

Summary of Terminal Evaluation

I. Outline of the Project	
Country: Kenya, Tanzania and Uganda	Project title: The Project of the African Institute for Capacity Development Phase III
Issue/Sector: Governance	Cooperation scheme: Technical Cooperation Project
Division in charge: Industrial Development and Public Policy Dept.	
Period of Cooperation (R/D):	September, 2007
	September, 2007- June 2012 (five years)
Partner Country's Implementing Organisation:	
<ul style="list-style-type: none"> • Ministry of Higher Education, Science and Technology in Kenya • Ministry of Communication, Science and Technology in Tanzania • Ministry of Education and Sports in Uganda • African Institute for Capacity Development (AICAD) 	
Supporting Organisation in Japan: None	
<p>Related Cooperation:</p> <p>The Project of the African Institute for Capacity Development Phase I (2000 – 2002) and Phase II (2002- 2007) (Technical Cooperation Projects)</p> <p>The Project for Establishment of the African Institute for Capacity Development (Grand Aid)</p>	
<p>1. Background</p> <p>The initiative to establish an institution for developing human capacity in the African region, aimed at poverty reduction, was mooted at the Second Tokyo International Conference on African Development (TICAD II) in October 1998. As the result of consultations between the Government of Japan and the governments of the three member countries, namely Kenya, Tanzania, and Uganda, it was agreed to establish the African Institute for Capacity Development (AICAD) in March 2000.</p> <p>The AICAD/JICA technical cooperation project started in August 2000 as the Phase I cooperation for a two-year preparation, which was followed by the Phase II cooperation (2002-2007) aimed at the development of its operational modalities and organisational structure for realizing its vision and mission to link between knowledge/technology and application for poverty reduction.</p> <p>The Phase III cooperation was launched in September 2007, with an aim to strengthening comparative advantages of AICAD through enhancing its core functions and organisation for facilitating networking and capacity building, so that AICAD can become more self-reliant region-based international institution.</p>	
<p>2. Project Overview</p> <p>(1) Overall Goal</p> <p style="padding-left: 20px;">AICAD becomes an independent region-based international organisation which plays a leading role in building human capacity for poverty reduction in Africa.</p> <p>(2) Project Purpose</p> <p style="padding-left: 20px;">AICAD will be strengthened in its core functions and organisation, which embody AICAD's comparative advantages, for facilitating networking and capacity building for poverty reduction and socio-economic development.</p>	

(3) Outputs

1. To ensure sustainability of the following outputs (2-3), capacity of AICAD Secretariat is enhanced especially in planning and coordinating.
2. The networking function of AICAD is strengthened.
3. AICAD's activities are reinforced to focus on technology dissemination to the communities in order to contribute to poverty reduction.

(4) Inputs

Japanese side:

Long-term Expert: 8 persons Short-term Expert: 4 persons Trainee received: 10 persons	Equipment: 23 million yen (equivalent to 0.27 million US dollars) Local cost: 164 million yen (equivalent to 1.8 million US dollars)
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African Side:

Counterpart personnel (C/P): 30 persons Land and facilities: The AICAD buildings and Country Offices in the three countries	Local cost: 4.7 million US dollars (three member states' contribution mainly for covering the administrative cost of AICAD)
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II. Evaluation Team

Members of Evaluation Team	The Japanese side		
	Ms. Kyoko Kuwajima	Leader of the Japanese evaluation team	Director General, Industrial Development and Public Policy Department, JICA
	Ms. Mayumi Amaike	Evaluation planning	Deputy Director, Public Governance and Financial Management Division, Industrial Development and Public Policy Department, JICA
	Dr. Kumiko Shuto	Evaluation and Analysis	Senior Consultant, IMG Inc.
	The African side		
	Kenya	Ms. Fenny Mwakisha	Senior Deputy Director, Ministry of Higher Education, Science and Technology
		Mr. Michael Kahiti	Chief Economist, Ministry of Higher Education, Science and Technology
	Tanzania	Mr. Jeremiah Sendoro	Director of Policy and Planning, Ministry of Communication, Science and Technology
		Prof. Raphael Chibunda	Assistant Director, Division of Science, Technology & Innovation, Ministry of Communication, Science and Technology
	Uganda	Ms. Elizabeth K. M. Gabona	Director, Higher, Technical, Vocational Education and Training, Ministry of Education and Sports
		Mr. Joseph Eilor	Assistant Commissioner/ Divisional Head, Statistics, Monitoring & Evaluation, Education Planning and Policy Analysis Department, Ministry of Education and Sports
Period of Evaluation	29 February – 22 March, 2012	Type of Evaluation: Terminal Evaluation	

III. Results of Evaluation

1. Project Performance

1-1. Inputs

Inputs both from the Japanese and African sides are generally provided as planned. The frequent change in personnel of the African C/P and the prolonged vacancy in some of the posts often hindered smooth progress of project activities.

1-2. Outputs

(1) Output 1

The achievements of the 11 indicators can be regarded as high particularly in the areas of the establishment of the efficient and smooth operation and management system of the AICAD, which centres on the formulation and implementation of Unified Programme (UP) and convening Governing Board (GB) and other important meetings. The capacity of the AICAD secretariat in planning and coordinating has been strengthened compared to the previous phase particularly in that the AICAD's decision-making system is streamlined and is now able to carry out a wide range of activities which link knowledge/technology with the communities on the ground in collaboration with different stakeholders. Strategic marketing efforts are required by making use of tools and materials, such as DVDs and various publications, developed by the AICAD for publicity purposes. Likewise, the format and contents of the UP may need to be improved or customised if the AICAD tries to garner financial assistance from donors which refer to the UP.

In the light of the above, the overall achievement level of Output 1 can be regarded as fair to high.

(2) Output 2

Following the recommendations made by the Mid-Term Review Team in August 2010, the AICAD expanded its activities to the area of university outreach activities (UOAs), which in turn led to the better network function of the AICAD. Resource persons from the member universities are keeping a close contact with the AICAD HQs as well as with the COs. Achievements in this area of UOAs, although it is still at the initial stage, are becoming visible. The AICAD is further encouraged to facilitate UOA policy formulation and institution building processes by the member universities and line ministries so that UOAs on the ground will be more actively conducted.

The AICAD's network function with other relevant organisations also saw improvement. The AICAD's collaboration with the WBI and WIA in conducting regional training courses is a typical example which indicates such improvement. The COs also enhanced their partnerships with various organisations including universities, national/local governments, NGOs, parastatal organisations, and research institutions. Collaboration with relevant organisations should be further encouraged in future.

Therefore, the overall achievement level of Output 2 is high.

(3) Output 3

The AICAD's activities for poverty reduction at the community level, i.e. in-country training, grassroots training, CEP, KTDP, regional training, and NERICA dissemination were, generally speaking, all implemented as planned. The AICAD staff is now able to implement various activities without much help from the Japanese experts. This situation indicates that the capacity of the staff members has been improved since the start of the Project.

If the AICAD aspires to continue and expand poverty reduction activities after the completion of the Project, stronger marketing of the AICAD's services and maintenance of quality human resources both at the AICAD HQs and COs, need to be ensured.

In general, the overall achievement level of Output 3 can be judged as high.

1-3. Achievement of Project Purpose

The current situations of the five indicators for the project purpose as well as the performance of the three expected outputs suggest that the project purpose is predicted to be achieved to a relatively high degree by the end of the project period. The Project has helped the AICAD to facilitate networking and to conduct various capacity building programmes for the beneficiaries. The AICAD's operation systems, planning and coordinating functions have also been substantially improved as a result of working closely with the external resources such as the member universities. The AICAD activities have been continuously evolving by applying lessons learnt from its past experiences to the ongoing projects. In other words, the AICAD is accumulating knowledge acquired through implementing various activities and make best use of it by revising approaches and modalities of the current projects. The remaining major challenge is that the AICAD has not made notable improvement in marketing its services.

Overall, it can be concluded that by implementing a range of activities with the support from, and collaboration with, the member universities regionally, the Project was able to press forward with the AICAD's comparative advantage, i.e. its ability to mobilise a wide university network and resources for implementing poverty reduction measures. Tangible effects which show positive signs of socio-economic development can be observable on the ground where the AICAD intervened.

1-4. Implementation process

(1) High staff turnover

Relatively high staff turnover was observed both at the HQs and COs. When staff members resigned, the posts were often left vacant for a prolonged period of time. Thus, it was sometimes difficult to ensure continuity of activities and capacity development of the C/P was hindered.

(2) Frequent involvement by, and communication among, the key stakeholders

The Project was frequently overseen at different levels by the main stakeholders of the Project, such as the AICAD, three member states, key member university staff, JICA HQs, and the three country offices of JICA. The GB and other important committee meetings were attended by the key committee members from various organisations including governments, universities and JICA. Communication and dialogues among the main decision-makers were frequent and close, which in turn led to smooth implementation of the Project.

2. Summary of Evaluation Results

(1) Relevance

Relevance is high. The Project is well aligned with the national development policies of Kenya, Tanzania and Uganda as well as with Japan's ODA policy towards Africa. It is also appropriately responding to the needs of the target group by mobilising resources from the member universities. The implementation approach is also appropriately designed to address the pressing needs of the AICAD.

(2) Effectiveness

Effectiveness is relatively high. The project purpose is expected to be achieved to a high degree by the end of the project period. The major achievements of the Project include the active implementation of community-based extension programmes, the promotion of UOAs, and the AICAD's stronger collaborative relationships with a variety of stakeholders. More attention needs to be paid in the area of further strengthening the AICAD's comparative advantages so that it can better market its services to potential users and clients. In terms of project management, it is advised for the AICAD to hold Management Committee Meetings as scheduled for better information sharing and speedy decision making concerning management issues. The AICAD HQs are also advised to further improve their supporting function for the COs, particularly in promoting marketing and publicity.

(3) Efficiency

Efficiency is fair. The inputs both from the Japanese and African sides were generally provided as planned. Relatively high turnover of African C/P and prolonged vacancy of some posts often stand as obstacles for continuous capacity development of the AICAD staff. Strong partnerships between the AICAD and relevant organisations are contributing to enhanced efficiency.

(4) Impact

Impact is relatively high. If the AICAD succeeds in securing institutional, technical and financial sustainability by overcoming current challenges, the overall goal will be achieved three to five years from now. The Project has been successful in making positive economic and social impact on the participants of the training and other activities. The impact of the project activities is sometimes

observable even outside the target groups as the training or programme participants often share their newly-acquired knowledge to other community members. The Project's positive impact includes stronger social cohesion of the target communities and rural women's empowerment through increased cash income.

(5) Sustainability

Sustainability is fair. Institutional sustainability needs to be improved by obtaining the legal status of the Uganda country office. Technical sustainability needs to be improved by introducing systematic human resource development plans for minimising and/or accommodating future changes in personnel. Financial sustainability will be raised if the AICAD makes effort to rectify current loss-making operation and conduct appealing activities so that it can attract more funds from the member states and from diverse external sources.

3. Factors that promoted realization of effects

(1) Factors concerning the implementation process

The dedication and commitment of the AICAD staff, particularly those who directly interact with communities, promoted realization of effects by making genuine impact on the target communities.

The AICAD's strong link with government ministries and the support from them contributed to smooth and effective governance and financial stability of the AICAD.

4. Factors that impeded realization of effects

(1) Factors concerning the implementation process

The frequent personnel change and prolonged vacancy of some posts at the AICAD are influencing negatively on the progress of activities and capacity development of the key staff members.

5. Conclusion

It can be reasonably concluded that this Phase of the Project is successful. All the planned project activities have been carried out and expected outputs have been generated to a high level. As the major achievements of the Phase III of the Project, the AICAD's community-based extension programmes for poverty reduction were implemented, UOAs were promoted in collaboration with the member universities, and the AICAD's collaborative relationships with a variety of stakeholders, i.e. the ministries of the three governments, member universities, local government, NGOs and international organisations and so forth were strengthened. As a result, the project purpose, which aims at building a stronger function of the AICAD for facilitating poverty reduction and socio-economic development, is expected to be achieved to a relatively high degree by the end of the project period. Therefore, the Project should be completed on 30 June 2012 as planned.

6. Recommendations

The following activities are recommended to be conducted by the AICAD by the completion of the Project.

(1) Preparing summary sheets for CEP and UOA, and holding a seminar

It is recommended that the achievements of each project of the CEP and UOA be reviewed and summary sheets be written. The sheets would identify the AICAD's achievements and strengths and then be used for publicity purposes.

The AICAD is also advised to hold a seminar to review the five years' AICAD activities and achievements. The seminar should be attended by a wide range of stakeholders, such as the concerned ministries, the member universities, donors, and other partner organisations.

(2) Raising visibility within the governments of the member states

The AICAD is advised to raise its visibility within the governments by informing the achievements and strengths of the AICAD. The AICAD will then be better positioned to solicit budgetary support from the member states after the completion of JICA's cooperation period.

The following recommendations are addressed mainly to the AICAD as medium-term measures to secure its income from the member states and to increase earnings from income generation activities.

(3) Selection and concentration on core competence by further strengthening AICAD's comparative advantages

The AICAD's critical mission as a region-based international organisation is to link universities with communities and providing a regional arena for knowledge sharing among universities and governments. In order to attain its mission, the AICAD has conducted CEP in Phase III and accumulated knowledge and experiences that could be incorporated into UOAs. Therefore, linking the experience of development of CEP activities with the UOAs can be one of the AICAD's comparative advantages. Likewise, selection of most relevant and effective activities, methods and modalities should be made and resources should be concentrated on such activities/ methods/ modalities, which are, accordingly, regarded as the AICAD's identified core competence.

(4) Developing strategic materials and promoting marketing/ publicity

Publications developed by the AICAD do not necessarily have specific purposes and target readers. It is recommended that the AICAD prepare target-specific, strategic materials so as to attract attention from the intended readers more effectively.

The AICAD will then need to strengthen its publicity and marketing efforts, as well as fulfilling its accountability, to win more financial and institutional support from the member states, and potential

partners such as local governments and donors. Participation in high-profile or influential meetings/forums convened by the central governments, such as Education Sector Consultative Committee (ESCC) in Uganda and Science and Technology Week in Kenya, should be encouraged since it would make AICAD's activities more visible in public and in the development community.

(5) Garnering more support and cooperation from donors and other development institutions/initiatives, and strengthening partnerships with existing partner organisations

While the AICAD has developed a partnership with WBI and WIA in conducting training, collaborative relations with other organisations are still nascent. Support from more donors, international organisations, and other development institutions/ initiatives needs to be sought by clarifying the AICAD's specific roles and expertise in its partnership with such organisations. The AICAD is also recommended to work more closely with the providers of government extension services so that the AICAD's interventions into communities are harmonised with other public services such as agricultural, irrigation and livestock extension services. By doing so, the AICAD can also be better equipped with expertise and human resources required to solve structured constraints such as value-addition and marketing of products in rural areas.

Collaboration with the member universities and existing partner organisations such as local governments in undertaking activities at COs need to be further strengthened so that their financial and human resource contribution to the AICAD activities would lead to enhanced sustainability of project effects. The visibility of UOAs, as a new area the AICAD has started to promote among the universities, needs to be increased so that the universities can formulate and implement relevant policies more actively than now. In order to enhance partnerships with the universities, holding a national level forum for the member universities and encouraging and facilitating the universities' participation in various AICAD activities may be effective.

(6) HQs' stronger support to COs for scaling up their activities

Currently mainly public universities, particularly those universities which host COs, are closely involved in the AICAD activities. In addition, the geographical coverage of AICAD's services is rather limited. The function of COs, including their human resources and financial capacity, needs to be strengthened so that they can cover wider geographical areas to deliver their services and link more effectively with all the member universities. It is recommended that the AICAD HQs support COs more actively so that COs can scale up their activities. Financial and instrumental supports from the HQs to COs will be required to achieve this goal.

7. Lessons learnt

(1) Efficacy and legitimacy of the needs-oriented approach of knowledge dissemination

It has been realised through the experience of implementing the KTDP and CEP that research findings are often difficult to disseminate unless extensive customisation and social interventions are made when interacting with communities. Communities tend to be hesitant to enhance new ideas or technology due to a combination of factors that include their beliefs, values, customs and socio-economic circumstances. They also have their own priorities, preferences and needs for development based on their indigenous knowledge and wisdom which can be effectively tapped and leveraged in development efforts. The interventions into the community, therefore, should be based on the needs-oriented, participatory manner as the apparent success of the CEP demonstrates. The needs-oriented approach, although takes time, enables the researchers and project implementers to understand the community's acceptability, needs, and potential. Such intervention logic is not only socially-acceptable but also encourages communities to nurture true ownership of their development. As a result, the community's adoption rates of new knowledge and technology increase.

