiences shared, Adoption of innovative techniques from other members, policy positions taken, improved of internal policy environment among members	Introduction of better techniques leads to better services to the society, better policy environment for all.
2	Study Visit on Micro- Finance in Africa, Kenya 16 – 27 May, 2006	Logistical support for participants (Transport & Subsistence)	Participants attending the event	Provision of services to the members enhanced, Achievement of AFRACA's objectives	Experience sharing on internal products and policies, experience sharing on external policy environment. Establishment of departments and policies governing rural and agriculture finance within member institutions	Introduction of new products and services to the clients
3	Study visit on the Role of Women in the Development of Micro-finance in Africa, Kenya 18 – 29 September, 2006	Logistical support for participants (Transport & Subsistence)	Participants attending the event	Achievement of AFRACA's objectives, service provision (capacity building) to the members, Internal capacity enhancement	Development of internal gender friendly policies and products	Introduction of new products and services to the clients, ease of access to credit facilities by the women
4	The 4th AFRACA Central Banks Forum 9 – 11 May, 2011 - Mombasa, Kenya	Logistical support for participants (Transport & Subsistence)	Participants attending the event	Engagement with monetary policy makers, provision of services to members (policy development and advocacy)	Experience sharing on policy issues affecting different countries.	Some policy issues addressed thus creating a conducive environment for all
5	Sub-regional workshop: Niamey, Niger with a particular focus on Warehouse Receipt Experiences in West Africa, March 27 – 29, 2013	Logistical support for participants (Transport & Subsistence)	Participants attending the event	Understanding of policy issues hampering adoption of warehouse receipt	Internal policy reviews based on lessons learnt	Introduction of better products to clients
6	AFRACA Southern Africa sub region workshop, Value Chain Financing – the Experience of Southern Africa-sub region in Livestock Value Chain Development, Livestock Insurance case studies, Pretoria, South Africa, June 2013	Logistical support for participants (Transport & Subsistence)	Participants attending the event	Understanding of policy issues hampering value chain financing	Internal policies encouraging value chain approach to agricultural finance. Country specific lobby issues presented to policy makers for action	Effectiveness on agriculture and rural finance enhanced, better products to clients
7	Three days lessons learnt forum to focus on Lessons Learnt, Best Practices and Review of Findings of the Consultancy Case Studies, November 2013, Dakar, Senegal	Logistical support for participants (Transport & Subsistence)	Participants attending the event	Understanding of specific policy issues affecting agri-finance	Understanding of specific policy issues affecting agri-finance.	Better services to clients
8	Fin4Ag Conference: Revolutionizing Finance for Agri-Value Chains; Nairobi, Kenya, July 14 – 18, 2014	Logistical support for participants (Transport & Subsistence)	Participants attending the event	Understanding of specific policy issues affecting several areas in agri-finance	Understanding of specific policy issues affecting agri-finance. Better informed decision making	Better services to clients

Table 12b:

CTA Supported Activity	CTA's Input	Output	Outcome at AFRACA level	Outcome at Direct Beneficiaries level	Outcome at Indirect Beneficiaries level	
b) Studies/ Research/ Publications						
1	Publication on "Experiences in African Value Chain Finance"	Payment of publication fees	Report published and shared.	Enhanced understanding of VC finance and policy requirement for successful VC financing. Informed advocacy of supportive policies	Identification of policy issues affecting VC finance, development on internal VC finance mechanisms and products	Better products that are more viable to all clients along the VC
2	Study on "Collateral Management for Smallholder-Inclusive Value Chain Finance"	Payment of consultancy fees	Report published and shared	Informed advocacy on policy shift in collateral management	Review of internal procedures for collateral management, introduction of collateral free products	Ease of access to agri-finance facilities enhanced, more clients access credit.
3	Study on "Mapping Best Practices on Agricultural Value Chain Finance among African Financial Institutions"	Payment of consultancy fees	Report published and shared	Service provision to members	Internal policies review on agri-finance, identification of opportunities for profitable finance within VCs	Innovative credit facilities, better access to credit by clients
4	Study on "Opportunities for Value Chain Finance for Intra-African Food Trade"	Payment of consultancy fees	Report published and shared.	Enhanced understanding of VC finance and policy requirement for successful VC financing	Identification of policy issues affecting VC finance, development on internal VC finance mechanisms and products	Better products that are more viable to all clients along the VC



Results

Questionnaires were distributed to individual organizations sampled from all the AFRACA members. The respondents were guided in filling the questionnaire through face to face discussions, phone calls and Skype calls. For the French speaking nations, the questionnaire was translated into French to ease their understanding and response. Their answers were in French and were translated back to English for analysis purpose.

All the members interviewed had participated in CTA supported AFRACA activities. Of the 30 members interviewed, 7% had only attended one of the events. On the other hand, most of the members, cumulating to 47% had attended between 2 to 3 of the events. an additional 30% had attended 4 to 5 events, leaving the remaining 16% as those members who have attended 6 or more CTA supported events. This is illustrated in Figure 6.

Attendance of CTA supported events.

On the publications and study reports, however, dissemination of these publications and study reports ranks lower among the respondents. Of the one publication and 3 study reports, only 13% of the respondent has read the reports. None had read the publication on Experiences in African Value Chain Finance(S1) or the report on opportunities for value chain finance for intra-food trade(S4). 13% had read the report on the mapping of best practices on AVC finance among African institutions (S3) while as 10% had read the report on collateral management for small-holder inclusive VC finance(S4); with 10% reading both reports.

Most respondents (86.7%), however, have gotten useful information from the studies, but not from the reports.

Some of the key lessons of the studies have been shared by AFRACA in their workshops and seminars. 72% of these respondents felt that the content of publications was relevant to their needs. However, 62.4% felt that the information shared was not detailed enough for members to get enough knowledge to adopt a specific technology, 23% felt the information was too complicated, 48.7% wanted the publications to be interpreted into monetary implications to better the understanding of the opportunities presented therein, and 19% indicated that the information was not enough to support informed decision making and calculated risk taking.

Those who felt that the information provided was not detailed enough, gave suggestions on what they thought would make the information adequate: 1) AFRACA to organize a workshop specifically targeting each study area for detailed discussions on the same; 2) AFRACA to organize study tours to successful cases for experience sharing; among others.

Quite a large number of the respondents feel that there has been some improvement in the policy environment since joining AFRACA, with 96.7% stating that they have noticed positive change in the national and regional monetary policies. Further, 86.7% of the respondents stated that they have reviewed their internal procedures, policies and structures based on new lessons that have picked from tours, seminars and workshops. 30% indicated that they have reviewed their procedures on handling of agricultural credit and even created departments and sections within their institutions to handle the same.

Figure 6: Attendance of CTA supported events

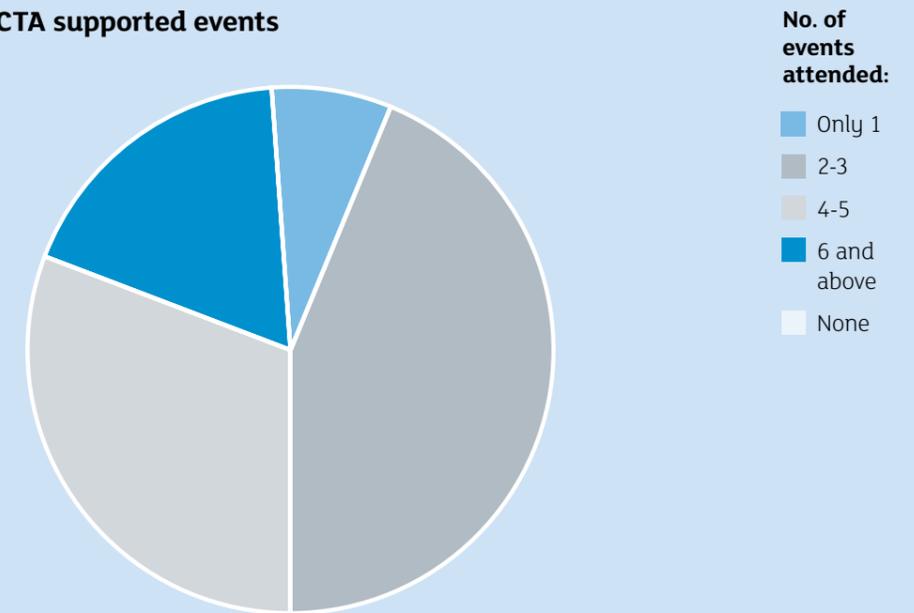
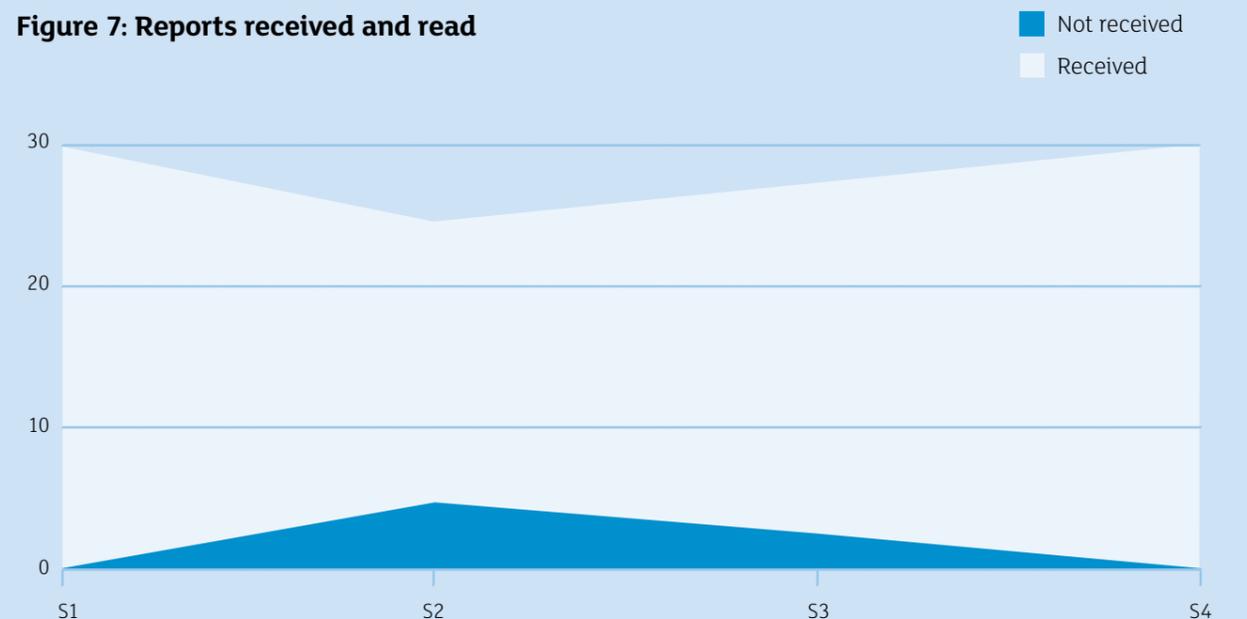


Figure 7: Reports received and read



3.5 Effects of changes in financial practices and innovations

Figure 8: View about the publications and study reports

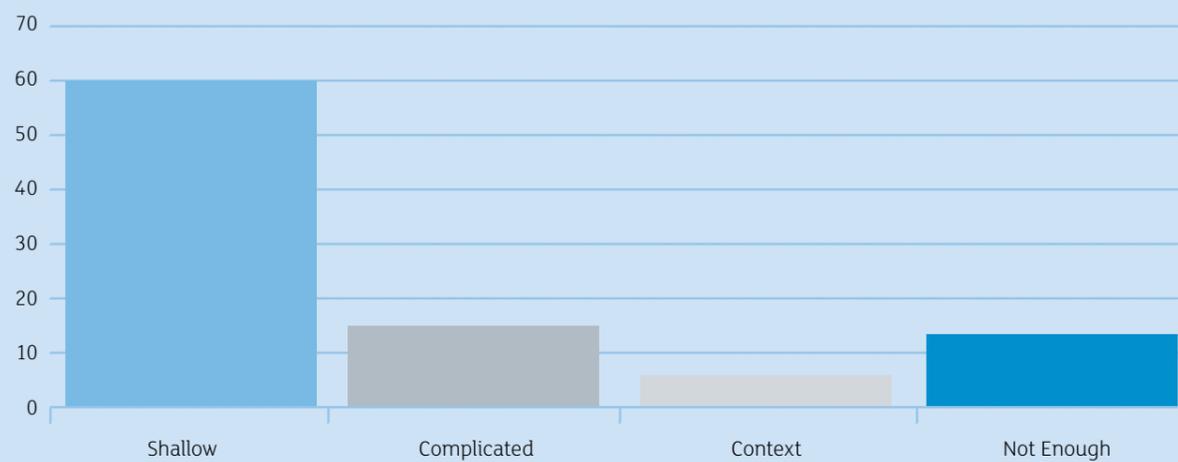
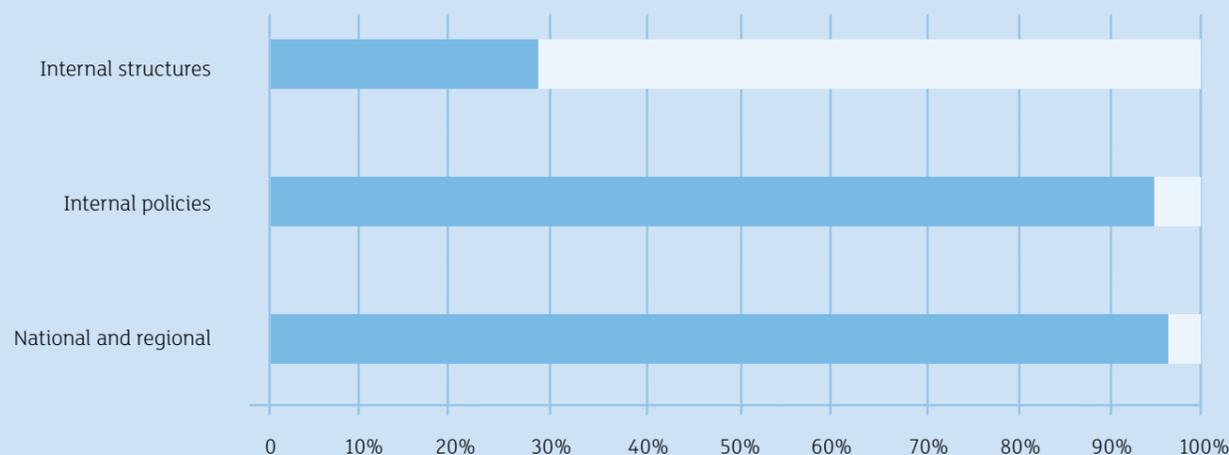


Figure 9:



Policy influence

Some of the influences noted by the study a partnership between Central Bank of Uganda and GIZ where they engaged some policy experts to draft favourable policies for agriculture finance drawing from experiences of other countries. The recommendations are in the process of being approved. The same bank has embraced financial inclusion and financial literacy to the general public with a national programme underway to sensitize the public on agri-finance policies in place. The bank is also administering government designed programmes aimed at boosting agriculture and rural finance by encouraging and supporting financial institutions to develop favourable climate for the same. Most of these initiatives have been informed by experiences shared with other countries through exchange tours and central banks' forums.

During the field visit to Jamaica in May 2013, it was observed how CaFAN works to foster a good working relationship between buyers and growers. At its buyer-grower meeting, buyers and growers explored the concerns of each other and pledged to improve their relationship.

In line with AFRACA's second objective, it is her key mandate to ensure that members are able to continually develop, disseminate and utilize new techniques and technologies that enhance their capacity to provide such products and services that boost their competitive advantage and profitability. These products should also enhance accessibility, affordability and availability of credit facilities to a wider rural catchment, thus stimulating agricultural development for improved food security, job creation, poverty eradication and wealth creation.

CTA's support to AFRACA, to the greatest extent, directly contributes towards this objective. The study tours are more geared towards taking innovative experiences, products and services that the members can learn from and adopt for better practices, services and products. The studies and publications, in themselves, are geared towards identification, understanding and gathering information on new approaches to agricultural and rural finance with an aim of stimulating innovations and adoption of such promising and viable approaches. The seminars and workshops, on the other hand, provides perfect opportunities to brainstorm, evaluate, critique and modify such innovations based on the experiences of different members.

With much investment directed to these activities, and being a very core component of AFRACA's services to the members, it is therefore important to understand how effective they have been and to what purpose they have contributed towards the intended goal. This forms the basis for conducting an in-depth study on this are so as to better understand the impact at various levels.

From the very initial supports, CTA has been consistent in supporting seminars, workshops, meeting, tours and studies over the last 10 years. Most of these activities are geared towards building the capacities of AFRACA members in several aspect of their operations. The studies have been mainly on innovative and new approaches to agriculture financing. APVC approach to rural finance, collateral management in APVC finance, Fin4Ag, among others, have greatly concentrated on innovative and modern approach to agricultural finance.

The change process from these activities are mostly direct. The publications and the studies did provide useful information on new approaches to rural and agriculture finance and clearly identified the opportunities there in for innovation and adoption. These studies formed the baseline and acted as feasibility assessment for the institutions to understand the current situation, opportunities presented by APVC approach to finance and the risks associated with possible innovations, in comparison to the possible returns associated. This enabled the members to make informed decision on what to adopt and what not to adopt. Several institutions have embraced new approaches to rural and agricultural finance,

and have adjusted conventional credit facilities to adopt the new approaches.

The workshops and seminars, on the other hand, did provide a perfect opportunity for discussions and experience sharing on several prospective and in-use techniques and technologies among members. During these seminars, some of these new innovations were demystified, explored and discussed in-depth so that the members could get a better understanding of them. Experiences from the innovators and/or early adopters were also shared and suggestions for improvement discussed. These were backed up by the findings of the studies.

Another key aspect was the exchange and learning tours. These were mainly aimed at giving the members an opportunity to visit other actors within the sector who are doing something differently with an aim of getting first hand and practical experience on their practices, approaches and innovations. The members engaged in several visits within and beyond Africa where several innovations were showcased. All members who participated in these tours indicated that they picked at least one new practice from the hosts or other guests.

“...giving the members an opportunity to visit other actors within the sector who are doing something differently with an aim of getting first hand and practical experience...”

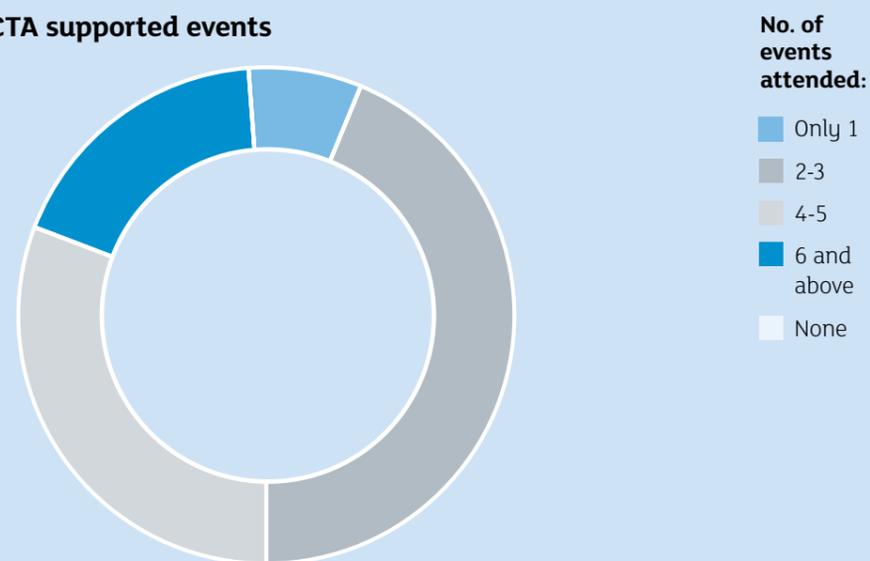
Table 13a:

	CTA Supported Activity	CTA's Input	Output	Outcome at AFRACA level	Outcome at Direct Beneficiaries level	Outcome at Indirect Beneficiaries level
a)	Conferences / Workshop/ Tours					
1	14th AFRACA General Assembly meeting held in Johannesburg, South Africa in November 22 – 26, 2004.	Logistical support for participants (Transport & Subsistence)	Participants attending the event	Visibility of AFRACA enhanced, Satisfaction of members enhanced, More members joined	Experiences shared, Adoption of innovative techniques from other members	Introduction of better techniques leads to better services to the society
2	Study Visit on Micro- Finance in Africa, Kenya 16 – 27 May, 2006	Logistical support for participants (Transport & Subsistence)	Participants attending the event	Provision of services to the members enhanced, Achievement of AFRACA's objectives	Capacity of institutions enhanced. Introduction of new products and services	Offering of better services to the client
3	Study visit on the Role of Women in the Development of Micro-finance in Africa, Kenya 18 – 29 September, 2006	Logistical support for participants (Transport & Subsistence)	Participants attending the event	Achievement of AFRACA's objectives, service provision (capacity building) to the members, Internal capacity enhancement	Development of internal gender friendly products, capacity of institutions enhanced	Introduction of new products and services to the clients, ease of access to credit facilities by the women
4	The 4th AFRACA Central Banks Forum 9 – 11 May, 2011 - Mombasa, Kenya	Logistical support for participants (Transport & Subsistence)	Participants attending the event	Engagement with monetary policy makers, provision of services to members (policy development and advocacy)	Conducive policy environment for innovative APVC finance enhanced	Clients get innovative and more friendly services
5	Sub-regional workshop: Niamey, Niger with a particular focus on Warehouse Receipt Experiences in West Africa, March 27 – 29, 2013	Logistical support for participants (Transport & Subsistence)	Participants attending the event	Understanding of policy issues hampering adoption of warehouse receipt	Capacity enhancement on WRS, Introduction of new services, enlarged client base	Introduction of better products to clients, accessibility to credit enhanced
6	AFRACA Southern Africa sub region workshop, Value Chain Financing – the Experience of Southern Africa-sub region in Livestock Value Chain Development, Livestock Insurance case studies, Pretoria, South Africa, June 2013	Logistical support for participants (Transport & Subsistence)	Participants attending the event	Capacity enhancement on value chain financing	Capacity enhancement on value chain financing, better products developed, client base widened	Effectiveness on agriculture and rural finance enhanced, better products to clients
7	Three days lessons learnt forum to focus on Lessons Learnt, Best Practices and Review of Findings of the Consultancy Case Studies, November 2013, Dakar, Senegal	Logistical support for participants (Transport & Subsistence)	Participants attending the event	Key lessons learnt	Key lessons learnt	Better services to clients
8	Fin4Ag Conference: Revolutionizing Finance for Agri-Value Chains; Nairobi, Kenya, July 14 – 18, 2014	Logistical support for participants (Transport & Subsistence)	Participants attending the event	Visibility enhanced, more members joined	Gained better understanding of several innovative approaches to APVC finance, Shared experiences	Better services to clients, Accessibility and affordability of credit

Table 13b:

CTA Supported Activity	CTA's Input	Output	Outcome at AFRACA level	Outcome at Direct Beneficiaries level	Outcome at Indirect Beneficiaries level	
b) Studies/ Research/ Publications						
1	Publication on "Experiences in African Value Chain Finance"	Payment of publication fees	Report published and shared	Enhanced understanding of VC finance and requirements for successful VC financing	Capacity on APVC finance enhanced	Better products that are more viable to all clients along the VC
2	Study on "Collateral Management for Smallholder-Inclusive Value Chain Finance"	Payment of consultancy fees	Report published and shared	Capacity of AFRACA to serve members enhanced	Review of internal procedures for collateral management, introduction of collateral free products	Ease of access to agri-finance facilities enhanced, more clients access credit free products
3	Study on "Mapping Best Practices on Agricultural Value Chain Finance among African Financial Institutions"	Payment of consultancy fees	Report published and shared	Service provision to members	Internal product and services review on agri-finance, identification of opportunities for profitable finance within VCs	Innovative credit facilities, better access to credit by clients
4	Study on "Opportunities for Value Chain Finance for Intra-African Food Trade"	Payment of consultancy fees	Report published and shared.	Enhanced understanding of VC finance and policy requirement for successful VC financing.	Identification of issues affecting VC finance, development on internal VC finance	Better products that are more viable to all clients along the VC

Figure 10: Attendance of CTA supported events



Results

An intensive literature review on existing reports about the activities and studies was employed. Structured questionnaires were used to collect data from the members and interviews were used targeting key informants and past and present staff members and leaders. Questionnaires were distributed to individual organizations sampled from the all the AFRACA members. The respondents were guided in filling the questionnaire through face to face discussions, phone calls and Skype calls. For the French speaking nations, the questionnaire was translated into French to ease their understanding and response. Their answers were in French and were translated back to English for analysis purpose.

The same respondents as in study area 1 were used for study area 2. One questionnaire was used to capture data for both sections. as such figures for the number of respondents and attendance to events remain as in area 1, with all the members interviewed having participated in CTA supported AFRACA activities.

Of the 30 members interviewed, 7% had only attended one of the events. On the other hand, most of the members, cumulating to 47% had attended between 2 to 3 of the events. an additional 30% had attended 4 to 5 events, leaving the remaining 16% as those members who have attended 6 or more CTA supported events. This is illustrated in Fig 10.

On the publications and study reports, however, dissemination of these publications and study reports ranks lower among the respondents. Of the one publication and 3 study reports, only 13% of the respondent has read the reports. None had read the publication on Experiences in African Value Chain Finance(S1) or the report on opportunities for value chain finance for intra-food trade(S4). 13% had read the report on the mapping of best practices on AVC finance among African institutions (S3) while as 10% had read the report on collateral management for small-holder inclusive VC finance(S4); with 10% reading both reports. This is illustrated in Fig 11.

Figure 11: Reports received and read

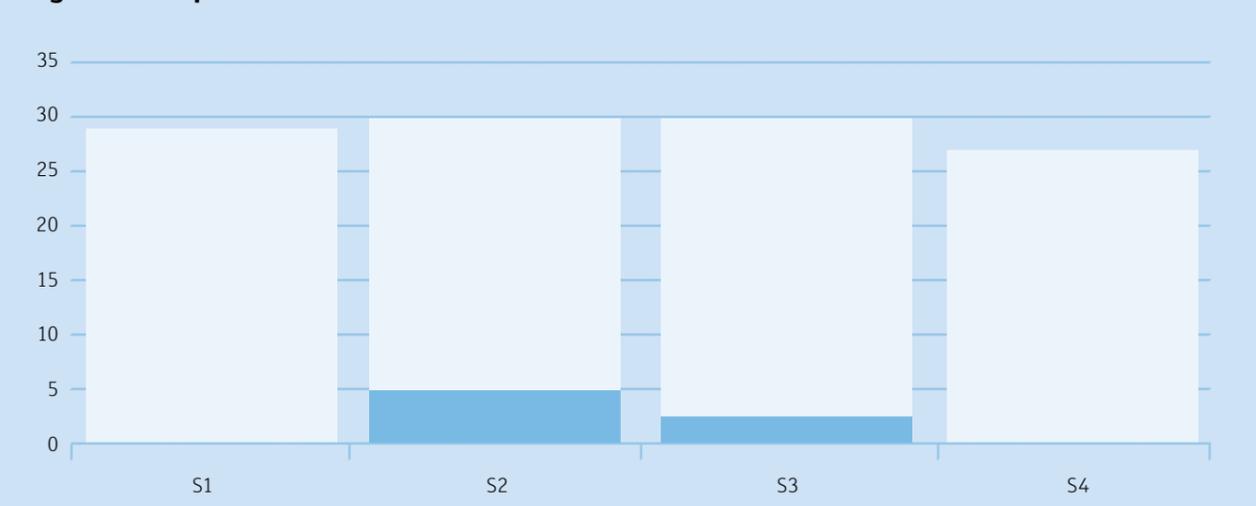
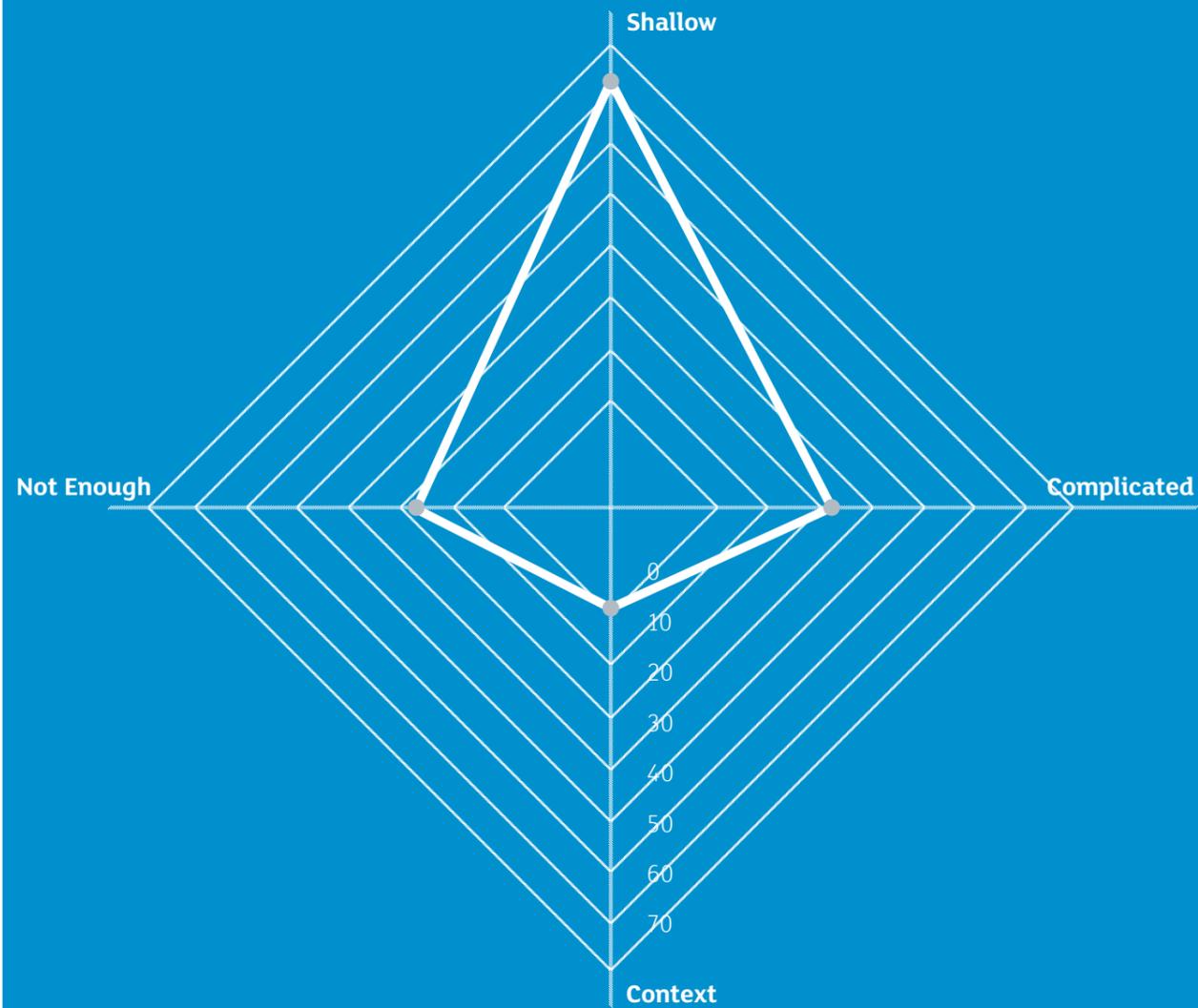


Figure 12: View about the publications and study reports



Those who felt that the information provided was not detailed enough, gave suggestions on what they thought would make the information adequate: 1) AFRACA to organize a workshop specifically targeting each study area for detailed discussions on the same; 2) AFRACA to organize study tours to successful cases for experience sharing; among others.

Most respondents (86.7%), however, have gotten useful information from the studies, but not from the reports. Some of the key lessons of the studies have been shared by AFRACA in their workshops and seminars. 72% of these respondents felt that the content of publications was relevant to their needs. However, 62.4% felt that the information shared was not detailed enough for members to get enough knowledge to adopt a specific technology, 23% felt the information was too complicated, 48.7% wanted the publications to

be interpreted into monetary implications to better the understanding of the opportunities presented therein, and 19% indicated that the information was not enough to support informed decision making and calculated risk taking.

All the respondents felt that they have learned at least one new innovation through AFRACA. At 100%, all those interviewed also concurred that what they had learnt from AFRACA was very useful to their operations. The most popular innovations were Warehouse Receipt System(WRS), with 96.7% of the respondents indicating keen interest in adopting the same; APVC approach to agri-finance, with 90% interest; Collateral management in APVC finance with 80%; mobile banking with 73.3% in comparison with others which were in combination favoured by 26.7%.

Figure 13: View about the publications and study reports

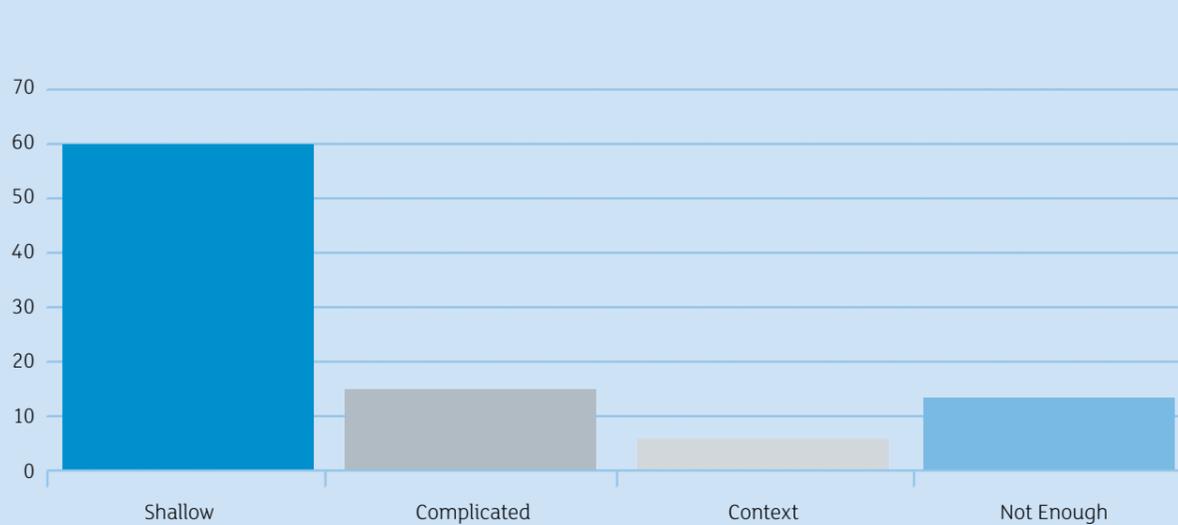
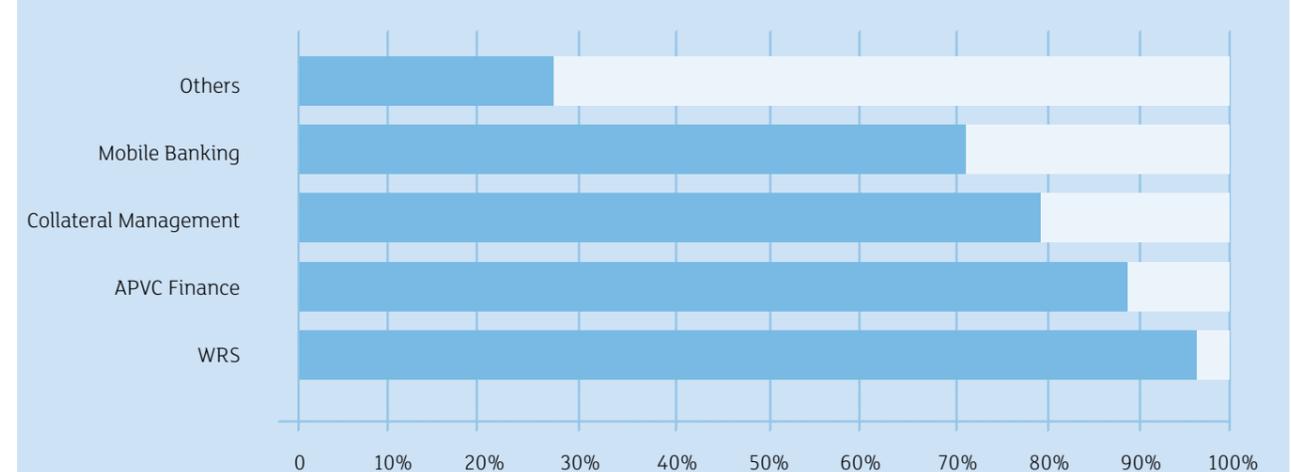


Figure 14: Policy Influence



The adoption levels tells a different story however, with 73.3% of the respondents having adopted at least 1 technology, technique or innovation acquired from these activities. Only 33.3% of the respondents have adopted or are at the advances stage of adopting 2 to 3 innovations, with only 3.3% having adopted more than three innovations.

66.7 of the respondents have adopted mobile banking, in comparison to 53% of whom have already adopted, are in the process of adopting or have laid down structures for the adoption of APVC approach to agricultural and rural finance. A distant third is the collateral management at 20% adoption rate, with warehouse receipt and other jointly at 13.3%.

Asked whether they plan adoption of the innovations if future, 96.7 of the respondents expressed their willingness and commitment to adopt all the innovation in future.

As per the major challenge hindering their adoption of the innovations at the moment, 43.3% of the respondents felt the cost of adoption was the major hindrance to adoption. An additional 26.7% felt that the appropriate level of technical knowhow to support effective uptake on the innovations is missing within their institutions. A further 16.7% felt that the policy environment is still not conducive enough to support the uptake of these innovations, with an additional 3.3% feeling the market dynamics hinder the uptake of the innovations. 10% feels an assortment of other reasons are to blame.

Figure 15: No of innovations adopted

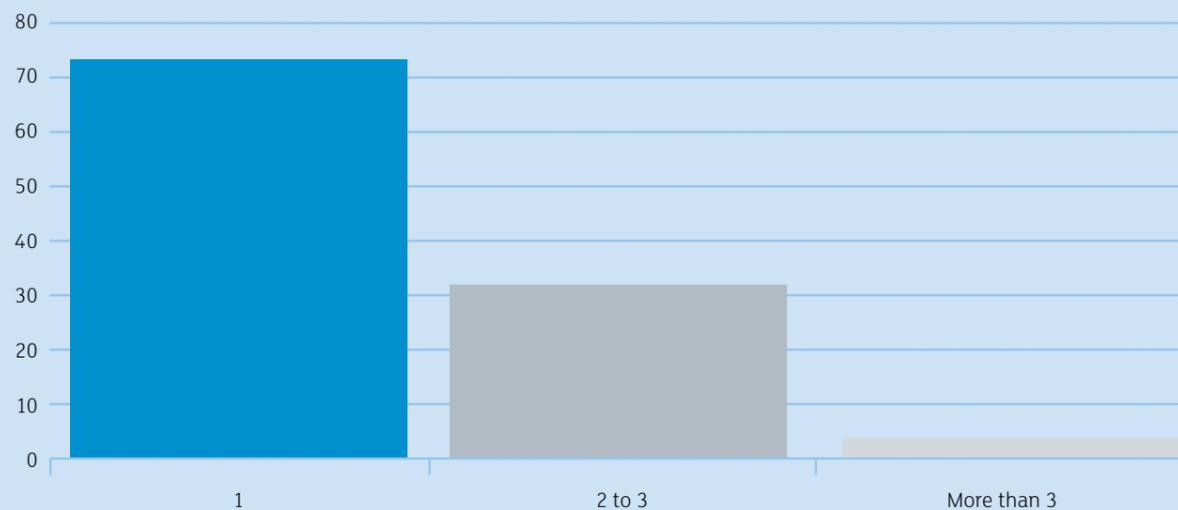


Figure 16: Policy Influence

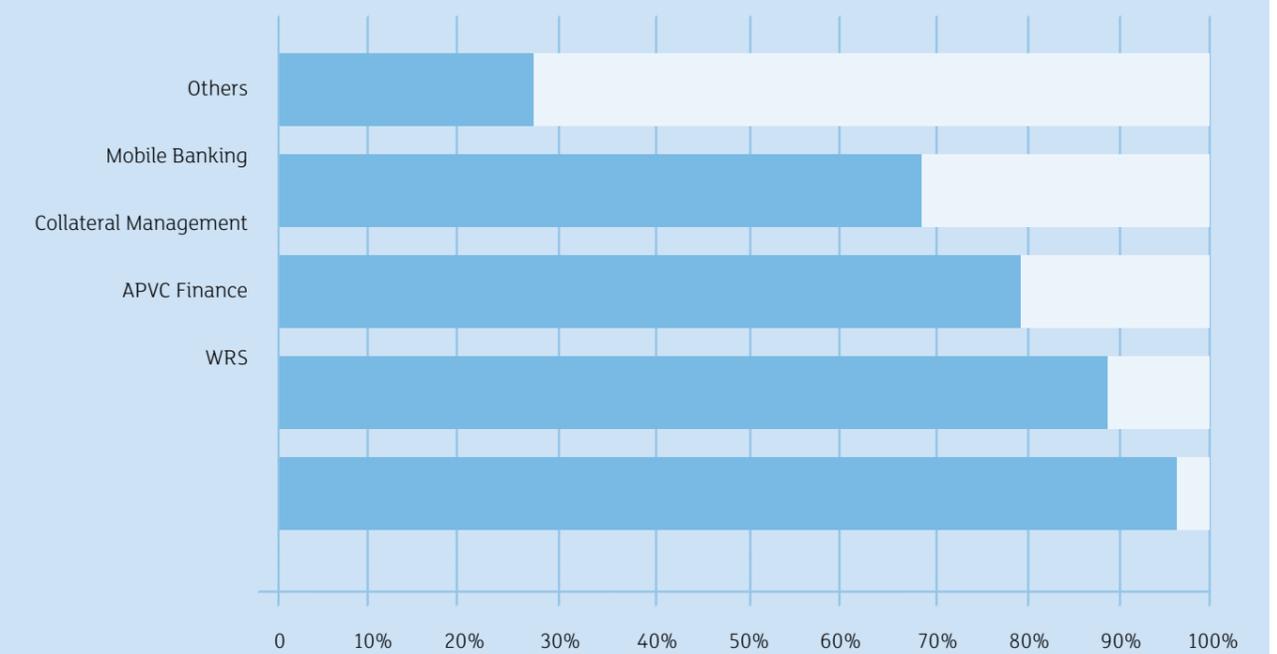
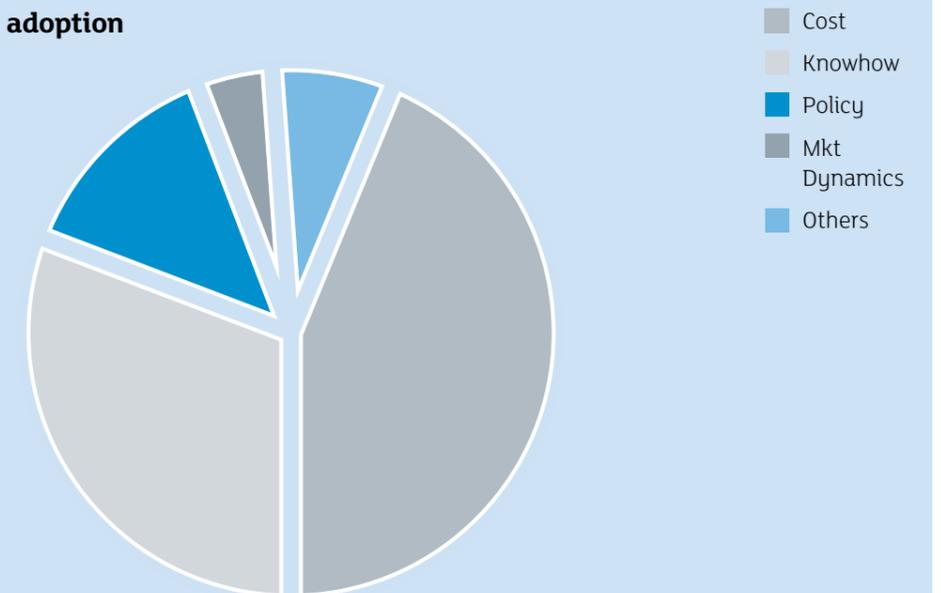


Figure 17: Challenges to adoption



3.6 Analysis

3.6.1 Effectiveness of changing policy

The link between CTA support and policy development and advocacy is not a direct one, but a spill over multiplier effect. The bulk of CTA support has been directed to supporting seminars and workshops, with another bit directed to publications and support for studies. As an unintended impact, however, policy influence has mainly resulted from experience sharing and provision of a platform where pertinent policy issues are discussed.

The greatest level of influence has been at the members' institutions' level, where both written and unwritten rules and procedures governing handling of rural and agricultural credit facilities have greatly changed. Several members reviewed their credit facilities and even established sections, departments and offices to specifically handle rural and agricultural credit. This is mainly based on the lessons learned from the exchange tours, seminars, workshops and research studies undertaken with support from CTA.

Of all these, the greatest level of influence for the national and regional policies has been through the central banks. As the policy makers and the regulators of the monetary and banking sector, central banks are a key player in the dynamism of the policy environment.

By having them on board as AFRACA members and engaging them in discussions on the possibilities, opportunities and the future of rural and agriculture credit, their buy-in is enhanced, thus securing their support and easing the advocacy process. Having a forum for the central banks also gives an opportunity for experience sharing and exchanges, thus bringing the aspect of peer to peer learning. This has resulted to policy influence across the borders. A good example of both scenarios is the Central Bank of Uganda as shared earlier in the study.

The partnership between CTA and AFRACA has borne fruits. AFRACA has been able to indirectly influence the policy environment by building the capacity of their members through seminars, workshops, exchange tours and focused studies, thus enhancing the capacity of the members to lobby from an informed point of view. It has gone further to bring on board the policy makers and provide platforms for discussions and experience sharing on issues of policies. This has resulted into positive policy shift at the institutional, national and regional levels. The challenge here has been tracking the actual policy changes and linking the same to specific interventions undertaken by AFRACA.

“Having a forum for the central banks also gives an opportunity for experience sharing and exchanges, thus bringing the aspect of peer to peer learning”

Impact categories

a) Material wealth/wealth creation

For any business to thrive, an enabling policy environment is paramount. Being mostly private and profit minded entities, AFRACA members have a core mandate of maximizing their profits and capturing bigger clientele. An enabling environment enhances material wealth at 2 levels: First, the institutions are able to viable and profitable businesses thus maximizing on their profits. They are also able to develop products that are accessible to a bigger client base, contributing to their increasing profits. At the second level, favourable products attract more clients, thus enhancing access to credit by the wider community. This in turn stimulates development at the community level, leading to wealth creation in the society.

b) Empowerment/political capital

Exchange tours and studies enhance the information and knowledge levels of the members, thus ensuring structured and guided engagements with other actors, including the political actors. These also goes a long way in enhancing the ability of the members to take up a informed positions in matters political. Having on board policy makers also enhance the capacity of AFRACA to enhance the policy process even at political levels.

c) Social capital CTA support has enhanced the visibility of AFRACA and enabled it to offer better services to the members. By supporting the tours and forums, members have felt the need to join and continue being members of AFRACA as they see the value in it. This in turn has attracted more members as evidence in the growth in membership over time.

d) Human capital/technical empowerment

Exchange tours and the studies have built the capacity of AFRACA staffs and the members on several and critical aspects necessary for their operations. Most of the members are now able to design, develop and run agricultural and rural credit facilities. On the other hand, AFRACA secretariat is able to support their members technically as their capacity on several aspects of rural finance has been enhanced.

e) Environment/sustainable use of resources

Environmental sustainability is an inbuilt component of value chain analysis and development. By adopting APVC based financing, institutions are able to develop products that enhance sustainable resource exploitation and use, thus enhancing environmental sustainability.

Recommendations

There is a need to develop an M&E framework within AFRACA so as to effectively monitor interventions and evaluate their impacts at various level at different stages and timelines. This would not only enhance experiential learning and adoption of key experiences, but also guide the future orientation of the strategies envisioned by AFRACA.

3.6.2 Effects of changes in financial practices and innovations

The link between CTA support and policy development and advocacy is not a direct one, but a spill over multiplier effect. The bulk of CTA support has been directed to supporting seminars and workshops, with another bit directed to publications and support for studies. As an unintended impact, however, policy influence has mainly resulted from experience sharing and provision of a platform where pertinent policy issues are discussed.

The greatest level of influence has been at the members institutions' level, where both written and unwritten rules and procedures governing handling of rural and agricultural credit facilities have greatly changed. Several members reviewed their credit facilities and even established sections, departments and offices to specifically handle rural and agricultural credit. This is mainly based on the lessons learned from the exchange tours, seminars, workshops and research studies undertaken with support from CTA.

Of all these, the greatest level of influence for the national and regional policies have been through the central banks. As the policy makers and the regulators of the monetary and banking sector, central banks are a key player

in the dynamism of the policy environment. By having them on board as AFRACA members and engaging them in discussions on the possibilities, opportunities and the future of rural and agriculture credit, their buy-in is enhanced, thus securing their support and easing the advocacy process. Having a forum for the central banks also gives an opportunity for experience sharing and exchanges, thus bringing the aspect of peer to peer learning. This has resulted to policy influence across the borders. A good example of both scenarios is the Central Bank of Uganda as shared earlier in the study.

The partnership between CTA and AFRACA has borne fruits. AFRACA has been able to indirectly influence the policy environment by building the capacity of their members through seminars, workshops, exchange tours and focused studies, thus enhancing the capacity of the members to lobby from an informed point of view. It has gone further to bring on board the policy makers and provide platforms for discussions and experience sharing on issues of policies. This has resulted into positive policy shift at the institutional, national and regional levels. The challenge here has been tracking the actual policy changes and linking the same to specific interventions undertaken by AFRACA.

Impact categories

a) Material wealth/wealth creation

Innovations are key to reinventing any venture to ensure it remain relevant and competitive in the wake of ever changing operating environment. At the institutional level, being innovative means being able to develop products that are accessible to a bigger client base, thus contributing to increased profits. At the second level, favourable products attract more clients, thus enhancing access to credit by the wider community. This in turn stimulates development at the community level, leading to wealth creation in the society.

b) Empowerment/political capital

Exchange tours and studies enhance the information and knowledge levels of the members, thus ensuring structured and guided engagements with other actors, including the political actors. These also go a long way in enhancing the ability of the members to take up an informed positions in matters political.

c) Social capital CTA support has enhanced the visibility of AFRACA and enabled it to offer better services to the members. By supporting the tours and forums, members have felt the need to join and continue being members of AFRACA as they see the value in it. This in turn has attracted more members as evidence in the growth in membership over time.

d) Human capital/technical empowerment

Exchange tours and the studies have built the capacity of AFRACA staffs and the members on several and critical aspects necessary for their operations. Most of the members are now able to design, develop and run agricultural and rural credit facilities. On the other hand, AFRACA secretariat is able to support their members technically, as their capacity on several aspects of rural finance has been enhanced.

e) Environment/sustainable use of resources

Environmental sustainability is an inbuilt component of value chain analysis and development. By adopting APVC based financing, institutions are able to develop products that enhance sustainable resource exploitation and use, thus enhancing environmental sustainability.

Recommendations

There is need for AFRACA to backstop its member institutions so that she can offer them technical support where such lacks. Most of the innovations being new concepts, AFRACA can be a one-stop-shop for all the information and technical capacity enhancement that these institutions may require so as to effectively innovate, share and adopt these techniques, products and services.

In general, CTA's contribution to AFRACA has been enormous. There is need to have future engagements being well structured so that the specific output, outcome and impact of such supports are clearly captured for smooth and practical evaluation of the outcomes and impacts at a later date.

CONCLUSION

4

4.1 Where to from here?

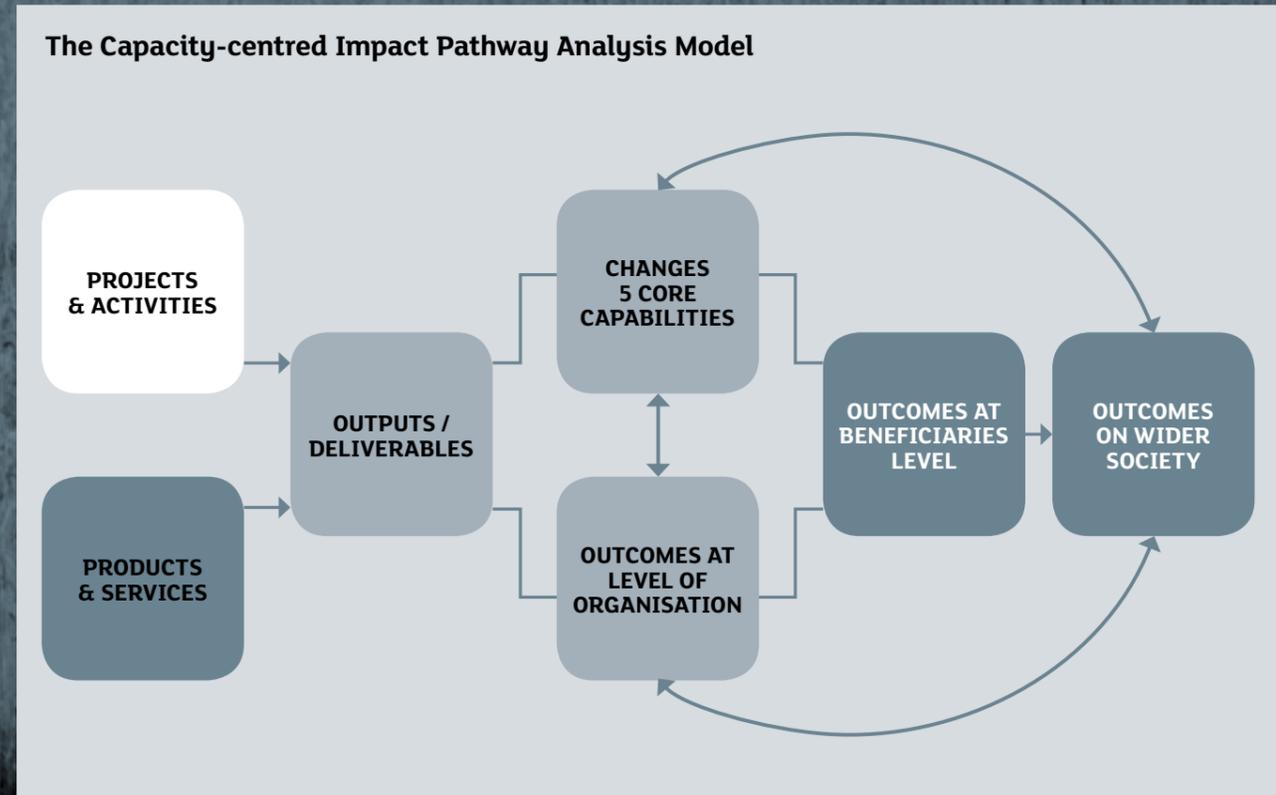
- Sampling: Given the small size at the Secretariat (8 staff) AFRACA should carry out an in-depth study to include a more representative sample so as to boost objectivity of findings of its 5 Capabilities.
- In light of the above, it is highly recommended that the Secretariat recruits an external consultant to assist in undertaking the in-depth study. The consultant will assist the secretariat in various areas such as designing a questionnaire and developing an innovative data collection methodology to effectively reach AFRACA members most of whom are widely dispersed in the region (Africa)
- The in-depth study should also propose ways of assessing intangible outcomes as earlier mentioned. The study also revealed a methodological vacuum in to adequately assess impact of activities that have multiple funders.
- Verification of expected versus actual outcomes remains one of the key objectives of the in-depth study.

PART B: EXPLANATION OF THE CcIPA MODEL AND PROCESS

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

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

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



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 2012¹, this initiative has produced a number of very interesting results that have benefitted the participating institutions, with some of the results, such as the formulation of the CcIPA model itself, likely to be of interest to the wider development community. The other results include: (i) improved understanding of the impact pathways of CTA's and its partners' project interventions, (ii) availability of baseline data for future impact studies, and (iii) strengthened M&E capacities (including CTA's) of the participating organisations. This paper presents the main highlights of this exciting experience.

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

¹ Consultation on 29-30 October 2012 at CTA's Headquarters in Wageningen, attended by representatives of CTA, ANAFE, KENAFF, FANRPAN, CDI-WUR, ECDPM, MDF and two private/individual consultants.

5.2 Context in which the CcIPA model was designed

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

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

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

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

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

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

5.3 Implementing the impact study through different phases

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

During the planning phase, CTA and partners recognised the need for an effective implementation strategy that would ensure good communication among the participants as well as their full commitment to the study. A key element of the strategy was to implement the study in two distinct phases - a quick scan of approximately three months, followed by in-depth studies.

It was also agreed that each partner organisation has responsibility for managing their case study, including the selection of an external M&E expert, based locally, who will work with the staff member appointed to serve as the focal point. The external expert brings the technical support while the staff member brings the data and information.

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

Table 1a: Planning phase

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

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

5.4 The CcIPA model explained

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 & EU-based advisers
Peer reviewing of quick scan reports	CTA/ CDI-WUR/ ECDPM
Revision and finalisations of quick scan reports & PPTs	Partners/ local consultants
Selection of in-depth study topics	Partners
Finalisation of guidelines for the in-depth studies	CTA & CDI-WUR

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) & reporting	Partners & local consultants
Peer review & revision of in-depth study reports	CTA & CDI-WUR
Finalisation, peer review & revision of in-depth study reports	Partners & local consultants

Table 1d: Follow-up phase

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

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.

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 Oxfam⁵ 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

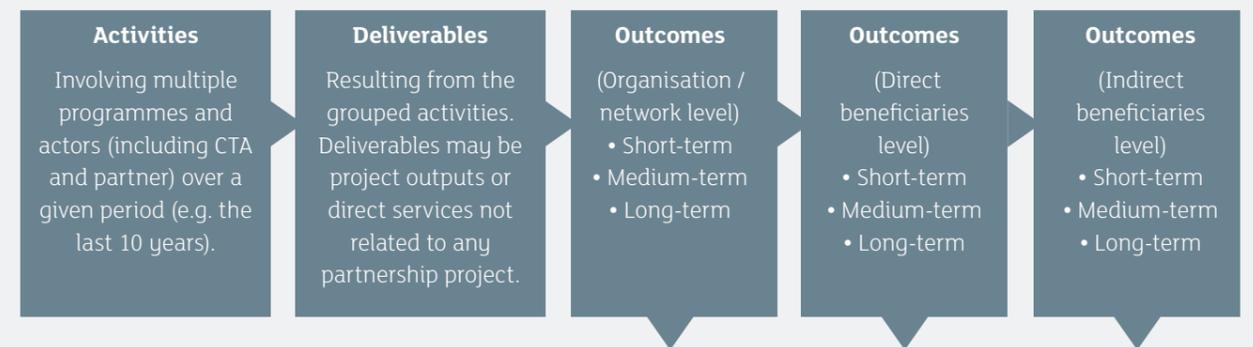
As shown on the opposite page, the five categories of impact included in the CcIPA model are: (i) wealth/ capital, (ii) political empowerment, (iii) human/ technical empowerment, (iv) social capital and (v) natural resources/ environment.

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

⁵ Chris Roche 1999; Impact assessment for development agencies – learning to value change (Oxfam development guidelines)

“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.”

Figure 1: Logic Model adapted for the CcIPA framework



Categories of impact

Categories of Impact <i>(fixed)</i>	Dimension of Impact <i>(Not fixed, not exhaustive)</i>	Descriptive of Impact <i>(Not fixed, not exhaustive)</i>	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	

b. Application of CcIPA

The Capacity-centred Impact Pathway Analysis (CcIPA)⁶ 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.

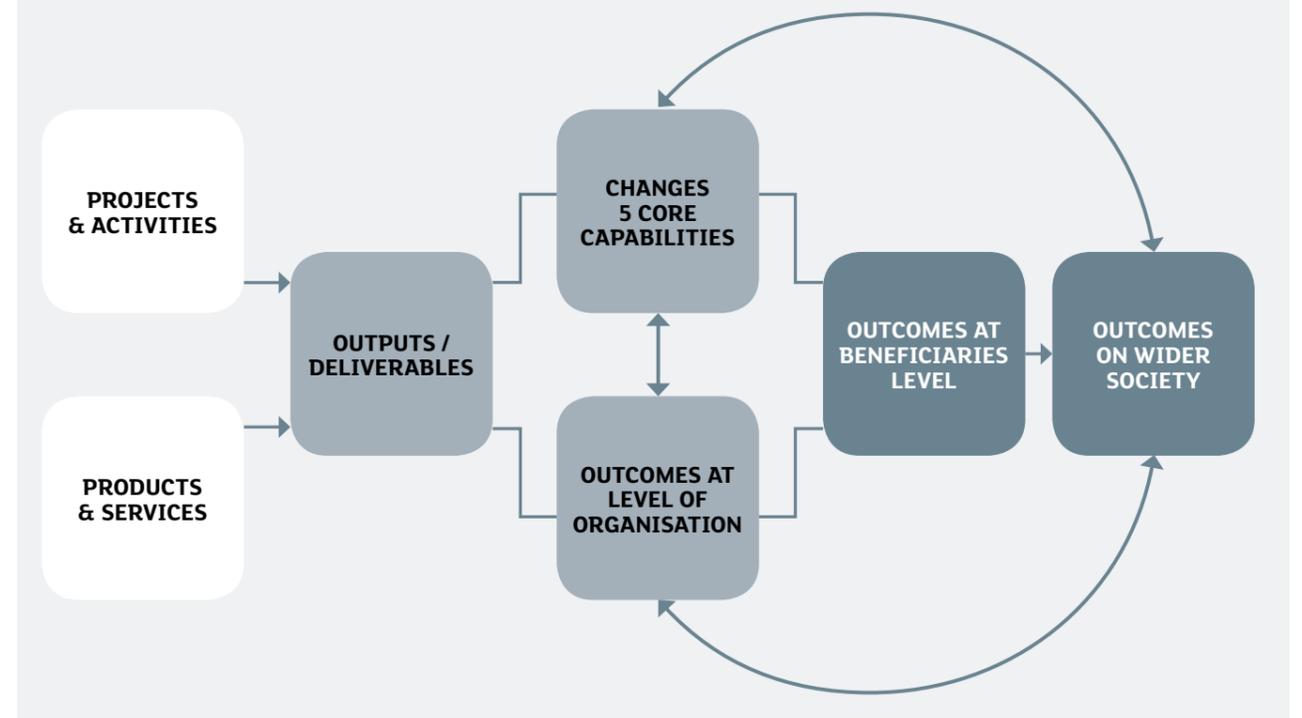
- (ii) **Changes in the capabilities:** of the CTA partner organisations/ networks. These can be also described as outcomes at level of the organisation or network.
- (iii) **Effects (medium-, long-term outcomes / impact):** on the partner's direct and indirect beneficiaries or on the wider society that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

⁶ The development of this synthesis model has been proposed and led by Ibrahim Khadar, in collaboration with the participants at the three preparatory meetings held at CTA's headquarters in Wageningen, the Netherlands.

“Deliverables may be directed at the partner's capacity building needs or made up of products/ services aimed at the partner's beneficiaries.”

Figure 2: The Capacity-centred Impact Pathway Analysis Model



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.

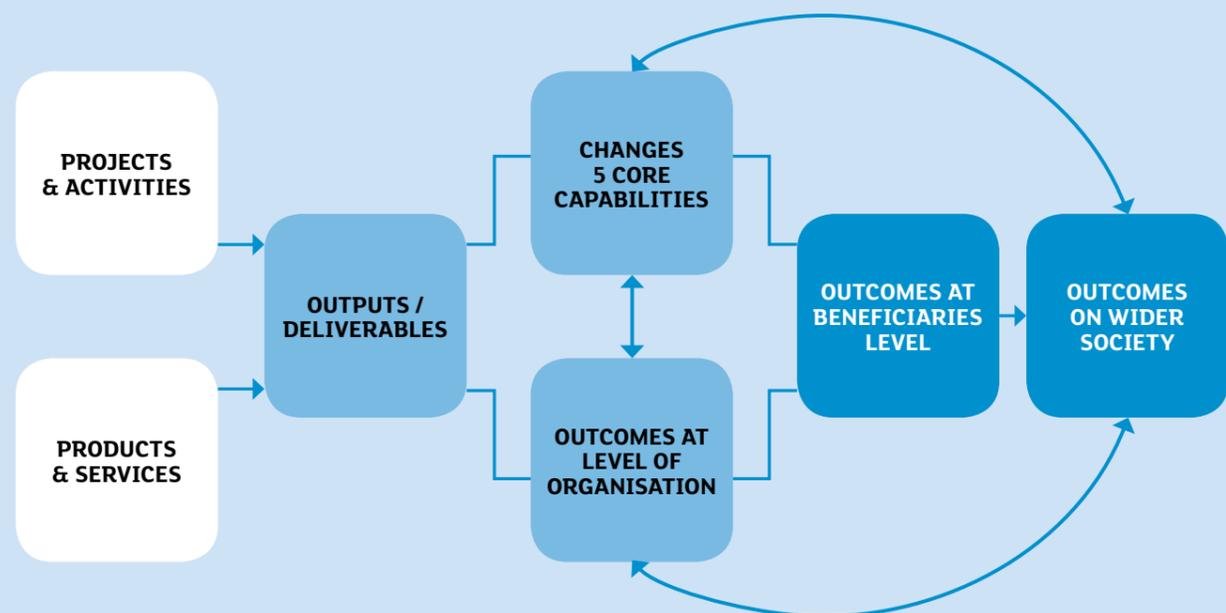
Next steps

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

PART C: KEY FINDINGS FROM ALL FIVE REPORTS

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

The Capacity-centred Impact Pathway Analysis Model



BRIEF DESCRIPTION OF THE ORGANISATIONS

7

AFRACA

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

NARI

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

SPC

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

WOUGNET

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

PROPAC

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

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



SELECTED FINDINGS ON THE CAPACITY OF THE ORGANISATIONS



8.1 Capability to act and commit

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

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

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

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

8.2 Capability to adapt and self renew

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

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

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

“WOUGNET conducts annual self and peer assessments.”

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

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

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

8.3 Capability to deliver

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

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

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

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

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

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

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

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

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

8.4 Capability to relate

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

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

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

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

8.5 Capability to achieve coherence

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

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

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

“Limited core funding has restricted investment in core resourcing.”

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

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

SPC has an M&E framework in place, reflecting its commitment to achieving sustainable development outcomes through enhancing its results focus in the areas of monitoring, evaluation, learning and reporting. This commitment focuses on learning for excellence as well as accountability to members and donors.

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

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

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



KEY FINDINGS FROM LOGICAL FRAMEWORK ANALYSIS

9

9.1 AFRACA

Activities

CTA-supported activities included conference and study visits, such as: 14th AFRACA General Assembly meeting; study visit on 'Micro-finance in Africa' in Kenya; study visit on the 'Role of Women in the Development of Micro-finance in Africa'; The 4th AFRACA Central Banks Forum; Sub-regional workshop: Niamey, Niger; AFRACA Southern Africa sub-regional workshop on value chain financing; three day 'lessons learnt' forum, Dakar, Senegal; Fin4Ag Conference, Nairobi, Kenya, 2014.

CTA-supported knowledge management and research activities, including: publication on experiences in African value chain finance; study on 'collateral management for smallholder-inclusive value chain finance'; study on 'mapping best practices on agricultural value chain finance among African financial institutions'; study on 'opportunities for value chain finance for intra-African food trade'.

Outputs/ deliverables

Conference report compiled; logistical notes; speaker presentations; feedback reports from sponsored participants; learning and knowledge sharing events; participation of ACP nationals in conferences.

Quarterly publication of experiences in AFRACA communication channels; study reports; conference papers; present findings during various AFRACA forums.

Outcome at organization level

Facilitated and promoted learning among AFRACA member countries; provided a platform for policy dialogue to influence policy in agriculture and rural finance; achievement on shared objective of strengthening smallholder inclusive value chain finance in Africa through improved supply of finance and improved support environment; increased profile and competitiveness of the network manifested through membership growth and new partnerships and collaborations.

Generation of new knowledge in agricultural finance; built research capacity within AFRACA; promoted development of innovative rural finance practices and products among AFRACA members.

9.2 NARI

Outcome at individual level Expected outcomes at individual level were: benefit from sharing experiences with other participants on different agri-finance models, financial innovations, regulatory frameworks and best practices in rural finance; improvement of own institutional operational systems, service delivery methodologies, products offered, and outreach mechanisms; improved ability to disseminate to other members of their organisations, best practices and innovations learnt from the conferences and exchange visits; enrich individual member experiences and enable expanded growth in operations of the institutions so that the benefits can trickle down to rural entrepreneurs.

Impact CTA support has enhanced the visibility of AFRACA and enabled it to offer better services to members. By supporting the tours and forums, members have felt the need to join and continue being AFRACA members as they see the value in it. This in turn has attracted more members which is demonstrated by the growth in membership over time.

Exchange study tours have built the capacity of AFRACA staff and members in several critical aspects necessary for their operations. Most members are now able to design, develop and run agricultural and rural credit facilities. On the other hand, AFRACA secretariat is able to support their members technically, as their capacity on several aspects of rural finance has been enhanced.

Activities/ Outputs A total of seven activities, ranging from case studies, learning workshops, refresher learning workshops and training of trainer (TOTs) events were supported by CTA within NARI from 2004 until 2014.

55 participants participated in four TOT sessions on agricultural science, technology and innovation (ASTI) systems, and identifying and analysing farmer's innovations.

The application of the knowledge gained in the TOT sessions on ASTI systems resulted in the compilation of several case studies. Three out of the four case studies related directly to the TOT sessions on ASTI systems; undertaken to test/apply the knowledge and skills gained in the TOT sessions.

All case studies, except one, were led and managed by NARI. The key deliverable from each of these case studies is the study report. In all instances, a case study report with relevant recommendations has been compiled. These reports are available within NARI.

Outcome at organization level Enhanced capacity of NARI staff to undertake case studies in the context of ASTI systems; new knowledge among NARI staff of agricultural innovations systems; new actors identified for partnerships in ASTI systems; improved and strengthened ability for NARI to interface between scientists, farmers and other stakeholders; informed decision making by NARI in linking research to extension; and new information and findings available to NARI for use in policy briefs, new research proposals, and in contributions to development forums.

NARI staff who have attended learning workshops or TOTs in ASTI systems acquire the relevant skills and knowledge for conducting TOTs on ASTI systems; NARI improves its vision to undertake demand-led design of research for development programmes and projects; Improved management of NARI's NAIS with operators identified and established to maintain the NAIS;

Increased efficiency of NARI staff in management of NARI's NAIS; Increased visibility for NARI, particularly among other participating ACP professionals and regional organisations; Improved capacity for NARI to generate and disseminate information;

Reduced communication costs; and Enhanced capacity of NARI to build and maintain partnerships and networks.

9.3 SPC

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

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

9.4 WOUGNET

Impact

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



Activities/ Outputs

Skills enhancement of WOUGNET staff

E.g. CTA supported the programme manager for gender, ICT and policy advocacy to participate in a training workshop on media, communications and policy advocacy.

3 WOUGNET staff were trained by CTA on internet-based communication, which included web 2.0, designing websites, and uploading documents.

4 WOUGNET staff participated in training by the United Nations Institute for training and research on Web 2.0 and social media, and an e-learning course on innovative collaboration for development.

15 WOUGNET staff were trained and an M&E framework was developed.

56 people have been trained by WOUGNET in Web 2.0 trainings

Development of a 3-year ICM strategy.

Access to CTA publications and enhanced access to agricultural information

Outcome at organization level

Trainings have diversified sources of revenue for WOUGNET.

Increased visibility and reputation for providing Web 2.0 training in Uganda has positively impacted on WOUGNET's credibility.

WOUGNET staff equipped with knowledge and skills on web 2.0, creating an in-house capacity to continue training of other staff and members.

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

WOUGNET's coordinator and rural projects manager, northern Uganda wrote a report on the outcomes of the regional validation workshop for the information and communication management strategy development facilitator's guide.

WOUGNET staff participated in the Ink4Dev workshops that took place in Namibia (2009), Kampala (2010) and Entebbe (2011).

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

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

9.5 PROPAC

Impact (Continued)

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

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

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

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

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

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

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

Activities

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

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

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

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

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

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

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

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



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

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

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

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

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

RECOMMENDATIONS FOR FUTURE CTA SUPPORT/ ENGAGEMENT

10



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

AFRACA

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

NARI

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

SPC

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

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



“The CTA’s support has resulted in a huge improvement in PROPAC’s institutional, technical, operational and geostrategic capacities.”

WOUGNET

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

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

PROPAC

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

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

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



ANNEXES

11

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

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

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

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