



## CTA-WOUNET Joint Capacity Centred Impact Pathway Analysis (CcIPA)

### In-depth Study Report

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## List of acrynorms and abbreviations

5Cs	Five Capabilities Model
ACP	African Caribbean and Pacific group of states
APC	Association for Progressive Communications
CAI	Computer Aid International
CAES	College of Agriculture and Enviornmental Sciences Makerere University
CATALIST	Catalyze Accelerated Agricultural Intensification for Social and Environmental Sustainability
CARP	Community Action Research Program
CBOs	Community Based Organisations
CcIPA	Capacity Centered Impact Pathway Analysis
CEWIGO	Centre for Women in Governance
CTA	Technical Centre for Agricultural and Rural Cooperation
DOT	Digital Opportunity Trust Uganda
EAAI	Enhancing Access to Agricultural Information
EASSI	The Eastern African Sub-regional Support Initiative for the Advancement of Women
ECDPM	European Centre for Development Policy Management
EU	European Union
FARA	Forum for Agricultural Research in Africa
FAO	Food and Agriculture Organisation, United Nations
FGDs	Focus Group Discussions
FORWODE	Forum For Women in Democracy
IFDC	International Fertilizer Development Cooperation
MDGs	Millennium Development Goals
MOU	Memorandum of Understanding
NAWOU	National Association of Women Organisations in Uganda
NGOs	Non Governmental Organisations
ICM	Information Communication Management
ICT	Information and Communication Technologies
IK4Dev	Information and Knowledge Management for Development
ILO	International Labor Organisation
ISIS-WICCE	Isis-Women's International Cross Cultural Exchange
KIC	Kubere Information Centre
PASUD	Pioneer Action for Sustainable Development
PCM	Program Cycle Management
PWDs	People With Disabilities
RUFORUM	Regional Universities Forum for Capacity Building in Agriculture
SMS	Short Messaging Services
SUFACE	Strengthening University - Farming Community Engagement
UCC	Uganda Communications Commission
UHMG	Uganda Health Marketing Group
UNICEF	The United Nations Children's Fund

UWCI Uganda Women's Caucus on ICT  
UWONET Uganda Women's Network  
WOUGNET Women of Uganda Network

## **Executive Summary**

Women of Uganda Network (WOUGNET) is a Non-Governmental Organization established in May 2000 by several women's organizations in Uganda to promote and support the use of information and communication technologies as tools to share information and address issues of sustainable national development collectively. WOUGNET and the Technical Center for Agricultural and Rural Cooperation (CTA), have collaborated over the last decade during which time they have undertaken several partnership activities. One of such activities was a project entitled "Enhancing Access to Agricultural Information Using Information and Communication Technologies" (EAAI) initiated by WOUGNET in 2005 with support of CTA. This Project was implemented in Apac District, and now Kole District in Uganda targeting 12 groups of grassroots women farmers as the main beneficiaries.

In 2012 CTA's Learning, Monitoring and Evaluation (LME) initiated a joint impact study with a view to assess outcomes and impacts of the Centre's technical and financial support to its long-standing partners. WOUGNET participated in round two of CTA Joint Capacity Centred Impact Pathway Analysis (CcIPA) study between July 2014 and March 2015. The overall aim of the study was to promote learning for development impact within CTA and its ACP partner organisations and networks. CcIPA is an innovative synthesis model based on the premise that the performance and impact of organisations or networks depend to a large extent on the state of their core capabilities. CcIPA is a participatory impact pathway analysis model drawing on the best aspects of various existing tools and methods, mainly the logical framework, and the 5 Capabilities (5Cs) model.

The study was implemented in two phases namely, the quick scan and the in-depth study. Implementation of the quick scan involved the application of the 5Cs model and logical framework. This provided a snap shot of changes in WOUGNET's core capabilities, the outputs and outcomes at WOUGNET as well as outcomes at direct beneficiary levels as a result of the partnership activities with CTA. The quick scan was conducted between July and November 2014 and a separate report submitted to CTA. This report presents the methodology used to conduct both phases of the study, a recap of quick scan findings, as well as findings and conclusions from the in-depth study.

Findings from the Quick Scan revealed that over the last decade, the CTA-WOUGNET partnership has supported: Skills development of WOUGNET staff in four thematic areas:- i) media, communication and policy advocacy, ii) Information and Knowledge Management for Development (IK4Dev); iii) Information Communication Technologies (ICT) web-based learning (Web 2.0) and social media; iv) Program Cycle Management (PCM); Development of Information Communication Strategy; Access to CTA publications; and the project on Enhancing Access to Agricultural Information (EAAI) using ICTs.

WOUGNET has witnessed growth and improvement in its core capabilities. Capabilities that have changed most are the capability to relate, capability to produce and deliver products and services; capability to act and commit, capability to adapt and self renew in that descending order. Improved staff knowledge and skills, development of the M&E framework, development of the ICM strategy and its constituent templates and tools; access to CTA resource materials, developing in-house capacity to deliver web 2.0 and social media training, and establishment of KIC were noted as key deliverables which have spurred changes in WOUGNET's core capacities. Case studies undertaken on CTA-WOUGNET partnership activities and discussed in international fora have enhanced WOUGNET's visibility and hence its capability to relate.

The 5CCs analysis highlighted improvements but also areas of weakness. This should serve as a baseline for assessing future changes. Hence WOUGNET should adopt and add this methodology to its repertoire of tools, used to assess organisational outcomes following implementation of its strategic plan. By and large WOUGNET through its 2014-2018 strategic plan put in place strategies to address its weaknesses. Future improvements in the core capabilities will depend on WOUGNET maintaining good performance in areas of strength, as well as following through with its commitments to implement actions to address the weak areas. Such actions include:-

- i. Establish and implement a staff development plan, institutionalise an incentive system, develop and implement a resource mobilisation strategy which will help to further improve its capabilities to act and commit, and deliver products and services.
- ii. Implement the ICM strategy and use its supporting templates and matrices (i.e template for documentation, matrix for communication channels, dissemination matrix). This will strengthen its capability to deliver products, capability to relate and capability to adapt and self renew.
- iii. Develop and implement a partnership strategy. Leverage partnerships with member organisations to enhance reach in rural areas, rationalise resource use and extend member services
- iv. Use the established results monitoring reporting tool/template and institutionalise the reflection meeting to discuss and review the indicators. This will greatly enhance capability to adapt and self renew.

The quick scan helped in identifying the focus area for the in-depth study. The in-depth study, focused on an assessment of changes triggered following delivery of outputs of the web 2.0 and social media training as well as the EAAI project. Data collection for the in-depth study was undertaken through a desk study of relevant documents, and a survey that involved individual household interviews with the help of a questionnaire, key informant interviews, focus group discussions with farmers, and an on-line questionnaire sent to alumni of the web 2.0 and social

media training. Data collection, analysis, and reporting for the in-depth study was structured around and guided by impact categories and dimensions provided by CTA.

The in-depth study on web 2.0 and social media training revealed that the intervention has triggered positive outcomes for individual alumni, their organisations, and WOUGNET. The most significant changes were recorded in the human capital, social capital, and wealth impact categories. The intervention improved attitude and strengthened skills and knowledge of individual alumni in use of web 2.0 applications. This resulted in increased use of the tools to produce reports, create blogs, face book and flickr pages, on-line document sharing, uploading video and audio files, and teleconferencing which enhanced information sharing.

Use of the social media platforms has enabled individuals to remain connected with old friends, linked them to clients and facilitated establishing of new relationships thereby widening their networks. The intervention contributed to improved performance of job functions as some individuals have been recognised for good performance. It also enhanced visibility of WOUGNET and the organisations where alumni work. Web 2.0 and social media training has contributed to internal revenue generation at WOUGNET, job promotion for some alumni, getting consultancy jobs and boosting business through on-line advertising all of which impact on their respective incomes and hence wealth capital.

Learning opportunities which support continuous learning are a precondition for keeping pace with evolving ICT tools and corresponding skill requirements; importance of charging affordable training fees in finding a balance between the need to generate revenue and maintaining effective demand for the training course; and diversifying use of the training centre for economic gain being essential for enhancing financial sustainability of web 2.0 training were identified as key lessons from the WOUGNET experience.

The in-depth study on EAAI project revealed that the intervention has triggered outcomes and impacts at individual household and farmer group levels. The most significant changes were recorded in the human capital, social capital, wealth impact, political capital and environmental domains in that descending order of predominance.

The intervention strengthened capacity of individuals to use ICTs notably radio to access agricultural information and services; ensured acquisition of farming skills and contributed to adoption of modern farming practices/technologies. Virtually all (97%) of sampled respondents acknowledged having received training on ICTs from KIC/WOUGNET. Three (74%) in every four respondents acknowledged that their ability to use ICTs had increased to a satisfactory extent compared to the situation ten years ago in 2005, 16% reported that it increased to limited

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

The increased access to information triggered changes in farmer farming knowledge and skills with 98% of the respondents acknowledging having learnt at least one new skill /practices related to farming. Crop husbandry techniques, use of improved varieties, post harvest handling and value addition, as well as livestock management in that descending order of predominance were the new skills cited as having been learnt from project activities by 84%, 75%, 35%, and 20% of respondents respectively. Acquisition of knowledge and skills triggered farmer adoption of new farming technologies and practices acknowledged by 95% of the respondents. Crop husbandry practices (75%) improved varieties (68%), post harvest handling (31%) and livestock management practices (10%) were the most common practices farmers acknowledged to have adopted. Adoption of the modern farming practices was noted to have resulted in a number of benefits notably increased production, reduced drudgery for women, saving time to attend to other productive activities, improved food security and incomes.

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

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

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

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

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

Overall, the CTA partnership activities have led to improvements in WOUGNET core capabilities, improved competence of direct beneficiaries, enhanced their social capital and wealth, while the EAAI project also had positive impacts on the environment and political empowerment of the farmer groups. WOUGNET's participating in the CcIPA process was an eye opener for all staff. The 5CCs provided an opportunity for which WOUGNET team were able to honestly take stock of its work activities. It provided opportunity to clearly understand the status of the organisation's capabilities, their strength and weaknesses. It was quite an opportunity to reflect and also see where WOUGNET is headed. The 5CCs analysis provided a snap short on WOUGNET capabilities at the time of the study. This should serve as a baseline for assessing future changes. WOUGNET will adopt the use of 5CCs as a way of reflection and moving forward. The logic model and impact domains and dimensions have been very useful in structuring and analysing the changes and outcomes. WOUGNET intends to adopt this approach in future evaluations. The tracking of outcomes at organisational, direct and indirect beneficiaries, as well as the impact domains and dimensions will inform development of TORs, and analysis for future evaluations.

# 1 Introduction

## 1.1 Background

Women of Uganda Network (WOUGNET) is a non-governmental organisation initiated in May 2000 by several women's organizations in Uganda to develop the use of Information and Communication Technologies (ICTs) among women as tools to share information and address issues collectively. WOUGNET is engaged in contributing to development by introducing and promoting the use of ICT for development among women. It currently has over 104 Women Organisations as members, of which majority are located in urban areas and / or district towns where there is Internet access and a few in rural areas. WOUGNET envisages a society in which women are empowered through the use of information and communication technologies (ICTs) for sustainable development. To realize its vision WOUGNET strives to develop the use of information and communication technologies (ICTs) among women as tools to share information and address issues collectively. *Its mission is to promote and support the strategic and innovative use of ICTs by women and women organisations in Uganda*, so that they can take advantages of the opportunities presented by ICTs to effectively address national and local problems of sustainable national development

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

## 1.2 Context of the study

WOUGNET and The Technical Centre for Rural Cooperation (CTA) have collaborated since 2004. Over the last decade, the CTA-WOUGNET partnership has supported:

- Skills development of WOUGNET staff in four thematic areas:- i) media, communication and policy advocacy, ii) Information and Knowledge Management for Development (IK4Dev); iii) Information Communication Technologies (ICT) web-based learning (Web 2.0) and social media; iv) Program Cycle Management (PCM)
- Development of Information Communication Strategy
- Access to CTA publications
- The project on Enhancing Access to Agricultural Information (EAAI) using Information and Communication Technologies (ICTs).

WOUGNET is one of many organisations in Africa, Caribbean and Pacific (ACP) with which CTA has worked over the years. However no studies had been jointly undertaken to get empirical evidence on impact of the partnership activities and document lessons over the years. To address this drawback, in 2012, the CTA Learning Monitoring and Evaluation unit (LME) in collaboration with partner organisations initiated a joint impact study of the Centre’s technical and financial support to its long-standing partners with the aim of promoting learning for development impact within CTA and its ACP partner organisations and networks. The first round of the study focused on nine national and regional organisations and networks in Africa (ANAFE, EAFF, FANRPAN, IPACC, KENFAP, RTN and RUFORUM) and the Caribbean region (CaFAN and CARDI).

WOUGNET took part in round two of the CTA Joint Capacity Centred Impact Pathway Analysis (CcIPA) study which involved six CTA partner organisations<sup>3</sup>. The CcIPA studies were initiated with the aim of providing joint learning to CTA and its partner organisations with regards to deliverables and changes triggered by partnership activities at the organisation and direct beneficiary levels. WOUGNET’s involvement started in July 2014 during the planning meeting in Kampala that resulted into harmonised understanding of the study guiding templates and data collection processes.

### 1.3 Objectives of the study

The overall aim of the study was to promote learning for development impact within CTA and its ACP partner organisations and networks in this case WOUGNET. Specifically the study was geared at:

- i. Assessing physical delivery of outputs and the changes triggered within WOUGNET as a result of the CTA partnership activities
- ii. The changes accruing to WOUGNET beneficiaries as a result of the partnership with CTA
- iii. Identifying lessons for improving organizational capacity development practices in WOUGNET.

### 1.4 Focus and structure of the report

This report outlines the methodology used in collection and analysis of the information stipulated in the objectives. It also presents findings, and lessons.

Chapter 1	Presents the background
Chapter 2	Presents the study methodology
Chapter 3	Recap of findings from the Quick Scan

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<sup>3</sup>AFARACA in Kenya, PROPAC in Cameroon, NARI in Papua New Guinea, and SPC in Pacific Islands.

Chapter 4	Presents a description of the intervention and expected changes process, the outcomes and impacts of WOUGNET training on Web 2.0 and Social media
Chapter 5	Presents the situation before the intervention, provides a description of the intervention, expected changes process, findings narrating actual changes in the various impact domains and evidence of changes following the EAAI project
Chapter 6	Presents overall conclusions from the impact study

## 2. Methodology

### 2.1 Approach

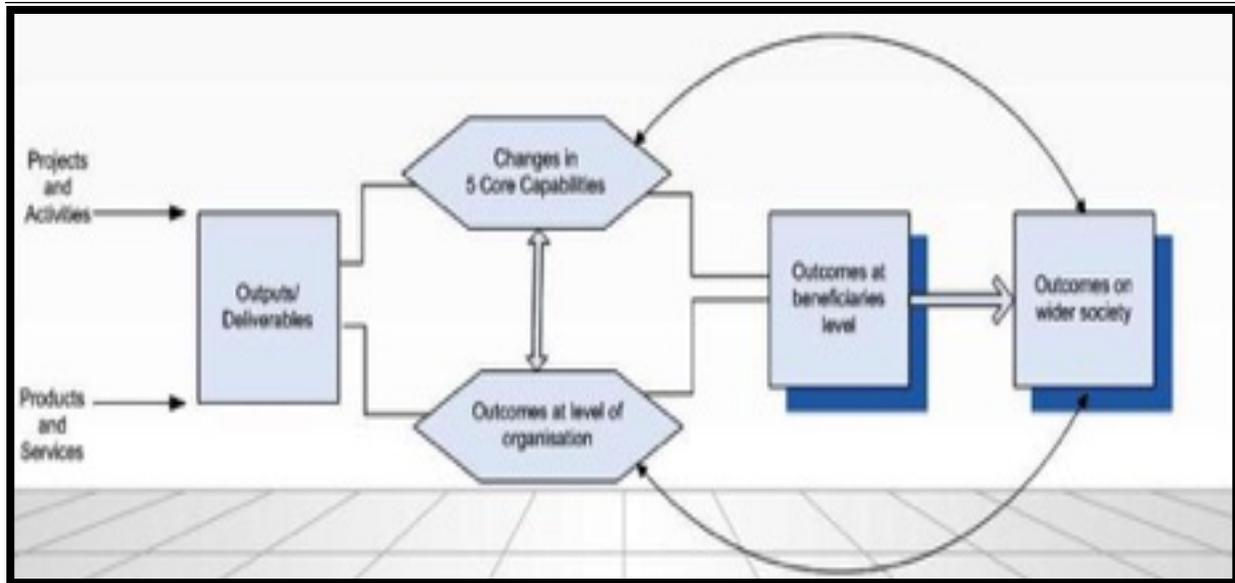
The study was undertaken using the Capacity-Centred Impact Pathway Analysis (CcIPA) model. The CcIPA model was developed by CTA in collaboration with its partner organisations<sup>4</sup> organisations as well as a team of experts from the Centre for Development Innovation-Wageningen University and Research Centre (CDI-WUR), European Centre for Development Policy Management (ECDPM), Management Development Foundation (MDF), and independent consultants based in UK and The Netherlands. CcIPA is an innovative synthesis model, based on the premise that performance and impact of organizations depend greatly on the state of their core capabilities. It is geared at internal learning as opposed to accountability. It focuses on looking at changes in the core capabilities of organizations and interactions among its key actors which influence the impact pathways for outcomes. The model draws on the best aspects of various existing tools/methodologies including: (i) Five Core Capabilities model, (ii) Results-based management, (iii) Logical Framework Analysis, (iv) Theory of change, (v) Outcome mapping and (vi) Participatory impact pathways analysis.

CcIPA incorporates three inter-related elements as depicted in Figure 1, in the horizontal segments of the model (moving from left to right): the **deliverables** at the organisation level as a direct result of CTA’s partnership; **changes in the capabilities** of the organisation; and **effects** (medium, long-term outcomes/impacts) among direct and indirect beneficiaries that can be attributed to the deliverables and/or changes in the organisation’s core capabilities.

### Figure 1: Graphical representation of the CcIPA model

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<sup>4</sup> ANAFE, CARDI, CaFAN, EAFF, FANRPAN, IPACC, KENFAP, RTN RUFORUM in round I and WOUGNET, PROPAC, AFARACA, NARI, and .SPC.in round II.



The focus on ‘impact pathways’ is due to acknowledgement of the complex nature of the change processes that are involved in creating and sustaining development impact. The application of the CcIPA framework maps out the changes resulting from diverse interventions over time. By taking into account the interactions among the key actors (direct and indirect beneficiaries, stakeholders), the model addresses the complex human and institutional relationships that may have a crucial bearing on how impact occurs.

A key point of departure from conventional impact studies, is that 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 core capabilities. Hence the central focus placed on the Five Core Capabilities (5Cs) model<sup>5</sup> in the CcIPA framework. The Five Capabilities: capability to act and commit; capability to deliver on development objectives; capability to adapt and self-renew; capability to relate to external stakeholders; and capability to achieve coherence together describe the capacity of the organisation (or network). The 5Cs model is complemented by the Logic model that is adapted 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.

The actual study was implemented in two phases: quick scan and the in-depth study. The study was undertaken by an external consultant working closely with the WOUNET Secretariat Program Manager - Information Sharing and Networking, and the Rural Projects Officer, Northern Uganda who were the designated internal focal persons for the impact assessment under the overall guidance of Dr. Dorothy Okello the WOUNET Co-ordinator.

<sup>5</sup> Developed by ECDPM

## 2.2 Implementation of the Quick Scan

Implementation of the quick scan commenced in August 2014 and was completed in November 2014. The quick scan, which involved applying the 5 Capabilities (5Cs) model and the logical framework, was conducted with the view of looking back over the last 10 years and reflecting on what WOUGNET was doing, how they did it, the changes over time, while also considering areas where there was no change.

Key activities in the Quick Scan included:-

- i. Developing harmonised understanding of the model, study tools and data collection processes. This was achieved through a 3 day consultative planning meeting on 29-31 July 2014 at Hamura Resorts, Kampala Uganda which was attended by CTA staff in the LME unit, resource person from ECDPM, the internal and external resources persons from WOUGNET, PROPAC, and Regional Universities Forum for Capacity Building in Agriculture (RUFORUM).
- ii. Application of the logic model. The process involved key informant interviews with secretariat staff and desk study of relevant WOUGNET documents with a view to gather information to complete the logic model with regards to activities undertaken in association with CTA, their deliverables, outcomes at the organisational level, its members (direct beneficiary) as well as outcomes which can influence changes at the wider society level.
- iii. Applying the 5 C model with a view to gather information for rating the organisation's capabilities at the time of the evaluation in 2014 and the explanatory notes for the respective rating but also to show changes in the different capabilities that emerged over the years. The information was solicited from WOUGNET staff using an on-line questionnaire with key questions for assessing the various domains in each of the 5 capability. This was intended to ensure that individual staff felt free to assign scores. A total of 12 out of the 15 technical staff responded to the survey.

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

- iv. Presentation of findings to staff and peers from the other organisations involved in CcIPA round II. Summary findings were shared in form of a power point presentation with WOUGNET Secretariat staff during a meeting held at the Secretariat on 14th and 15th October 2014. This helped to provide more insights and explanatory notes for the 5Cs

analysis. The salient issues which emerged during the validation meeting with staff were then used to refine the PPT report. The quick scan PPT report was also shared with participants during a joint synthesis meeting of the five CTA partner organisations involved in CcIPA round II held on 21-25 October 2014 at the Holiday Inn Hotel in Rome Italy. The meeting provided further guidance on documentation of the findings.

## 2.3 Design and Implementation of the in-depth study

### 2.3.1 Scope of the in-depth study

The in-depth study set out to more intensely look at, verify and support with evidence some of the outcomes and impacts revealed by the Quick Scan. The in-depth study implemented between January and June 2015 focused on tracking i) changes in skills and knowledge of individuals who participated in training on Web 2.0 alumni and their associated outcomes or impacts, and ii) outcomes and impacts from WOUGNET CTA supported EAAI project that was implemented between 2005 and 2011. The quick scan revealed that WOUGNET was providing training on Web 2.0 to its member organisations as well as interested individuals based on curriculum and resource materials developed by CTA. By October 2014, a total of 56 individuals had participated in such training. It also revealed that up to 360 farmers from 12 women groups participated in the EAAI project. The in-depth study targeted WOUGNET staff involved in delivering the Web 2.0 training, alumni WOUGNET organised training on Web 2.0 as well as women groups, individuals farming households and other key informants that participated in the EAAI project. For the Web 2.0 training, geographic scope of the study covered all districts in the country where the alumni are found, while it was limited to the present day districts of Apac and Kole where the beneficiary women groups are found in case of the EAAI project.

The in-depth study involved the application of the logical framework and the impact categorisation template provided by CTA to generate and analyse the information. Data collection activities involved literature review, and a survey that employed key informant interviews, an on-line survey for Web 2.0 alumni, a household questionnaire, observation, and focus group discussions with farmer beneficiaries of the EAAI project.

## 2.2 Data collection for the in-depth study

Data collection for the in-depth study was achieved through:

- **Desk study of relevant documents.** Key documents reviewed included WOUGNET annual reports, EAAI project baseline and 2010 evaluation report; impact stories documented by WOUGNET staff and published reports on innovative farmer advisory services using ICTs.
- An on-line survey targeted to alumni of the WOUGNET training on Web 2.0 and Social Media. The questionnaire that was sent attracted 13 respondents, 7 females and 6 males who

were geographically sampled based on their locations and how they used these platforms across.

- **Individual farming household survey:** A questionnaire survey that targeted households of individual group members who participated in the EAAI project. The survey was conducted in the first week of March 2015. A two stage sampling process was used to select the study households. First the groups were purposively selected. Representation of both counties and coverage of different sub-counties was the criteria used in purposive selection of the groups.



*(Household interviews being conducted in Northern Uganda)*

Sample groups are located in the sub-counties of Apac, Akokoro in Maruzi, county and Bala sub-county in Kole County. The simple random sampling technique was used to select individual households. In each sample group, the list of group members provided by the group leaders was used as the sampling frame for selecting individual households. Data was collected from a total of 93 households randomly selected from 6 out of the 12 groups that participated in the EAAI project. The survey tool that was designed makes considerable use of rating scales/scoring techniques. These approaches are useful in establishing people's perceptions on a given issue. This was applied to establish respondent rating of change in their capacity to use ICTs, access to agricultural information, ability to access market information, ease of reporting dissatisfaction with service delivery to those in positions of authority. The survey asked respondents to compare the situation now with that of 2005 before EAAI project interventions were rolled out.

- **Focus group discussions and key informants:** The focus group discussions (FGDs) and key informant discussions were conducted to provide a qualitative context for the results of the survey, and to verify and triangulate the information. FGDs were conducted with women and wherever applicable men members of groups that have worked with WOUGNET from a total of 6 groups four of which were



core target group under the EAAI project while the other two were affiliate groups. The FGDs helped in gathering information on farmer use of ICTs in agriculture and governance to improve service delivery; linkages and partnerships formed by the groups to support continued access to agricultural support services; collective produce marketing and benefits accruing from these interventions.

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



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

## 2.3 Data analysis

Qualitative information collected during literature review, focus group discussions, key informant interviews and questionnaire survey was subjected to content analysis to identify the emerging themes with regard to the various impact categories and dimensions. Quantitative data from the household questionnaire survey and on-line WEB 2.0 alumni survey were entered into separate spreadsheets and analysed using SPSS. Descriptive statistics (e.g. means, and percentages) were used to analyse the findings. Tables and graphs have been used to present the findings.

## 3. Findings from the Quick Scan

### 3.1 Deliverables and outcomes

#### 3.1.1 Deliverables

The partnership activities between WOUGNET and CTA have resulted into a number of deliverables. These include:

- i. WOUGNET staff equipped with skills and knowledge in four thematic areas:-

- a) **Media, communication and policy advocacy.** Participation in a CTA supported training workshop on media, communication and policy advocacy, coupled with participant sharing of the knowledge and information with other secretariat staff led to increased appreciation of need for clear media strategy for effective advocacy. This propelled WOUGNET to produce an outline of a media strategy indicating the various channels to use to reach specific audiences.
  - b) **Information and knowledge management for development (InK4DEV).** WOUGNET staff participated in 3 CTA supported InK4DEV events one in Namibia in 2009, two in Uganda, in Kampala in 2010 and in Entebbe in 2011. Participants shared the information with all staff to inform them about the outcome of the conference and this heightened awareness and appreciation of the importance of ICM in organizations. Consequently the ICM facilitator's guide and the ICM Users' manual developed by CTA were used to guide drafting of Terms of Reference for the development of the ICM strategy.
  - c) **Information Communication Technologies (ICT) web-based learning (Web 2.0) and social media.** With support of CTA, WOUGNET staff participated in two (one in 2009 and another in 2013) training events on internet based communication including Web 2.0 and Social Media. In addition, through own initiative 3 staff also participated in a 3-month e-Learning course on 'Communication for Development' organized by the Commonwealth of Learning (COL). The training equipped WOUGNET staff with knowledge and skills on internet based communication and created in-house capacity to train other staff, members, and interested individuals. In 2012 WOUGNET mounted its own training sessions on Web 2.0 and Social media based on the 5 day CTA Web4Dev Curriculum which they adapted and deliver in 2-3 days. A total of 65 persons, 44 of them being female have been trained by WOUGNET since 2012.
  - d) **Strengthening capacity in Program Cycle Management.** A total of 15 WOUGNET staff were trained and an M&E framework developed in August 2013.
- ii. **Development of Information Communication Strategy.** CTA supported to WOUGNET under this area resulted into:-
- a) Development of a well elaborated three year information and communication management (ICM) strategy, Strategy Implementation Plan- SIP and Indicative budget for the implementation of the ICM strategy. *The ICM strategy is noted to provide a basis for enhancing capacity of WOUGNET to support ICT use and develop ICT programs for greater developmental impact.*
  - b) Documented process and lessons in developing ICM strategy which WOUGNET will use to introduce its member organizations to ICM so that they can appreciate it and also embrace and also develop their own ICM strategies at organizational levels.
- iii. **Access to CTA publications.** CTA publications have been provided periodically and during short skills enhancement events over the years. These include: resource materials on knowledge management (ICM facilitator's guide, and the ICM Users' manual); Web4Dev

- training curriculum; CDs, flash discs, farmer technical guides for specific technologies/ enterprise; among others.
- iv. Enhancing Access to Agricultural Information (EAAI) using Information and Communication Technologies (ICTs) project in Apac and Kole Districts in Northern Uganda resulted into:
    - a) 12 farmers groups strengthened in group dynamics and management.
    - b) At least 360 women in 12 groups equipped with skills on how to use ICT to access information
    - c) Establishment of Kubere Information Centre (KIC) in Apac town which acts both as an Information Resource point and supports implementation of other projects as well as two-way linkages with the women farmers.
    - d) News articles for the Open Knowledge Network; & WOUGNET News
    - e) Weekly agricultural radio show on radio Apac which provided information about agricultural techniques and resources to farmers.
    - f) Agricultural information materials (audiotape, video tape, CD-ROM, calendars, brochures and Luo handbook) in local language
    - g) Using a combination of ICTs which included radio, mobile telephones, listening clubs, and face-to-face meetings, a total of 360 women farmers from 12 groups were equipped with skills on how to use ICTs to access information to improve their farming.

### **3.1.2 Outcomes at WOUGNET level**

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

- i. Enhanced capacity in advocacy due to use of targeted channels tailored to reach specific audiences.
- ii. Increased access to information and new knowledge in CTA publications. This is noted to have contributed to building skills of individual staff and members. WOUGNET staff use the CTA technical guides on various technologies and enterprises to advise farmers through the question and answer services provided by KIC.
- iii. In house capacity to provide training on Web 2.0 and social media established in WOUGNET.
  - a) Staff delivery of the trainings was noted to have improved their confidence and skills as facilitators/trainers.
  - b) Trainings have diversified sources of revenue for WOUGNET. These trainings are offered on a cost-recovery basis at WOUGNET's Community Development through Technology Centre. This has helped WOUGNET to mobilise resources from the training to maintain the resource centre and support other activities.
  - c) Increased visibility and reputation for providing Web 2.0 training in the country.
- iv. Existence of the KIC has served as a spring board for other projects and development

- a) KIC hosted a research team from Makerere University, which eventually set up twelve sites for demonstration gardens in Lira (*Oribcing women's group in Kole and Note ber women's group in Lira- KIC affiliate farmer groups*) to learn together with farmers how growing of legumes contributes to improving soil fertility.
- b) In 2010, WOUGNET opened another rural information centre in Amuru district, called Riber-Ber Information Centre, to help farmers access market information using mobile phones.
- c) Efforts of the EAAI project are sustained by a new, connected initiative that WOUGNET is undertaking in partnership with Makerere University involving the women farmers that were involved under the previous project. [Strengthening University - Farming Community Engagement \(SUFACE\)](#) seeks to develop an operation framework where universities can work with communities to enhance productivity and competitiveness of smallholder agriculture as well as responsiveness and impact of universities in agricultural development.
- v. Increased visibility, recognition and credibility of WOUGNET due to participation in national and international meetings and conferences has increased visibility and recognition of WOUGNET. WOUGNET was a partner of the International Conference on ICT and Agriculture held 4 – 8 November 2013 in Kigali, Rwanda, and also coordinated the Gender session at the event. Information and conference outputs of the event are at <http://www.ict4ag.org>. The third European Forum on Rural Development in Palencia Spain". At this meeting during one of the special sessions on ICTs, WOUGNET was a case study in a research findings presentation focusing on use of ICTs and Agriculture. This study was based on a research carried out by the Makerere University social research team and a Kenyan University that interviewed, WOUGNET staff( Information Programme), the KIC and women farmers in Apac. Case studies carried out on WOUGNET activities and discussed at international platforms continue to enhance the organization's visibility and credibility.
- vi. Participation in partnership oriented programs enhanced networking and establishment of strong partnerships with several organisations thereby fostering information sharing among women and women organizations in Uganda and worldwide.

### **3.2 Assessment of capabilities and corresponding changes**

In the last ten years, the capabilities which have changed most in WOUGNET include capability to relate, capability to deliver products and services, capability to act and commit; and capability to adapt and self-renew.

#### **3.2.1 Capacity to relate**

WOUGNET has strong capability to relate (score 4). This capability has greatly improved over the years. Key changes include:

- Increase in number of women organizations registering to access WOUGNET services from 25 women's organisations and women-related projects profiled on the website in 2000 to 90 by end of 2010 and to 104 in 2014 which points to operational credibility.

- Recognition and winning awards for good performance on at least six occasions. Such awards include: award in ICT Advocacy category from Uganda Communications Commission, WOUGNET Website received the World Summit Award in the e-inclusion category, WOUGNET Website received the Africa information Society initiative (AIS), Media Award in the International Institute for Communication and Development (IICD), Democracy Innovation Award from World Forum on Democracy, Digital African Woman of the year which was given to Dr. Dorothy Okello the organization's Coordinator and founder.
- Increased invitations to participate in national, regional, and international conferences. WOUGNET staff participated in more than 20 events in the last two years.
- Establishment of new partnerships with: **universities** including Linnaeus University in Sweden, Makerere University in Uganda, McGill University, Cherie Blair Foundation; **International organisations** such as International Institute of Rural Reconstruction - IIRR, ILO WEDGE Project, World Space satellite radio in collaboration with RANET-Uganda, innovative technologies such as i.scribe); **National and regional research organisations:** National Agricultural Research Organisation (NARO)- under the Regional Agricultural Information and Learning systems – RAILs project Forum for Agricultural Research in Africa (FARA), and Association for Strengthening Agricultural Research in East and Central Africa (ASARECA); **NGOs and Civil Society Organisations** such as Isis-WICCE, Uganda Development Services, BROSDI, UWONET; CEEWA, Akina Mama wa Afrika (AMWA), INetwork, the NGO Forum, UgaBYTES; **Government Ministries, Departments and Agencies (MDAs)** such as the former Ministry of Works, Housing and Communications and the current Ministry of ICT, the National Planning Authority (NPA), and the Uganda Communications Commission (UCC), the Department of Gender under the Ministry of Gender, Labour and Social Development. The partners have been instrumental in supporting WOUGNET, financially, technically and otherwise in a bid to enable it to meet its objectives
- Building and maintenance of relationships with international funding organisations for instance Sida, SPIDER, Hivos, Cherie Blair Foundation among others. WOUGNET won a two year grant from SPIDER to further her inspiration through building the capacities of local communities to monitor service delivery through the use of ICTs
- The Gender Based Violence Reference in the Uganda Ministry of Gender, Labour and Social Development Group giving WOUGNET the mandate to Chair the Media and ICT Expert Group.
- The Citizen Journalism in Africa (CJA) project choosing WOUGNET to serve as the country focal point for the project in Uganda. The CJA project provide both capacity building in objective writing and reporting of issues affecting WOUGNET members, but the CJA website will also provide an additional information outlet for WOUGNET information.
- Digital Opportunity Trust (DOT-Uganda) entrusting WOUGNET to host their interns at the Community Development through Technology Centre (CDTC) in Kamwokya. Through this

collaboration, DOT also contributes to the running expenses of the centre. The DOT interns have been able to train 226 participants including 99 females and 127 males in the basics of ICTs and entrepreneurship

Case studies carried on WOUGNET activities including the EAAI project, web 2.0 training which are presented and discussed at international conferences such as International Conference on ICT and Agriculture in November 2013 in Rwanda, third European Forum on Rural Development in Palencia Spain, RUFORUM third biennial conference in Maputo Mozambique in 2014, international conference on social media for development at the 4M Annual Forum in Nairobi, Kenya in 2013, enhanced the organisation's visibility.

Development of the ICM strategy brought to the fore the fact that WOUGNET was not adequately taking advantage of the available communication channels to share information on its programs/projects. Only 4% of content disseminated by WOUGNET and acquired by its stakeholders focused on WOUGNET activities. This pointed to weak documentation and marketing of WOUGNET programs thereby impairing visibility of WOUGNET's work despite the length of time in the sector. Subsequently WOUGNET articulated strategies and actions to improve on documentation, information dissemination and marketing of the organisations work. A marketing strategy was incorporated into the 2014-2018 Strategic plan. The organisation commits itself to produce various promotional, visual and none visual communication and visibility materials so as to enhance the brand of WOUGNET; build on the existing promotional materials like newsletters, contact cards and social media, to also include signage and continued improvement of content on all communication platforms to clearly state the role of WOUGNET and the winning examples of achievements; training of its staff on making and giving a sales pitch (including the development of WOUGNET's elevator pitch).

Partnerships are important to WOUGNET program areas. The environment and organisation analysis carried out in 2014 during the strategic planning meeting showed that partnerships were viewed as both a strength and weakness for WOUGNET, which indicated a need to focus on what partnerships WOUGNET has and the kind of partnerships that WOUGNET needs. The analysis also revealed that a lot of WOUGNET members and partners are also competitors or working with very similar programs, which creates an opportunity for collaborations and partnerships. This realisation helped WOUGNET to appreciate the need to put in place a partnership strategy.

Partners may provide / share financial or technical resources to WOUGNET and WOUGNET may provide technical, mobilization and any other resources to its partners. WOUGNET should be able to engage partners interested in common areas like gender, and information sharing and

networking such as CIPESA, Toro Dev, I-Network, RICNET, CEFORD so as to jointly implement activities that may be targeting the same results therefore optimising resources.

WOUGNET recognises that its vitality and relevance depends on the input and participation by its members. With over 70 member based organisations as part of the WOUGNET network, member management is important to ensure that members' benefit from the network and the network benefits from its members. However low member participation was identified as a key concern that weakens WOUGNET's ability to build and maintain relationships within its own setup. To address this shortcoming WOUGNET has committed itself to:

- Review WOUGNET's current membership MoU to clearly define obligations and benefits of the partnership.
- Revise members' communication to always include a review and feedback on membership and WOUGNET programmes.
- Develop a member development plan to guide how new members are recruited, manages the expectations of both the members and network. Through this member development plan, WOUGNET will profile its current members to establish their status and categorise them according to 3 premises of active, dormant and inactive, thereby providing baseline information for future membership development work. New members are to be admitted on the basis of clearly defined criteria that are fully understood by all the concerned parties. The plan will define the stages of membership, benefits of being a member, obligations, and categories of membership. Members should expect to pay a membership fee based on clearly defined criteria, benefits, obligations and levels.
- Institutionalise undertaking of regular member needs identification and assessment to ensure that the secretariat is responsive to the ever changing member needs.
- Profiling and categorising all members and stakeholders so as to guide WOUGNET on which category of members it should focus on
- Set up a paid member product / activity
- Identify active / current members that WOUGNET may be able to partner with to extend WOUGNET member services.

### *3.2.2 Capacity to deliver products and services*

Findings revealed that WOUGNET has a moderate towards strong ability to deliver on products and services (composite score 3.98). This capability has improved over the years. Key changes have been in development and constantly improving the website, full time access to internet and a functional e-mail system at the head office; access to knowledge and information materials from CTA and other sources; office equipment, and sustained external funding which have enabled expansion in geographical coverage. However power black outs, poor internet connectivity, and

inadequate equipment notably computers, cameras experienced by field staff were cited as gaps which need to be addressed.

At its inception, the WOUGNET website and mailing lists were hosted by Kabissa - Space for Change in Africa. Institutional growth has enabled WOUGNET to host its mailing list and website. In 2000 WOUGNET had a Secretariat in Kampala but no physical presence in any other part of the country. By 2009 with support of CTA under the EAAI project it had established the Kubere Information Centre (KIC) which serves as a field office in Apac district. The EAAI project provided the basis for WOUGNET intervention in Northern Uganda and within 3 years, it had covered 3 districts of Apac, Kole and Oyam. Experiences from KIC spurred establishment of the Ribe-ber Information Center in Amuru district also in northern Uganda. In 2013 WOUGNET set up a field office in Tororo. WOUGNET also has another center in Kampala called the Community Development through Technology Center (CDTC). The center provides training on web 2.0 and ICT for entrepreneurial trainings. Today, WOUGNET operates nationally directly working with women and men in the twelve districts of Apac, Kole, Oyam, Lira, Gulu, Amuru (North), Tororo, Busia, Palisa (East), Kampala, Wakiso, Mukono (Central).

WOUGNET's ability to mobilise financial resources has changed over the years. This is reflected in mobilisation of core funding of 500,000 Euros from Hivos for the last ten years, increase in number of funding partners, development and submission of more than 10 proposals to various donors, and diversification of resource mobilisation strategies from solely relying on development partners/donors in its formative years to include internal generation of funds through research projects, consulting, training services offered on a cost-recovery basis, hiring out of the centre, and member contributions through setting up of paid member products.

Funding partners have increased over the years. These have included: Uganda Communications Commission (UCC), Association for Progressive Communications (APC), International Labor Organisation (ILO), African Adapt Evaluation, Dimitra Project/FAO, EASSI, Sida, CEWIGO/IWTC, UNESCO IPDC, Global Fund for Women, SPIDER project, Indigo Trust, infoDev, Citizen Journalism, 1% Club, Cherie Blair Foundation, Digital Opportunity Trust (DOT) Uganda, WeTech Seed Funding, and the Technical Centre for Agricultural and Rural Cooperation ACP EU (CTA). Under CTA by 2004, WOUGNET first received 25,000 Euros but by 2014 a total sum of 223,514 Euros had been received from CTA in support of various projects.

The improvement in ability to mobilise financial resources notwithstanding, inadequate funding was identified as key factor affecting service delivery, and resource mobilization for programs continues to be a challenge for WOUGNET. It was noted that though members of WOUGNET are

interested in seeing WOUGNET's presence scaled up to the rural areas, this is constrained by resources.

In its 2014-2018 strategic plan WOUGNET recognises the need to put in place a fundraising strategy, which includes identification and utilization of project funds from local organisations such as Private Sector Foundation Uganda (PSFU) as well as internal funds generation. To improve resource mobilisation WOUGNET commits itself to: train staff in proposal writing / fundraising; develop a system and method for proposal writing / fundraising; use a selection guide / matrix for fundraising; and putting in place paid member products. The Strategic plan 2014-2018 put forward a selection guide / matrix for guiding decision making on whether WOUGNET should devote resources to pursue particular resource mobilization opportunity. The guide calls for defining and rating the type of funding WOUGNET is looking for, the effort required to develop the proposal, the benefits of taking on the proposal and its fit within WOUGNET's program before any effort is directed into proposal development fundraising.

WOUGNET has experienced growth in its human resources to support implementation of activities. Staffing levels increased from 9 staff in 2005 to a total of 16 staff (8 at Secretariat and 8 in the 4 field/project offices) in 2014. Since 2005, WOUGNET staff are complimented by at least 3 interns and 4 international volunteers both online and at site. WOUGNET has had weaknesses in taking full advantage of the interns and volunteers. The organization realized that although they take on and work with interns and volunteers on a regular basis, sometimes they are not able to contribute as much to the WOUGNET. This realization has propelled WOUGNET to better structure its need for volunteers and interns by using the human resource requirements for activity implementation in the work plans as the basis to guide on the number and skill area of interns and volunteers taken on.

WOUGNET has strong capability to implement activities. It was noted that by and large staff are competent to perform their duties and there is good level of commitment among the staff to engage in organizational activities. The training on program cycle management coupled with development of the ICM strategy in 2013 triggered improved communication and dialogue between staff. It was noted that staff have increased understanding of the results chain and logical analysis in process of developing proposals. The improved knowledge was noted to have facilitated staff to make meaning contributions to design of projects and hence better exploitation of ideas from all staff.

However staff capabilities, coupled with absence of a staff development plan, and low motivation, were identified as concerns which slow down implementation and creates weakness for program implementation. The low motivation due challenges with funding coupled with staff personal interests and growth were noted to have contributed to high staff turnover in the last four years which impairs the organisation's ability to implement programs in a timely manner. Development

of the ICM strategy enabled WOUGNET to recognise the need to for a periodic review of staff needs, and refinement of staff roles. To address these shortcomings, in the 2014-2018 Strategic plan WOUGNET commits itself to:-

- Set up a staff development plan that includes a roles and responsibilities matrix. The staff development plan will describe the required skill and knowledge that WOUGNET needs, helps staff understand their responsibilities, get the required skills and grow professionally. The strategic plan provides description of the staff roles. All staff should now have a clear role to play in the implementation of the ICM strategy, in documenting WOUGNET's work, in resource mobilisation and program implementation.
- Encourage WOUGNET staff to pursue professional development by taking on courses that enhance the desired skills in the organisation. For example signing up for free online courses e.g. on Coursera (<http://www.coursera.org> )
- Carry out a skills and knowledge assessment of current staff to determine what skills and knowledge WOUGNET is carrying today against the required skills set from the staff development plan. This shall guide the training and learning for WOUGNET staff.
- Implement staff rewards, sanctions and motivation

Development of the ICM strategy in 2013 greatly contributed to improving WOUGNETs ability to deliver products and services. The ICM strategy is recognised as a quick win for WOUGNET, the quickest way to reorganise workflows; refine staff roles and build a stronger relationship with WOUGNET members. Development of the ICM strategy helped WOUGNET to realise the need to tailor their dissemination to members and other stakeholders' information needs. The strategy provided a matrix to define and structure the communication channels, which when combined with a stakeholders' analysis, enabled WOUGNET to identify which communication channels are relevant for its communication and information sharing with members and partners. The information dissemination matrix, guides the channels for information dissemination to various categories of stakeholders. The process and the resultant tools have fostered realisation of the need to stick to a few channels tailored to particular members and guidance to respond to information needs of the users as opposed to just sending everything to everyone irrespective of their needs.

The strategy enabled WOUGNET to clarify, define and document a methodology for information collection, management and dissemination in the organisation. While the new template developed to operationalise the ICM plan has improved WOUGNET's ability to capture, track, and document decisions regarding project strategies and processes as well as project implementation, outputs, and outcomes.

### *3.2.3 Capacity to act and commit*

This capacity is about the ability to work properly: to plan, take decisions and act on these decisions collectively. Findings reveal that on a scale of 1-5, with 1 signifying low capacity and 5

implying very strong capacity, WOUGNET received an overall score of 3.7 suggesting that the organisation has a moderate moving towards strong capacity to act and commit. Leadership is strong and action oriented in supporting implementation of programs as well as managing, and coordinating project implementation in liaison with staff and stakeholders. Project design and implementation is usually participatory with several staff actively participating in development of project proposals. Growth in the number of projects from just having the mailing list and website in 2000 to more than 10 projects implemented over the years in Northern, Central and Eastern Uganda focusing on governance and accountability, entrepreneurship, Agriculture, livelihoods, and policies was cited as evidence for this.

The organisation's culture to plan, take decisions for the betterment of WOUGNET, and to act on the decisions made collectively is good. WOUGNET's growth has been guided by its three year program document 2005-2007 and strategic plans 2008-2010, 2011-2013, and 2014-2018. At the end of 2004, WOUGNET reviewed its activities-which mainly focused on the mailing list, website and offline communication through workshops and meetings –and streamlined them in the 2005-2007 program document into four program areas: Information sharing and networking; Technical support; Gender and ICT Policy Advocacy and rural access. In the subsequent years the Strategic plans have stipulated the organisation's core business of addressing ICT access and application, and ICT policy advocacy as well as the key intervention areas. In 2008 the interventions areas were streamlined from four to three- information sharing and networking, technical support to members; as well as gender and ICT policy advocacy- with the intention of ensuring complementarily. The 2014-2018 strategic plan maintains the guiding pillars and program areas the organisation has worked in since 2008 and focuses on consolidating the gains WOUGNET has made in the last decade and increase the impact of usage of ICTs by women and women organisations in Uganda has a strategic focus on membership development, internal capacity building, and increasing resource mobilization. Focus on these areas is to enable the organization to increase member engagement, increase technical and financial resources and to facilitate more efficient and effective program delivery.

To a moderate extent, decisions are made based on information and in a participatory manner. Internal decision making is often done after consultations via email or through team meetings. However sometimes views provided by staff are heard but not considered or deferred to the major program planning events as they are either not realistic, provided late after the decision has been taken, or their implementation may require substantial resources notably staff time and finances. Staff reluctance to provide inputs/contributions due to limited knowledge on the subject, and or lack of confidence notably among junior staff was also noted to impair participatory decision making.

The Secretariat provides WOUGNET with an entity with a legal basis to make binding commitments on behalf of the organization. Prior to 2014 WOUGNET was working with an

organisational structure, which heavily favoured the 3 program areas of information sharing and networking, technical support and gender and ICT policy advocacy. However development of the 2014-2018 strategic plan which cuts across all the program areas called for WOUGNET to provide for cross cutting roles in the staff structure. Hence reorganization of the Secretariat to a new structure so as to improve on communication, resource mobilization, marketing and general implementation of the organisations programmes. The new staff structure introduced a Business Development function at the same level as the other technical programs and administration. The Business development function is responsible for coordinating membership development (development and implementation of a membership plan) and resource mobilisation. The new structure also introduced a documentation officer under the information sharing and networking program.

### *3.2.4 Capability to adapt and self renew*

Findings revealed an overall score of 3.73 suggesting that WOUGNET Secretariat has a moderate moving towards strong ability to adapt and renew. WOUGNET ability to track, learn and position itself to flexibly change with changes in the extent has been built on conducting SWOT analyses during annual review meetings and periodic strategic planning meetings. The annual self and peer assessments coupled with feedback meetings for all staff to discuss lessons learnt, best practices, and areas for improvements provide strong incentives for a learning culture. Internal communication about constraints and failure in implementation of programs is open, average score 3.9. Use of official email accessible to all staff, and staff meetings to share and seek views on progress, achievements, failures, constraints, in implementation of activities and required remedial actions provide viable avenues for open internal communication and learning from implementation of activities. Weaknesses were reported in translating learning by individuals into action for the benefit of the organization and sometimes staff holding back information thereby giving genuine views.

WOUGNET's ability to adapt and self renew has improved over the years. In 2008 WOUGNET developed a corporate logical frame work (as part of the 2008-11 strategic plan). The indicators in the logframe guided reporting on program implementation in the annual reports. Training of 15 WOUGNET staff in program cycle management was noted to have improved staff understanding of the results chain the associated vertical and horizontal logical links thereby improving their abilities in reviewing achievement of program deliverables and outcomes.

In August 2013 WOUGNET developed its M&E framework. In the same year WOUGNET completed development of its ICM strategy. Development of the ICM strategy fostered realisation of weakness in documentation of WOUGNET program activities. Subsequently a template to guide documentation of WOUGNET activities was developed and staff roles refined to explicitly include documentation. This has improved tracking and reporting of program activities, outputs and outcomes.

In 2014, the M&E framework shaped development of a results monitoring tool/template to guide periodic reporting of progress on annual prioritized activity implementation. The 2014-2018 Strategic plan calls for annual strategic plan review meetings and the results monitoring template is expected to form the basis for discussion during these meetings ensure that the organisation is implementing this plan successfully. The Strategic plan clarified the role of the Executive Director, and program staff in monitoring implementation of the plan. The ED has overall responsibility for monitoring of results, provide oversight and coordinates this function while each program area has to provide information on the results that feed into the results monitoring framework. To further strengthen monitoring of its work, WOUGNET staff are expected to have a face to face meeting at least twice a year to discuss and review the performance indicators.

The organisation has institutionalised periodic reflection events including: weekly and monthly staff meetings to review progress in programme implementation; quarterly review and planning meetings attended by Board members and staff; annual review meetings and strategic planning meetings to identify critical issues impeding efficiency and effectiveness of the programmes, the achievements, and changes in the operating environment. The implementation processes are improved/adjusted based on lessons from implementation experiences. Institutionalization of reflection events and subsequent adjustment of programs/activities points to internal openness to learning, and tracking of external environment.

### *3.2.5 Capability to achieve coherence*

This capability focuses on the strength of an organization's identity, self-awareness and discipline. Findings revealed that WOUGNET received a score of 3.8 indicating a moderate, but moving towards strong, capability to achieve coherence. The organisation has a clear vision, mission, and objectives stipulated in the strategic plan and organisational policy. Lack of a standalone Human Resource policy, limited staff awareness of WOUGNET's HR policy, absence of staff development plan and structured procedures for taking on interns and volunteers so as to fully take advantage of their presence in the organisation were cited as key weaknesses which have to be addressed. The capability has improved over the years. Key changes include:

- Realisation of the need to put in place and implement a well structured staff development plan. Prior to 2014, staff development was largely facilitated through effective delegation of work, mentoring, and proactive staff individually taking the initiative to seize capacity building opportunities accessed through WOUGNET. However lack of a well structured process to staff development was identified as a weakness during development of the new strategic plan 2014-2018 and the organisation has committed itself to address this weakness.
- An organisational policy was developed in 2009. The organisational policy defines the internal organisational principles on operations, also articulates the human resource issues.

- Organisational documents stipulating its vision, mandate, strategy, core values, and internal principles are shared with all staff. This has enabled staff to be aware of the organisation, strategy and ably talk about it in various fora.
- Training in program cycle management improved staff abilities to contribute to development of proposals. This has enhanced their participation in development of proposals to mobilise resources for implementing program activities.
- Realisation of the need to institutionalise structured procedures for taking on interns and volunteers.
- WOUGNET's commitment to train its staff on making and delivering an elevator pitch on organisation strategy, activities and achievements.

### **3.3 Conclusions on changes in WOUGNET capabilities**

In the last decade, WOUGNET has witnessed growth and improvement in its core capabilities. Capabilities that have changed most are the capability to relate, capability to produce and deliver products and services; capability to act and commit, capability to adapt and self renew.

CTA-WOUGNET partnership activities have contributed to the improvement in the various capabilities. The EAAI project provided the foundation for WOUGNET interventions in Northern Uganda, and provided a spring board for other projects thereby contributing to improved capacity to deliver.

Training in web 2.0 coupled with the resource materials enhanced WOUGNET's in house capacity to deliver customised web 2.0 and social media training to its partners and other interested organisations and individuals. WOUGNET has become a key actor in providing this kind of training in Uganda which positively impacts on its ability to establish influential relationships and therefore capacity to relate. The WOUGNET trainings on web 2.0 and social media are offered on a cost recovery basis which contributes to internal resources mobilisation and hence it capabilities to act and committee as well to deliver products and services.

Presentation and discussion of case studies of WOUGNET work in the EAAI project as well as web 2.0 and social media for development in international conferences have increased the organisation's visibility and hence its capability to relate. Development of the ICM strategy triggered WOUGNET to:- refine staff roles to include documentation, put in place and use the template for documenting organisation's activities; structure and align its communication channels to meet needs of various stakeholders; clarify and document methodology for collection; management and dissemination of information; development of a dissemination matrix to ensure effective communication of WOUGNET work; and position itself to market the WOUGNET brand and increase visibility. These changes have and will continue to contribute to improvements in capability to deliver products and services, capability to relate, capability to act and commit, as well as capability to achieve coherence.

Training in Program Cycle Management improved staff competence in assessing the logical relationships in results chain and consequently their ability to contribute to development of proposals in response to funding opportunities. Use of the skills to write competitive proposals will continue to positively impact on the capability to act and commit. The PCM training also improved staff ability to track and report outputs and outcomes. Likewise development of the M&E framework and the template for documentation of WOUGNET activities have contributed to improvement in capability to adapt and self renew.

The 5CCs analysis has highlighted improvements but also areas of weakness. By and large WOUGNET through its 2014-2018 strategic plan put in place strategies to address its weaknesses. The organisation should therefore follow through with its commitments to:-

- v. Establish and implement a staff development plan, develop and implement a resource mobilisation strategy which will help to further improve its capabilities to act and commit, and deliver products and services.
- vi. Implement the ICM strategy and use its supporting templates and matrices (i.e template for documentation, matrix for communication channels, dissemination matrix). This will strengthen its capability to deliver products, capability to relate and capability to adapt and self renew.
- vii. Develop and implement a partnership strategy. Leverage partnerships with member organisations to enhance reach in rural areas, rationalise resource use and extend member services
- viii. Use the established results monitoring reporting tool/template and institutionalise the reflection meeting to discuss and review the indicators. This will greatly enhance capability to adapt and self renew.

The 5CCs analysis provided a snap short on WOUGNET capabilities at the time of the study. This should serve as a baseline for assessing future changes. Hence WOUGNET should adopt and add this methodology to its repertoire of tools, used to assess organisational outcomes following implementation of its strategic plan.

## **4 Outcomes and impacts of training on Web 2.0 and social media**

### **4.1 Situation before training on Web 2.0**

World over, ICT has revolutionized the way production, market access and distribution of goods and services are organized. Technology developments have made it possible for people to acquire and exchange information in an increasing variety of formats and collaborate with one another across national boundaries. Web 2.0 technologies or social media are innovative online tools designed to enhance communication and collaboration. These include a variety of specific tools or applications, such as blogs, Twitter, online videos, social networks, and other online and electronic tools. Beer (2008). The rise of social-networking sites such as Facebook, Twitter, YouTube, Flickr, and others has encouraged their users to communicate and interact in new ways. Jenkins (2006) calls this the rise of “participatory culture” in which ordinary people can create their own content and distribute it via social networks. It allows public users to co-develop and exchange content on the internet via blogging, tagging, wikis, and media sharing, and to network socially in novel ways (Baker 2011; Beer, 2008; and Wilson, 2008).

Content via the Internet spreads faster and to more people than via traditional media platforms. More people especially the youth now use social media to express their opinions and communicate with others (Boyd and Ellison 2007). Even in Uganda with an internet penetration of 15%, more and more people use the Internet daily to communicate and transact business (Freedom on the Net Report, 2012).

The World Summit on the Information Society (WSIS) recommended Governments and all stakeholders to play their role in promotion of ICTs for development by putting in place mechanisms to address access to information and knowledge; capacity building; as well as building of confidence and security in the use of ICTs among others. In Uganda, the National Development Plan 2010/2015, identified ICT as one of the Primary growth sectors to catalyse economic growth and social transformation in the country. The National ICT policy envisages a knowledge society where Information and Communications Technology (ICT) is central in all spheres of life“. Policy objectives include building a knowledge based human capital; promoting innovation in economic and social systems; and deepening utilization of ICT services by government, private sector, not for profit organization and citizenry through awareness creation and mindset change and increasing penetration of ICT equipment, services and applications.

Importance of capacity building has been recognised by GOU and as such given prominence in the national ICT policy. It observes that a large pool of skilled manpower is required for all components of the IT industry. However, the professional IT human resource in both public and private sectors was noted to be inadequate, and lacked relevant professional skills. The situation is compounded by a high rate of IT illiteracy in both public and private sectors, characterized by a

digital divide between urban and rural areas, as well as between men and women. Strategies identified to address the weak human capacity include:- promoting “Training of Trainers” scheme to boost capacity building in IT; and ensuring equal opportunity in basic IT training at all levels taking into consideration special interest groups namely; Women, Youth and PWDs (MOICT 2012).

WOUGNET was established to address the limited access and application of ICTs, gender digital divide, as well as low development among women and women organizations which collectively impede women’s ability to strategically and innovatively use ICTs for sustainable development. Hence the CTA training on WEB 2.0 technologies provided an opportunity for the organisation to address its core business while also contributing to realising aspirations of the national ICT policy.

#### **4.2 Description of the CTA-WOUGNET training in Web 2.0 and expected change process**

In 2009, 3 WOUGNET staff were trained by CTA on internet based communication including web 2.0, design of websites/web blogs, uploading documents among others. In 2013 CTA sponsored 4 WOUGNET staff to participate in an e-learning Course on Web 2.0 and Social Media under the title Innovative Collaboration for Development which was conducted by the United Nations Institute for Training and Research (UNITAR). In addition 3 WOUGNET Staff enrolled for a 3-month e-Learning course on ‘Communication for Development’ organized by the Commonwealth of Learning (COL). This equipped WOUGNET staff with knowledge and skills on the subject and created in-house capacity to train other staff, and members.

In addition CTA provided WOUGNET access to the CTA Web4Dev Curriculum. Equipped with the knowledge and skills as well as the resource materials, in 2012 WOUGNET started organizing and conducting customized trainings on Web 2.0 and Social Media learning opportunity in Uganda. The training is offered at the WOUGNET Community Development through Technology Center (CDTC) in Kampala. To date WOUGNET has conducted at least 10 training events and have trained over 65 persons, 44 of whom are female.. The training is conducted based on CTA Web4Dev Curriculum and delivered in 3 days.

The overall objective of the course is to empower development professionals to recognize the potential of Social Media and make innovative use of these tools to improve the efficiency and effectiveness of their teams, augment the reach of their work and enhance the institutional image of their organizations. The training introduces participants to participants to web 2.0 applications including social media and gives them to hands-on skills on how to use these tools. It covers advanced online searching, getting information served via alerts and RSS, collaborating remotely using Google Docs, using VoIP, and social networking. Participants get a chance to see what

others have done, get hands-on experience on how to use innovative applications, and assess how they could adopt these innovations within the context of their work and organisation.

Having offered training in Web 2.0 for the last 3 years, WOUGNET found it imperative to trace the changes triggered by the training among its alumni. Given the fact that the training were geared at strengthening capacity of the participants to use innovative communication tools, the changes which would represent success (theory of change and impact pathway) were expected to manifest as below:

- i. Acquisition of knowledge and or change in attitudes, skills and abilities.
- ii. Change in behaviour or practices, ie. adoption and use of Web 2.0 applications.
- iii. Changes in performance (i.e. reach of their work, increased networking, and increased visibility for the institutions).

Information on outcomes and impacts of the web 2.0 training was collected from WOUGNET staff as well as alumni from other organizations through an on line questionnaire coupled with key informant interviews. A total of 13 alumni (6 male and 7 female) responded to the online survey. On average the respondents were 32 years old. Majority, 10 out of the twelve respondents work with NGOs, one is working with a private organization while another is working with a research institute.

#### **4.3 Actual changes associated with training in Web 2.0**

##### ***4.3.1 Impact training on web 2.0 and social media on human capital***

The interventions have positively impacted on the human capital in WOUGNET as well as in the other organizations where the alumni work. The changes are mainly in competence of individuals. Alumni of the web 2.0 training who responded to the on-line survey were asked to rate extent to which the training changed their attitude and opinion towards use of social media and innovative communication tools in their work, extent to which their knowledge and skills, as well as ability to use web 2.0 applications had changed. Findings reveal that:

- Training positively impacted on alumni attitude towards use of social media (average score 3.3)
- Training increased skills and knowledge of alumni to a satisfactory extent. Creating Blogs for various organisation activities; editing/resizing pictures in documents; social medial platforms like facebook/Creating pages on facebook, Twitter, and flickr; using online file/document sharing tools like Google drive; ability to share posts with custom visibility settings; sharing videos on You tube; Picasa sharing photos; use of skype; advanced online searching skills; getting information served via alerts and RSS and collaborating remotely using VoIP in that descending order were cited as the most significant skills acquired from the training.
- Training increased abilities of the alumni to use Web 2.0 applications including social media in their work and for social networking to a satisfactory extent (Table 4.1).

Table 4.1: Alumni rating of impact of the training on their attitude, knowledge and skills, and ability to use the tools

Aspect of training	Rating	Average Score
Attitude & Opinion	1=Not at all, 2=Limited extent, 3=Satisfactory, 4=Significantly	3.3
Improvement in knowledge/ skills	1=Not at all, 2=Limited extent, 3=Satisfactory, 4=Significantly	3.0
Change in ability to use	1= No change/same as before , 2= Increased to a limited extent, 3= Increase to a satisfactory extent, 4= Increase a lot)	3.1
Application of skills & knowledge	1=Not at all, 2=Limited extent, 3=Satisfactory, 4=Significantly	3.1

Source CTA-WOUGNET in-depth study 2015

The Alumni were also asked to indicate extent to which they have applied the skills and knowledge obtained from participating in the training on web 2.0 and social media. Findings reveal that the alumni have to a satisfactory extent applied the knowledge and skills acquired from the training. Creating pages on social media platforms notably facebook and flickr and subsequently interacting and engaging with various people including peers, colleagues, employees and clients was the most common way alumni cited in applying the knowledge and skills. This is followed by carrying out promotions and advertisements online for institutional development and boosting individual business; incorporating photos in reports; creating Albums, use of document sharing tools over emails; teleconferencing through Skype; maintaining actively blogging, and keep regular communication with WOUGNET for further opportunities

**Anecdotal views on impact of web-2.0 training on competence of alumni.**

- The training enhanced my skills in presenting professional reports especially with photos. I am able to edit my photo and put them in my report in a professional manner. *(Alumni working with an NGO)*
- The training had a great impact on me towards social media. I was able to pass on the same knowledge to my organization where I have trained my fellow staff on how to use social media, we also use cloud technology on Google drive. *(Alumni working with an NGO)*
- Helped me learn a lot about the different social media and how to use it to interact with various people hence making work easier in a way *(Alumni working with Private organization)*
- I was already using a lot of the social media platforms, but got new ideas about how to leverage that use for purposes besides entertainment.*(Alumni working with an NGO)*
- I was able to create a personal blog, make use of my Facebook page and other social media platforms for both personal and institutional development. *(Alumni working with an NGO)*

**Margaret Bulamu, a program assistant in the Information Sharing and Networking program at WOUNET and a Co-Trainer in, web 2.0 and social media notes that she has greatly benefited from the training.**

*I now know how to use the different social media tools such as You tube, Flickr, Google+, RSS feeds and blogging. In 2013, I received online training that was offered by United Nations Institute for Training and Research (UNITAR) and was funded by CTA. The training helped cover the skills I was missing. After the training I gained networking and communication skills and learnt new social media tools such as Pinterest and Scoop it. I was also selected as one of the onsite social media reporters during the Africa Science Week which took place in July in Ghana. During that week, I was able to apply the knowledge I received during the training. In addition, I use social media skills in my day to day work of sharing relevant information using the various WOUGNET platforms (mailing lists, Facebook, Twitter and Flickr)*

*Social networks have offered me the opportunity to re-connect with old friends, make new friends, trade ideas, share content and pictures. They have helped me stay abreast of the latest global and local developments, and participate in campaigns and activities. It has also helped me to gain confidence.*

#### **4.3.2 Impact of training on web 2.0 and social media on social capital**

The intervention has positively impacted on social capital of WOUGNET, its staff, individual alumni as well as the organizations they work with. Key changes are in the visibility, networking and influential relationship dimensions.

WOUGNET uses social media to send information to members and partners. This has triggered increased use of social media platforms including our Facebook and Twitter pages as well as the Ushahidi platform at <http://wougnnet.org/ushahidi> thereby enhancing the organisation's visibility. For instance the ICT4D youth network was established in 2012 to provide news flash, jobs, career opportunities and fellowships. Its fan base had grown from 35 people in 2012 to 276 likes by October 2014.

The Web 2.0 training was also noted to have increased WOUGNET's visibility in the international spaces. For instance in 2013, WOUGNET was invited to attend an international conference in Nairobi, Kenya on social media for development at the 4M Annual Forum which was organized by Canal France International (CFI). WOUGNET's participation was largely as a result of her work on web 2.0 and Social Media. WOUGNET also made presentation during this international workshop.

The capacity of WOUGNET as an institution to handle this kind of training is strong. Consequently WOUGNET has become a key player in offering training in web 2.0 and social media to its members and partners. Between 2013 and 2015, WOUGNET has conducted Web 2.0 training for up to ten organisations including Centre for Women in Governance (CEWIGO),

National Association of Women Organisations in Uganda (NAWOU); Uganda Women’s Network (UWONET); Forum For Women in Democracy (FOWODE); The Eastern African Sub-regional Support Initiative for the Advancement of Women(EASSI); The United Nations Children's Fund (UNICEF) Uganda country office; Isis-Women’s International Cross Cultural Exchange (ISIS-WICCE), Uganda Health Marketing Group (UHMG) and MIFUMI and partners such as Toro Development Network (ToroDev). Currently, WOUGNET has been contracted to train 100 staff of Daily Monitor Publications Limited, one of the Leading print and electronic News Media in Uganda.

Member capacities and those of partners have been built and they are able to maintain an active online presence, market their work and organizations and hence increasing their visibility as well as effectiveness in their work.

The individual alumni who responded to the online survey were asked to indicate the benefits and impacts accruing to them as a result of applying the knowledge and skills acquired from the training on web 2.0 and social media. The training has impacted on performance of individuals which has enabled them to receiving recognition from superiors, and peers as well as awards. It also impacted on networking, enabling the alumni to connect with others and enhancing their visibility.

**Anecdotal views on impact of web 2.0 training on social impact of alumni**

- It was so inspiring in a way that I was able to open other social media accounts which increased my networks when engaging with these different people in different platforms. After the training WOUGNET helped me to join the web2fordev community which has over 3,000 members hence giving me the ability to get free online support and mentoring. I have also engaged with the ICT4D Youth community in Uganda and this has helped in personal development in relation to social media. The WOUGNET and web2fordev mailing lists have enabled me to continuously receive regular updates as well as opportunities in terms of trainings, fellowships, workshops, jobs among others. I acquired blogging skills which I have used to blog articles on word press and also on the work I did in my organization. Blogging enabled me communication effectively, through blog articles that were eye catching and in that I received two awards of being the Best Commentator and Best Blogger, hence the organization was recognized for the great efforts put into work in inspiring the communities and the world at large. *(Alumni working with an NGO)*
- Using the skills on photo manager has led to improvement in quality of reports I produce. This has not escaped my boss’s eyes who has given me positive feedback on the quality of my reports *(Alumni working with an NGO)*
- The team appreciates the extent of social pages and applications
- I have been able to train others because we work with community members like the youth, women among others *(Alumni working with an NGO)*

- Increased intensity in use of social media. There has been a high use of social media to create awareness about the work we do as an organization (*Alumni working with an NGO*)
- Many people have gotten to know about my work through social media,
- Ease of communication whereby at times discussions can be held over the internet even if the various people are far away. In addition document sharing has become easy (*Private Organisation*)
- I have gotten exposed to in various ways and lots of information sharing (*NGO*)
- I have joined the Dot.com world as people say, and have been able to engage with different people online from different countries hence widening my network opportunities for my career. Great thanks go to WOUGNET and its partners for this great impact in my life. (*NGO*)
- It's helped me significantly connect with clients and positively affected productive work at both company and organization level (*Alumni working with an NGO*).

**Moses Owiny, alumni of the CTA training and now a trainer on web 2.0 and social media at WOUGNET, and Program Manager – Information Sharing and Networking highlight impact of web 2.0 and social media on his competence, social capital and how this has shaped his career and future.**

*By the year 2009, I was already curious about social media and the potential that ICTs offer in changing lives and contributing to development. Earlier on, I had gained skills on citizen journalism and the use of new media. I had learned how to create and maintain blogs, as well as flickr accounts, and I had opened up twitter handle and I was already on Facebook. However, I did not know how best I could take advantage of these platforms to help build my future, shape my destiny and set goals for myself. Working in Northern Uganda with WOUGNET under the EAAI project, I soon came across CTA materials and my enthusiasm about technologies, document management systems and knowledge management became stronger. I had in 2009, participated in an International Knowledge for Development (INK4Dev) workshop organized by CTA and University of Namibia in Windhoek and here I heard a lot about CTA and this exposure widened my understanding of the importance of ICTs in development.*

*I soon grew more and more passionate about the use of ICTs for development especially the use of social media. Using a few resources and skills gained earlier on and from CTA publications, and resource materials, I was able to gain confidence, knowledge and capacity. In 2010, I was selected by the US State Department under the International Research and Exchanges Board (IREX) to participate in a fully sponsored 4 month course in the United States. The Program which is called the Community Solutions Program selects the best and brightest global community leaders who are making significant contributions to their home communities and they go and participate in a 4 Month intensive work program with a US non-profit or Government organization and also participate in an interactive online leadership course to gain skills and experiences necessary to develop their home countries. I was placed at the YWCA of Genesee County, Batavia, New York where I was teaching low income women of the upstate New York State on how they can use social media and online platforms to apply for jobs and improve on their career ladder.*

*Upon return to Uganda in 2011, December, I got a job as the WOUGNET Information and Youth ICT4D Officer and this position exposed me more to the strategic use and application of new media. In 2012, I got another opportunity to participate in a 4 month online course on web 2.0 and social media organized by CTA under the auspices of the innovative collaboration for development (ifCd). I began training on web 2.0 and social media. I was invited in several international forums such as the 4M Annual Forum on Social media for Development organized by Canal France International in Nairobi, Kenya in 2013. I have participated in the Stockholm Internet Forum and Internet Governance Forums and activities of the Internet Society in Uganda. Today, I have trained many individuals and organizations. My network has increased. Respect among my peers and I also do consultancy work due to my experiences and exposure. I am successful by my standard. At 31 years, I have travelled extensively, met new people, and visited many countries which I wouldn't have and above all, I am now a Program Manager at WOUGNET; one of the most Senior Positions one can attain at the helm of the organization. My career path is in shape, Thanks to web 2.0 and social media and CTA.*



*Figure 1 One of the web 2.0 and social media training conducted by Mr. Owiny and Ms. Bulamu at WOUGNET Center*

#### ***4.3.3 Impact of training on web 2.0 and social media on wealth capital***

The training has to some extent impacted on wealth capital of individual alumni and some of the organisations. Changes are mainly in the income impact domain. Findings from the online survey and key informant interviews review that some alumni have been able to advertise and promote their businesses on line which has led to consultancy job offer, and accessing opportunities in the labour market. The acquired knowledge and skills coupled with its subsequent application were noted to have contributed to Moses Owiny's rising through the ranks at WOUGNET to become the Program Manager Information sharing and networking.

There are a number of women member groups on-line that were trained by WOUGNET, especially in the areas of Tech, STEM. Some of the women entrepreneurs trained by WOUGNET in partnership with the Cherie Blair foundation have adopted use of websites, blogs, and social media accounts to grow their businesses. WOUGNET offers the web 2.0 and social media training on a cost recovery basis which helps it to increase its internal revenue generation streams. This notwithstanding, WOUGNET has been forced to review the training fee downwards from UGX 150,000 (USD 50) to UGX 50,000/ (USD 15) as the cost was a deterrent to participation of interested individuals.

**Anecdotal views on impact of web 2.0 and social media training on wealth capital of alumni**

- I have been able to get a couple of jobs from different companies (NGO)
- Use the tools in carrying out promotions and advertisements on line which helps to boost my business
- This has also increased my social networking skills to get more opportunities in a holistic way of life. (NGO)

#### **4.4 Conclusions and lessons from in-depth assessment of web 2.0 intervention**

The training on web 2.0 and social media has triggered positive outcomes for individual alumni, their organisations, and WOUGNET. The most significant changes were recorded in the human capital, social capital, and wealth impact. The intervention improved attitude and strengthened skills and knowledge of individual alumni in use of web 2.0 applications. This resulted in increased use of the tools to produce reports, create blogs, face book and flickr pages, on-line document sharing, upload video and audio files, and teleconferencing which have enhanced effective information sharing.

Use of the social media platforms has enabled individuals to remain connected with old friends, linked them to clients and facilitated establishing of new relationships thereby widening their networks. The intervention contributed to improved performance of job functions as some individuals have been recognised for good performance. It also enhanced visibility of WOUGNET and the organisations where alumni work.

The intervention has contributed to internal revenue generation at WOUGNET, promotion of some alumni, getting consultancy jobs and boosting business through on-line advertising which impact on their respective incomes and hence wealth capital.

#### **Lessons learned:**

- i. *Availability of learning opportunities to support individual continuous learning is vital for keeping in pace with evolving ICTs and associated skill requirements.* Technology keeps on evolving and skills in technology keeps growing or subsiding. Many individuals and organizations who thought they were quite knowledgeable in certain areas or fields of technology normally find themselves amazed and elevated by the different skills that are always brought on board as a result of training. Even on Social Media, people who thought they knew all about social media get inspired when they attend the learning opportunities provided by the intervention.
- ii. *Charging affordable training fees is vital for finding a balance between the need to generate revenue and maintaining effective demand.* WOUGNET realised that high cost of training limits participation. Although many people would express an interest to take up the course, quite a number would not turn up citing funding obstacles. The desire to participate in trainings are impeded by costs implications. Subsequently, WOUGNET reduced the rates from 150,000UGX to 50,000UGX per person and this has led to increased participation.
- iii. *Flexibility in using the training centre for economic gain is vital for enhancing financial sustainability of web 2.0 training.* Fluctuations in numbers expressing demand to participate in the course impairs financial sustainability of providing the course. The greatest challenge lies in sustainability as WOUGNET cannot guarantee at a particular time period the number of participants who will actually pay for the training. Meeting cost of rent and administrative staff at the center is quite challenging. In order to address this, WOUGNET has often tried to encourage the use of the center to conduct other training by willing organizations or partners at a fee. WOUGNET will continue devising fundraising approaches with which internal revenue can be generated for the center and the entire sustainability of the training course.

## **5. In-depth study of CTA-WOUGNET Enhancing Access to Agricultural Information Project**

### **5.1 Situation before the intervention**

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

extension services is important, because they provide most of the agricultural labor and are the dominant players in food production.

Formal agricultural extension and advisory services (AEAS) started during colonial rule with a primary focus on enhancing production and productivity of export crops and regulatory functions. Over the years the focus broadened to include smallholder staple crops to deal with issues of poverty and food insecurity. The objectives of AEAS expanded from bringing about adoption of production and productivity enhancing technologies to addressing this in a way that also addresses systemic social, economic and natural resource utilisation issues. The traditional systems that focused on a linear transfer of technology model centered on developing technologies at research stations that were meant to be disseminated to farmers via extension were criticized for failing to adequately serve their clientele and thus address needs of rural poverty, environmental sustainability, and food insecurity.

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

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

Following the big surge in the use of modern ICT in Africa, approaches that utilise a wide range of ICTs – radio, mobile telephones and internet –started emerging. Among the reforms that have graced AEAS (Kristin Davis, and Margaret Kroma 2013, Kisauzi and Terblanche 2014).

Integrating ICTs into the extension infrastructure was noted to help develop an open system in which the farmer is both the end-user as well as a contributor. However gender gaps in access to AEAS continued to persist.

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

## **5.2 Description of the Enhancing Access to Agricultural Information Project**

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

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

- j) 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. In addition to supporting its establishment, CTA provided publications which were stocked in the resource centre and have been accessed by farmers and other users. From the centre, women farmers can access training in agricultural practices, as well as in the use of ICTs such as cell phones. Group members were also 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.
- k) The project aired a weekly agricultural radio show, in partnership with community radio station Radio Apac, which provided information about agricultural techniques and resources. Farmers could also receive information by short messaging service (SMS).
- l) Local agricultural information was also made available on audiotape, video tape, CD-ROM, and on notice boards. Calendars, brochures and a handbook were also produced. All content produced was made available in the local language, Luo. In addition WOUGNET leveraged support from FAO under the Dimitria project to produce posters on Post Harvest handling in Luo, which complimented messages under the EAAI project.
- m) Organised farmer exposure/exchange visits to St Jude farm in Masaka and Kayunga among others.
- n) Production and distribution of information materials bearing various educative messages to WOUGNET's members.

### **5.3 The expected change process of the EAAI project**

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

- iv. Strong women groups that facilitate continued farmer access to agricultural information and other support services
- v. Individual group member acquisition of knowledge and or change in awareness, change in attitudes, skills and abilities to use ICTs to access agricultural information.

- vi. Change in behaviour and practices related to usage of ICTs. The assumption here is that increased use of ICTs to access agricultural information would trigger enhanced access to agricultural production and marketing information which would lead to improved farming knowledge and skills.
- vii. Change in farmer knowledge and skills on agricultural production and marketing due to the enhanced access to agricultural information would trigger changes in farming practices.
- viii. Change in farmer behaviour or practices, i.e. adoption of improved varieties, recommended crop husbandry practices, post harvest practices, livestock management practices; use of market information to access remunerative markets; as well as involvement in socio- economic and development activities in their respective communities.
- ix. Changes in farm enterprise performance reflected in increased crop production levels, and survival of their livestock. (i.e. for individuals winning competitive research grants, publications in scientific journals; better facilitation of engagement with value chain actors, better decision making and policy making; and transformation of education programs, and increased visibility for the institutions).
- x. Improved quality of life as a result of increased household food security, diversification of incomes sources, household incomes, acquisition of wealth generating assets, better housing conditions, better ability to educate children and access medical care, and enhanced wealth status of households.

#### 5.4 Description of the study households

In general members of WOUGNET beneficiary women groups are small-holder farmers engaged in production of both crops and livestock. Majority (97%) of the respondents reported that agriculture was their primary occupation while 3% cited non-farm activities. Majority (91%) of the interviewed respondents were women while 9% were men members of the groups. One (21%) in every five interviewed women were female heads of households with an average of four dependants while the rest (79%) were married women. The average age of male household heads was 47 years while that for women in the sampled households was 43 years. On average households have a total of 7 people although male headed households had more members (8) compared to five in the female headed households. Education levels are relatively low, and even lower for women than for men. Three (77%) in every four male heads in the sampled households attained primary or junior secondary level education, while 89% of the women have either not attended school, or only attained primary school attendance (table 5.1).

Table 5.1: Social demographic characteristics of respondents

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

*Source: CTA-WOUGNET impact assessment data 2015*

## 5.5 Actual changes following the EAAI project

### 5.5.1 Impact on human capital:

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

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

- Majority (97%) of the respondents acknowledged having received training on use of ICTs from any organisation in the last ten years. All respondents who acknowledged having received training on use of ICTs noted that they were trained by KIC/WOUGNET.
- Food and Agricultural Research Organisation (FAO), International Fertiliser Development Cooperation (IFDC) CATALIST program, NGOs like CESVI, Makerere University College of Agriculture and Environmental Sciences (CAES) Strengthening University-Farming Community Engagement (SUFACE) project, the National Agricultural Advisory Services (NAADS), and the community based organisation Pioneer Action for Sustainable Development (PASUD) were the other organisations acknowledged by respondents as having provided training on ICT although proportions citing these did not exceed 5% (Table 5.2).

- Use of mobile phones and use of radio were the most common aspects of ICTs 75% and 66% of respondents acknowledged having received training on.  
*“Not all of us know how to send SMS but we can now dial to make and receive calls”.*  
**Members of Orib Can women group in Barwelo village, Apac sub-county.**
- One (26%) in every four respondents acknowledged having received training on use of computers while 9% and 5% cited getting training on use of digital cameras and internet respectively (Table 5.3). Participants in focus group discussions noted that computers were brought to their training venues and the women were trained on typing in their names while others went to the KIC from where more detailed training was provided. Training on use of digital camera’s was mainly provided to chairpersons of village monitoring committees under the governance project or chairpersons of groups that participated in the Community Action Research Project (CARP) implemented by Makerere University in collaboration with WOUGNET.

Table 5.2 Distribution of respondents reporting organisations from which household members received training related to ICTs in the last ten years

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

Source: CTA-WOUGNET impact assessment data 2015

Table 5.3: Distribution of respondents reporting ICT tools they were trained on

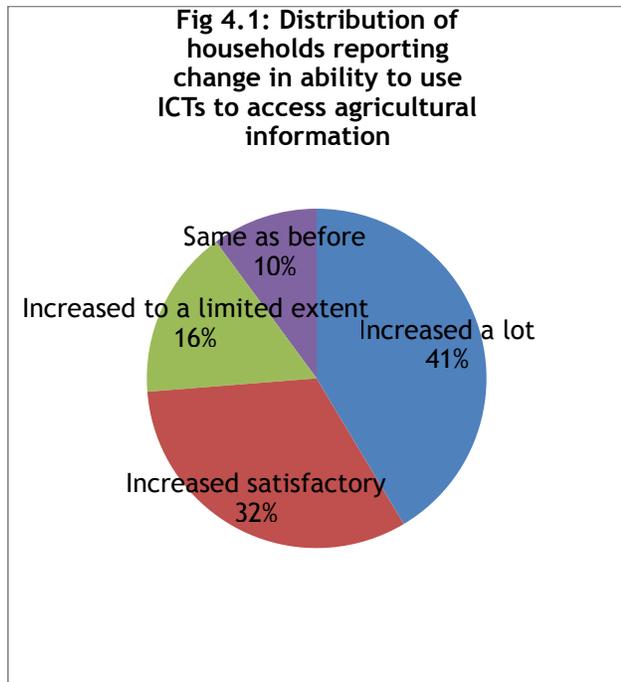
ICT aspects trained on	Percent of respondents reporting
Mobile phone	75
Use of radio	66
Computer (electronic management of documents)	26
Use of a digital camera	9
Use of Internet	5

Source: CTA-WOUGNET impact assessment data 2015

**The training enhanced capacity of the beneficiary farmers to use ICTs.** Respondents were asked to indicate change in their ability to use ICTs over the last ten years compared to the situation in 2005 before the EAAI project depending on whether they regarded it to have increased a lot, increased to a satisfactory extent, to a limited extent or remained at the same level. They

were also asked to indicate the ICTs tools they had ever used since 2005 when the EAAI project started and whether they were still using those tools to access agricultural information, or communicate about service delivery. Findings reveal that:

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



- Increased appreciation and use of radio to access information, ability to operate a phone and send Short Text Messages (SMS), to seek the required information; acquisition of skills on knowledge and information sharing, being able to type reports on computer, and skills in using agricultural audio tapes were cited as explanations by those who indicated that their ability to use ICTs had increased to a satisfactory extent.
- Respondents who noted that their ability to use ICTs had increased to a limited extent noted that though they were able to use a radio, make and receive calls on mobile phones, they were not able to send SMS, use a digital camera or a computer. This was attributed to limited exposure and short duration of training. Training on use of phones to send SMS and computers was only done for 1 day. Given the few phones which were available at the time many members did not adequately comprehend the messages.

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

Fourty two year old Beatrice Aceng a member of Obang twero women’s group in Atar village, Abedi parish Apac sub-county, Maruzi county Apac district, is single mother living with 3 children. Prior to the project Beatrice had never attended any training on use of computers and was therefore not able to use it. She joined the group in 2007 and received introductory training on computer use when group members were exposed to it and encouraged to type their names. She later went to the KIC where she received more

training on use of Micro Soft word to type and manage electronic documents. She latter used her own resources to get further training in use of excel and also went to e-society computer centre in Apac town from where she would get free access to practice use of a computer. Equipped with the knowledge, in 2010 Beatrice was recruited by the Apac NGO-Link Forum to monitor service delivery in the community. This role requires her to monitor infrastructure developments in the parish including water points and roads, service delivery in public health centres and schools, and whether parents send their school age children to schools. She uses the digital camera on one of her phones to take pictures which she uses as evidence with regards to condition of the infrastructure in her community. For her labour Beatrice earns a monthly allowance of UGX 100,000, equivalent to about US dollars 35. She is required to submit monthly reports and the coordinator encourages her to type the reports which she ably does.

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

- Majority, 97% and 62% acknowledged that they have ever used a radio and a mobile phone respectively to access agricultural information and or communicate issues related to service delivery to those in positions of authority in the last ten years. Use of other ICTs did not exceed 9% (Table 5.4). Majority (84%) of the respondents noted that they had used the radio to access information on crop/animal production, 53% cited using the radio to access market information while 5% and 4% reported that they used the radio to communicate agricultural production related problems and to report poor service delivery in their communities respectively. A sizeable proportion (45%) of the respondents reported having used the mobile phone to access market information. About one (23%) in every four respondents acknowledged using a mobile phone to access advice on crop or animal production while 14% and 9% cited having used it to communicate farming problems to which they wanted answers and report poor service delivery to people in positions of authority respectively.

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

- Eight (82%) in every ten respondents acknowledged that they were still using the radio to access agricultural information while one (50%) in every two noted that they still use the mobile phone (Table 5.4). Findings reveal that there was a 20% increase in the proportion of households reporting use of a radio to access agricultural information from 62% in 2005 to 82% in 2015 while that acknowledging use of a mobile phone for the same purpose increased by 49% from 1% in 2005 to 50% in 2015.

Table 5.4: Distribution of respondents report using various ICT tools to access agricultural information or communicate about service delivery in their communities.

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

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

Table 5.5: Distribution of respondents reporting various purposes for using selected ICT tools

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

Source CTA-WOUGNET impact assessment data 2015

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

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

- Majority (85%) of the respondents reported that it was relatively ease to access agricultural information now compared to the situation before the project in 2005.
- Four (42%) in every ten respondents noted that it is much easier to access agricultural information now compared to 10 years ago in 2005, 43% noted that its somehow easy while 15% reported that it remained at the same level as in 2005 before the project. There has been a 17% increment in the proportion of respondents reporting that it is very easy to access farming information from 25% in 2010, to 42% in 2015.
- Listening to agricultural radio programs on radio Apac based in Apac town as well as the Lira based Unity FM, and Divine radio; using the mobile phone to call and inquire about market information from traders as well as other information related to farming from other farmers, or KIC, use of recorded audio tapes as reference point, sharing of experiences and learning from other group members and access to trainings provided by other NGOs and government NAADS programme were cited as explanations for easy access to agricultural information now compared to the situation prior to the project.

WOUGNET stocks some of the publications and resource materials provided by CTA in the information centres in Apac (KIC) and Amuru (Ribe-ber). These materials are sometimes borrowed by literate farmers as well as users. They note that these publications are very handy. For instance ***Mr. Okello Tom, Moderator of the Weekly Agricultural Program on radio Apac*** *Farmers really liked the program and it influenced them to change to better farming practices. Although there is no sponsorship for the agricultural show to continue on a regular basis, the Radio currently devotes the time slot between 17:00 to 18:00 hours which was formerly occupied by the WOUGNET agricultural show to discuss various topical development issues. Once in a while the presenter chooses an agricultural related topic, introduce it to the listeners and then people call in to ask questions. He has maintained a relationship with the KIC staff whom he often consults or access reference materials so as to provide valid responses to farmers questions. He notes that he has found the publications to be very useful in helping him to ably advise and provide the correct information to farmers.*

According to AGRA 2013, farmers need access to information and knowledge on appropriate agronomic practices and technology packages that will enhance productivity in an environmentally sustainable manner. Findings from the study suggest that the project contributed to enhancing farmer access to agricultural information. WOUGNET embedded the farmers into

local information channels that were familiar to the women and engaged existing informal communication networks for women to share information within and between groups to other women farmers through word-of-mouth. The findings are in line with evidence from literature which indicates that ICTs are a major contributor to extending the reach of extension services into remote locations - where the networks exist - and to diverse populations. The proliferation of privately-owned and community radio stations is providing farmers with high-quality material in local languages and the opportunity to participate in the two-way flow of information in ways undreamt of a generation ago (Pye-Smith, C. 2012).

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

- Majority (98%) of the respondents acknowledged having learnt at least one new skill /practices related to farming.
- Eight (84%) in every ten respondents acknowledged having learnt modern crop husbandry techniques notably planting in lines, spacing, timely land preparation, timely planting, timely weeding, pest and disease control while 75% cited learning use of improved varieties. Post harvest handling and value addition(35%), and livestock management (20%) notably vaccination of poultry, de-worming of goats, pigs and cattle; and seeking veterinary services to treat sick animals); in that descending order were the other practices cited by at least one in every five respondents (Table 5.6).

Table 5.6: Distribution of respondents reporting having acquired various farming skills

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

Kitcken gardening	1	1.
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Source: CTA-WOUGNET impact assessment data 2015

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

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

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

- Nine (95%) in every ten respondents reported having adopted at least one farming practice (Table 5.6).
- Three (75%) in every four respondents reported adoption of crop husbandry practices while 68% cited having adopted use of improved varieties for crops like maize, sunflower, soya bean, cassava, sorghum, beans and simsim. Adoption of post harvest handling and value addition techniques and livestock health management was reported by at least one in every ten households.
- Adoption of the modern farming practices was noted to have resulted in a number of benefits notably increased production, reduced drudgery for women, saving time to attend to other productive activities, improved food security and incomes. Majority (95%) of the respondents cited increased production as a benefit they had realised from adoption of farming practices. The increased production was attributed to use of improved varieties, recommended crop husbandry practices notably planting lines, timely planting, crop rotation and timely weeding; as well as post harvest handling which led to increased quantities and quality of produce.

Table 5.7: Average production levels for selected crops as reported by focus group participants

Crop	Average production in bags	
	2005	2014

Sunflower	2 bags	10bags
Maize	9bags	4 bags
Soya beans	3bags	1bag
Beans	4bags	1 bag

**Anecdotal views on benefits from adoption of ICTs and modern farming practices**

- We now use mobile phones to call veterinary officers to come to our homes to treat animals. Without a phone one would have to walk for 6 hours to and from Apac town or use a bicycle in order to inform the officers. Sometimes you would not find them, and you would have to wait for long or come back without seeing the person. With a phone, once it goes through then you are assured of accessing the service (*Member of Orib Can Women group*).
- We planted citrus and during the harvest season children eat the fruits, which has improved their health as they now do not often fall sick.
- We now plant kitchen gardens during the rainy season. The knowledge was acquired from group members who went for the exchange visit to Masaka. On coming back they shared with the other group members who also started practicing. ***“I plant vegetables in the kitchen garden some of which I sell to get money and the rest I eat and this has improved my health and life”***noted 75 year old Lubisa Ruma from Barwelo village)
- Planting in lines has reduced drudgery on women and children as weeding crops like beans, groundnuts and simsim planted in lines takes less time on average 6 days to weed 1 acre compared to 14 days if its broadcasted or chop and plant. Weeding broadcasted crops was primarily the domain of women, as men would argue that it required bending for a long time, to pull out the weeds, and their backs were not suited for such work. With line planting we use hoes hence even the men participate in weeding.
- Adoption of modern farming practices and improved varieties has resulted into increased production and hence availability of adequate food reserves to last to next harvest and income from sale of produce. The money we get from sale of produce is used for paying school fees for the children, meeting daily family needs and also paying for family medical dues.
- Acquisition of knowledge on value addition has enable us to process soya into soya milk, soya bread, and soya tea. If I want to take milk tea, I just make it from soya. This has improved nutrition and hence health of children as well as adults. It has helped us with visitors, now you do not have to run around to buy milk (*Members of Orib cing women group*).

**5.5.2 Impact on social capital triggered by the EAAI project**

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

- All the 12 core groups established constitutions/by laws, fulfilled the requirements for registration at sub-county level and they are duly registered and recognised by the sub-county authorities.
- Recognition by the sub-county authorities has facilitated the groups to get linked to other organisations and government agencies working in the agriculture sector. **Our group name is registered at the sub-county, and the chief as well as other leaders have the phone contact for the chairperson, hence when other NGOs come searching for groups to work with, the authorities recommend and direct them to our group** (*Members of Orib Cing women group, Abongwen village, Awumi Parish Bala sub-county Kole district, sub-county, and Dii Cunya women group, Amoo Owinya village, Kungu parish Akokoro sub-county Apac district*).

The groups have established links/partnerships with at least two other agencies that have enabled them to continue to access agricultural advisory support well after end of the project. For instance Orib Can women group in Apac sub-county worked with NAADS and PASUD. NAADS provided seeds and planting materials to some of the group members while PASUD trained them on village saving and loan scheme and supported the group to construct a poultry house, as well as to get wheel barrows and oxen. Dii Cunya women group is working with Sasakawa Global 2000 which is training them on maize production through demonstrations while NAADS supported them to establish a citrus group garden. Orib cing women group got support from IFDC CATALIST program to demonstrate effect of fertiliser application and use of rhizobia on soya bean production, NAADS supported them with cassava planting materials for improved variety NASE 14 while REDS CARP is training them on soil conservation practices and bulk marketing.

- The project provided an opportunity for the women to meet with other women in other groups during visits at the KIC as well as exchange visits in other districts there by facilitating networking, sharing of experiences and cross learning.
- The groups have continued to exist which have enabled their members to access mutual support and development services. Participants in FGDs noted that the spirit of togetherness improved unlike before when they would work as individuals. All the 6 groups visited during study are engaged in some kind of collective action notably Village Saving and Loan (VSLA) schemes, cultivation of group garden subsequently selling the produce and sharing the proceeds among members, labour exchange where they help each other to undertake field activities in the individual member gardens; while some have engaged in collective produce marketing.

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

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

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

### **5.5.3 Impact on political empowerment triggered by the EAAI project**

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

**Beatrice Aceng** is a 42 old single mother, a resident of Atar village, Abedi parish Apac sub-county, Maruzi county Apac district and a member of Obang twero women's group. *"I am now able to use my knowledge and skills in using computer, mobile phone and digital camera to monitor development activities in our community. I am able to type reports on computer and take photos with the digital camera on my phone to provide supportive evidence which I submit to Apac NGO Link forum with whom I work on a part-time basis as a community monitor. I also work as a volunteer to support women and orphans to fight for their rights. I have established good relationships with the police who do not hesitate to assist the women once we go together to report a case. I have also established a relationship with the magistrate who helps to handle cases of abuse of women/orphan's rights in their chamber rather than waiting for the lengthy court process. When I take the case and the women to court the magistrate summons the offender, educates, them about the law and warns them not to break the law by tampering with*

*rights of the concerned victim or else the person will be imprisoned. I am also a member of the water source committee. The community service has endeared me to many people who now keep coming to me to support them get redress.*

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

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

#### **5.5.4 Impact on environment**

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

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

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

#### **5.5.5 Impact on wealth**

The project laid a foundation for the groups to improve material wealth. In course of project implementation each of the women groups was given a radio to tune in to radio programmes and listen to recorded audio cassettes as well as a mobile phone. The project team agreed with the groups to save the money that was meant to be transport refund and subsequently use it to acquire other material items to support them in the fight against poverty. Findings reveal that the groups used the money to acquire livestock (notably goats and pigs for their members). For instance all the 30 members of Dii cunya women group reported having received piglets through this arrangement while all the 30 members of Rip Can acknowledged having got goats.

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

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

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

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

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

- At least one in every two respondents cited improved ability to send their children to good schools (boarding as opposed to day schools), pay schools and buy scholastic materials as one of the most significant changes. This is attributed to increased incomes.
- The increased incomes have enabled households to purchase productive assets (oxen, ox-ploughs, livestock), construct permanent houses, purchase household utensils, more and better clothing (Table 5.8).

Table 5.8: Distribution of respondent reporting benefits accruing to their households as a result of participation in the project

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

Source: CTA-WOUGNET impact assessment survey data 2015

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

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

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

***“At least 8 out of the 30 members of the group own phones unlike before when none owned a phone with exception of one which was provided by KIC. Today all our member***

*households have access to mobile phones”*(FGD with members of Acan Pe Kun women group).

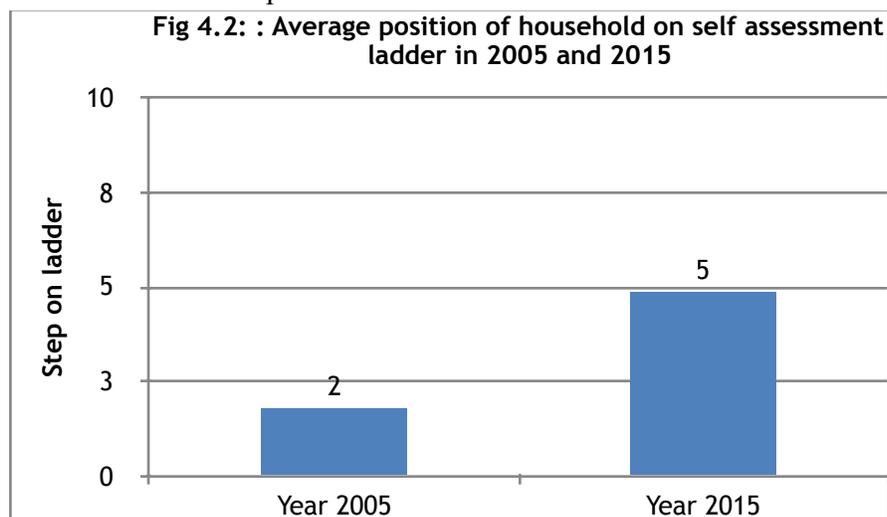
- Women from one in every three households reported owning a phone or a radio. Even in majority (94%) of households where the radio is owned by men, women reported that they have access to the radio (Table 5.9). Women from two (66%) in every three households out of the 38 cases where phones were only owned by men, reported having access to the phones. It should however be noted that in the other (34%) of such households women did not have access to the phone, though there was one in the houses.

Table 5.9: Distribution of household reporting ownership and access to selected of ICTs tools

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

Source: CTA-WOUGNET impact assessment survey data 2015

The general perception that women beneficiary households are earning more income in 2014 than they were in 2005 was confirmed by analysis of self assessed changes in wellbeing. The respondents were asked to rate themselves on a ladder from 1 to 10, with step 1 being for the poorest people in their community and 10 being the richest. On average women beneficiary households rated themselves at level 2 in 2005 while they regarded their position on the ladder to have changed to level 5 (Figure 4.2). This suggests that on average women beneficiary households perceive their financial and wealth position to be better in 2015 than it was in 2005.



## 5.6 Conclusion from in-depth impact study of EAAI project

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

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

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

Lack of remunerative markets was cited as a key problem for farmers who planted citrus after listening to the radio programs and training during the project. WOUGNET could consider

interventions to link these farmers with other actors in the citrus fruit value chain and also impart them with skills on juice and wine making so to add value to their fruits and access better markets.

## **6 Overall conclusions and recommendations from the impact study**

The CTA- WOUGNET partnership activities have triggered outcomes, at WOUGNET organisational level, and direct beneficiaries level including individual staff, alumni of web, 2.0 training, farmer groups and farming households.

At WOUGNET level, the interventions have contributed to improvements in the organisation's core capabilities. Most significant changes were in capability to relate, capability to deliver, capability to act and commit, and capability to adapt and self renew in that descending order. Improved staff knowledge and skills, development of the M&E framework, development of the ICM strategy and its constituent templates and tools; access to CTA resource materials, developing in-house capacity to deliver web 2.0 and social media training, establishment of KIC were noted as key deliverables which have spurred changes in WOUGNET capacities.

The interventions on web 2.0 and social media training, and EAAI project have triggered outcomes and impacts at individual and institutional levels. The most significant changes were recorded in the human capital, social capital, wealth impact, political capital and environmental domains in that descending order of predominance.

WOUGNET's participating in the entire process was an eye opener for all staff. The 5CCs provided an opportunity for which WOUGNET team were able to honestly take stock of its work activities. It provided opportunity to clearly understand the status of the organisation's capabilities, their strength and weaknesses. It was quite an opportunity to reflect and also see where WOUGNET is headed. The 5CCs analysis provided a snap short on WOUGNET capabilities at the time of the study. This should serve as a baseline for assessing future changes. WOUGNET will adopt the use of 5CCs as a way of reflection and moving forward. The logic model and impact domains and dimensions have been very useful in structuring and analysing the changes and outcomes. WOUGNET intends to adopt this approach in future evaluations. The tracking of outcomes at organisational, direct and indirect beneficiaries, as well as the impact domains and dimensions will inform development of TORs, and analysis for future evaluations.

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