

***ENABLING RURAL TRANSFORMATION AND GRASSROOTS  
INSTITUTIONAL BUILDING FOR SUSTAINABLE LAND  
MANAGEMENT AND INCREASED INCOMES AND FOOD  
SECURITY***



**IFAD Grant No. 1228**

**Project Progress Report**

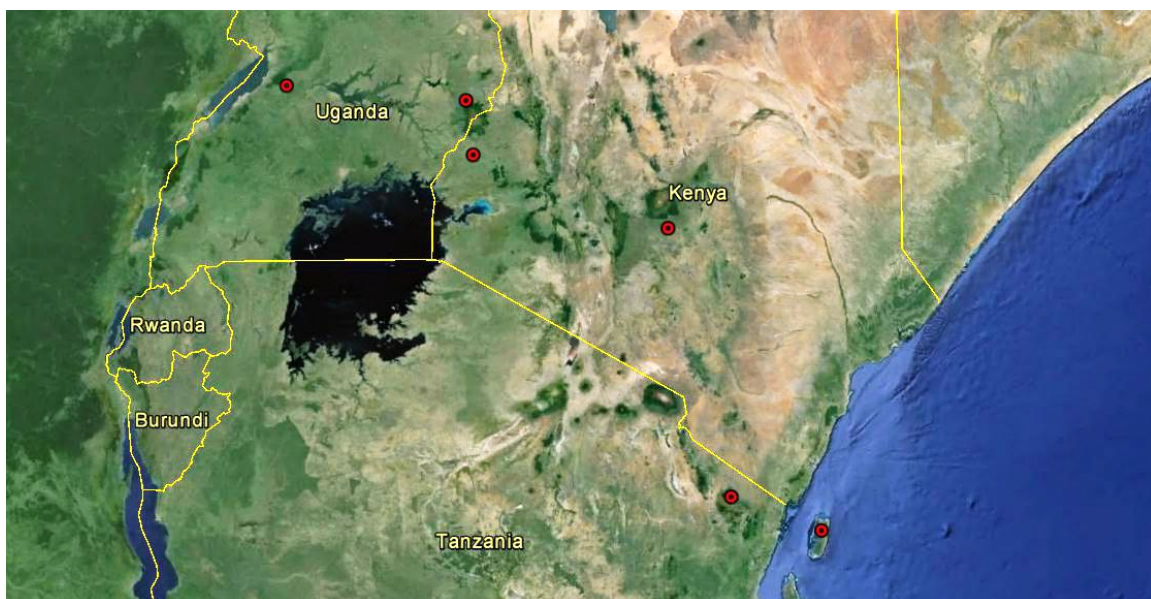
**January 1<sup>st</sup> – December 31<sup>st</sup> 2013**

## INTRODUCTION

The enabling rural transformation and grassroots institutional building for sustainable land management and increased incomes and food security, referred to as the Strengthening Rural Institutions (SI) project has been undertaken by the World Agroforestry Centre (ICRAF) Eastern and southern Africa Region since 2011.

The project aims to catalyze a sustainable rural transformation process through developing the requisite 'institutional infrastructure' for Integrated Natural Resource Management (NRM), food security and poverty alleviation. Based on the Landcare experience in fostering collective action, it is contributing directly to IFAD's target outcomes and the achievement of the Millennium Development Goals (MDGs) that include environmental sustainability, gender equality and partnerships for development.

The projects main goal is to foster support for variants of grassroots organizations, to meaningfully participate in governance processes where their livelihoods and well-being, and the environment are at stake, with the main purpose of developing a model for strengthening grassroots institutions for effective engagement in policy processes that enable poor rural households to aggregate, mobilize, and access rural services. In order to achieve the projects goal and objectives, the project team is undertaking action research in six sites in east Africa, making up a total of two sites per country. These sites are Embu and Bungoma for Kenya, Pemba and Lushoto for Tanzania and Kapchorwa and Masindi for Uganda, see Figure 1 below.



**Figure 1: SRI project Sites in East Africa**

## PROJECT IMPLEMENTATION

This report provides a summary of activities for the third year of the project, from 1<sup>st</sup> January to 31<sup>st</sup> December 2013.

During the period under review the project the project has:

- Held a successful planning and feedback meeting with site focal points in Nairobi
- Held a participatory write shop with leading facilitators from each site to write a manual on developing soft skills in groups
- Presented three papers at African Forum for Agricultural Advisory Services (AFAAS) conference in Botswana
- Organized and hosted the SRI project review workshop where the draft Field Model for Strengthening Grassroots Institutions in Smallholder Farming System and other knowledge products for feedback
- Implemented capacity building activities at each site with partners
- Finalized the maturity tool software
- Developed strategies for developing enterprises and platforms at the sites
- Overseen monitoring and evaluation of groups and project sites
- Masters students undertook research at project sites
- Developed journal articles, posters and leaflets for communication of project aims and findings
- Developed 'how to' do notes and contributed to the grassroots section of the 'Field Practitioners' Toolkit Institutional and Organisational Analysis and Capacity Strengthening

This report will provide details on each of the projects achievements in 2013, outline the deliverables and conclude with next steps for 2014, the final year of the project.

## PROJECT ACHIEVEMENTS IN 2013

The activities for 2013 can be categorized under four main project areas: capacity building, monitoring and evaluation, research agenda and communication.

### Capacity Building

#### Focal Point Meeting

A meeting was held with the focal points and other key people from each of the six sites in the project in Nairobi for two days in February. The focus of the meeting was to encourage learning amongst the sites and to work with the site teams in developing the site level work plans. Additionally the meeting provided a forum to illicit feedback on various project products including

the project design, model, capacity needs assessment; soft skills development, maturity tool, M&E, enterprise, and platform development (see report attached).

This meeting provided an opportunity for the site level teams to understand the tools and approaches being developed in the project and to provide their views and inputs. It was a great learning opportunity for both the SRI project team and the sites to build their understanding and capacity.

### **Facilitators Write Shop of Group Soft Skills**

In May, a write shop was held with a leading facilitator from each of the project sites. The purpose of the write shop was to develop a manual / user guide for other facilitators who wanted to develop soft skills in their groups. The topics for the manual were identified by the contributors based on their experience in the field as well as a list of topics from the maturity tool. During the weeklong write shop the participants discussed each of the topics and then give examples from their sites of how to build that skill or mediate that issue.

The main objectives of this manual are:

- Provide insight to facilitators on building soft skills (e.g. leadership, group participation and inclusiveness) of rural grassroots institutions
- Highlight case studies, illustrations and examples that show best practice in building soft skills
- Provide practical tips to facilitators on building soft skills in their groups

The first draft of the manual was sent to each of the sites for testing in their activities. Comments have been incorporated and a final draft has been circulated. The write shop also increased the ownership of the site level facilitators over the project and provided the SRI project team an opportunity to learn from the sites.

### **Implementation of Site Level Work Plans and Activities**

Following the meeting in February, each site finalised their site level work plans and operational plan including budgets and time for Steering Committee meetings, focal point facilitation and monitoring and evaluation.

The site level plans were developed at the February using the information previously collected on the groups through the project and focal point knowledge of the site. Gaps identified through the capacity needs analysis framework were prioritised and the work plans were developed around those. The work plans were then taken back to the Steering Committees for comments and finalisation. The work plans involved activities to support the 10 groups (15 in Embu) selected per site. Since that period each site has been implementing their activities as indicated in Table 1.

**Table 1: Number of planned and completed activities per site in 2013**

Site	Number of activities planned	Number of activities completed	Number of Steering Committee (SC) meetings	Number of site visits by the SC
Pemba	8	2?	3	1
Lushoto	7	6	3	1
Masindi	11	8	3	2
Kapchorwa	11	7	3	4
Bungoma	8	4	2	2
Embu	5	4	2	

The sites have also looked at soft skill development in the groups while implementing the activities.

Steering Committee meetings were planned for each quarter but some sites spent additional time finalising their site level work plans so fewer meetings were held, Table 1. The SRI team has one person assigned as the ICRAF focal point person (FPP) for each site and that person visited their site twice in 2013. On each visit they participated in a SC meeting, provided updates on the project, received feedback and visited groups to collect case studies.

### **The Model for Strengthening Rural Grassroots Institutions**

During the first part of 2013 the draft model for strengthening rural grassroots institutions was improved for presentation at the June IFAD review mission. Feedback from the review mission meeting included simplification and repackaging the project outputs for use by a wider client including general practitioners and has been incorporated into the now final draft of the model. The final chapters on enterprise and platform development will be improved in 2014 to incorporate lessons from implementation.

### **Strategy for Enterprise Development**

As part of the overall model for strengthening rural grassroots institutions, a series of actions were initiated in 2013 in preparation for the enterprise development component of the model for 2014. In May 2013, the work plans that the groups had individually formulated during and after the capacity needs development workshop were analyzed, for indications of existing and/or proposed enterprise that groups were to undertake. Based on this analysis, a series of probing questions, that were designed to give the interviewer more details on these proposed enterprises, were formulated and tested out in Kapchorwa and Masindi. Finally, in order to standardize the questions being asked across the sites, 8 questions for enterprise development were developed and were to be administered to all the groups in the project by January 2014. The responses to these questions will form the basis for deciding which enterprise is to be supported, how it would be supported, and what additional resources would be required to ensure that the enterprise can be sustainably operated long after the end of this project.

In May 2013, an initial draft of a brief on the factors and conditions required for the formation, development and sustenance of grassroots enterprises was developed. This brief is to help



practitioners' better plan development objectives when undertaking enterprise related activities, and to effectively allocate resources to the factors that are most important and least developed in a given context. 8 key factors were identified – (i) Strengthen households, (ii) Group or organizational capacity, (iii) Markets, (iv) Support services and resources, (v) Private sector engagement, (vi) Hard and soft infrastructure, (vii) Enabling environment and policies, and (viii) Knowledge sharing devices. While each of these factors could be considered important for the development and sustenance of a grassroots enterprise, addressing each one of them equally can be very resource intensive, which leads to the need for prioritizing which of these factors to address. The brief proposes a 3 pronged scale to prioritize – (i) the level of importance of that factor to the enterprise, (ii) the intensity of resource infusion required given the current state of the factor, and (iii) the level of influence that can be exerted over the factor.

In September 2013, Norman Messer of IFAD provided comments and suggestions on the brief, including the need to further incorporate findings from existing bodies of work on developing enterprises, and ground-truthing some of the assumptions and proposals made in the brief. While the incorporation of existing bodies of work is ongoing, the ground-truthing will be accomplished through the 8 questions for enterprise development (as mentioned in the first paragraph). The next draft of the brief will be circulated by February 2014.

Also in 2014, a strategy for enterprise development at each of the 6 sites will be developed. The initial draft calls for a mix of interventions – (i) providing funding for site-based enterprise activities (rather than to individual groups, (ii) providing funding to individual groups, (iii) providing a mix of partial funding and partial training/capacity building activities to individual groups (iv) providing only training/capacity building activities to individual groups. This intervention mix will be contingent to a variety of factors, including funding available, the commonalities or differences of enterprises being developed at a site, the economic viability of the enterprises being proposed etc.

## Strategy for Platform Development

Under the platform development component an inventory which documents the various innovation approaches has been developed. The platform inventory draws on a range of 31 innovation platforms across SSA to compare and contrast their operational structures in the different landscapes and levels of operation.

A draft strategy for the platform development component of the SRI project has also been developed and will be improved on as implementation progresses. The strategy intends to define workable approaches of building and supporting partnerships that strengthen farmer organizations, ensuring use of demand driven approaches to establishing platforms, improving access to information, knowledge and training, scaling up and adding value to demand driven opportunities, and sustainability of platforms

## MONITORING AND EVALUATION

### Site Level M&E

The SRI project M&E strategy is undertaken on a two-track basis – project level and intervention level. At the project level, the M&E is concerned with high level goals and targets, such as development and delivery of products and services. At the intervention level, the M&E looks at assessing the effectiveness of the intervention methods proposed by the project team (i.e. the actual capacity building efforts).

At the project level, a tracking sheet has been instituted, based on the project log-frame, to track the activities and outputs as outlined in the log-frame. This tracking sheet is circulated internally amongst the SRI team members, and progress is tracked on a monthly basis. At the intervention level, there are 3 main tracking mechanisms currently in place or being implemented – (i) work plan tracking, (ii) training feedback reports, and (iii) a short-form maturity tool.

In order to effectively track the work plans that the groups had formulated during their respective workshops, 2 sets of M&E tools were developed and tested in early 2013 for use by the groups and by the site FPPs. For individual groups' work plans, the tool consists of 2 sections – Work Plan Target tracking, where the objectives and strategies are tracked numerically, and Work Plan Objectives journal, where qualitative information is solicited in support of the objectives and strategies. For the sites' work plans, a similar tool was developed, collecting both numeric and qualitative data on the progress of the work plan. Both sets of tools were tested with groups, and circulated amongst the sites for feedback on usability, ease of understanding, and appropriateness of depth of information being collected. This feedback was then incorporated into the final versions of the tools, and the sites and groups began implementing the tools in June 2013. The reporting period for the groups and the sites were determined by the site representatives themselves, to fully accommodate the intricacies of collecting data from their respective sites.

A short-form maturity tool was also developed in late 2013, to serve as a periodic indicator of the progress of a group's maturity. 14 criteria were identified based on statistical significance, and the groups will answer the criteria at the same time period as their regular Work Plan Target tracking. The assumption is that as groups continue to receive interventions from the project, their answers to the indicators under each criteria will progress from lower scoring indicators (signifying lower maturity), to higher scoring indicators (signifying higher maturity).

## PROJECT REVIEW MISSION IN JUNE

The SRI and Evergreen Agriculture (EGA) projects hosted Dr. Tom Anyonge and Mr. Norman Messer from the IFAD Policy and Technical Advisory Division in Rome for a review mission that commenced with field visits to Embu (24<sup>th</sup> and 25<sup>th</sup> June) and Machakos (26<sup>th</sup> June), in a bid to assess the benefits brought by both projects to the groups as it sought to enhance the internal bonding, sharpened vision and graduation to higher levels of maturity.

The review mission culminated with a two-day workshop on 27<sup>th</sup> and 28<sup>th</sup> June, bringing together representatives from IFAD country offices and field operations from Kenya, Uganda and Tanzania, KENFAP, Ministry of Water and Irrigation officer from Embu County, KADLACC, SNV, NALEP, PROLINNOVA Kenya, TechnoServe, Equity Bank, District Agricultural Officers from Machakos County, INADES, KENDAT, SRI Focal Point Persons and the ICRAF staff.

The workshop was conducted in a participatory manner, creating opportunities to obtain feedback from the stakeholders on the applicability and quality of the content in the knowledge products developed by the SRI project as well as present results achieved by the EGA project. Additionally, stakeholders expressed their concern on the need to adopt economically viable models and tools to solve problems faced by grassroots institutions and organizations. This was because they felt that the models and tools provided by the project were not user friendly thus not applicable at the ground level. Each tool and the Model was therefore discussed in detail chatting the way forward which both projects pledged to accomplish for surety of successful outcomes. The knowledge products would also incorporate the feedback obtained and circulated once finalised.

## PROJECT INTERNAL REVIEW

In February 2014, a mid-term project review will be conducted, covering the progress of the project team in terms of delivering the outputs as outlined in the log-frame, as well as reviewing the group and site work plans. This review will aim at identifying key gaps still existing in the project delivery schedule, and will make recommendations on future courses of action, based on inputs from the project team.

## RESEARCH AGENDA

**Table 2: Masters Student research progress**

Name	University	Research Topic	Progress Outputs
Ronald Wabwire	Kampala	The role of Rural Institutions in promoting uptake of sustainable land management practices in Uganda: A case study of Masindi and Kapchorwa Districts.	Draft thesis completed and comments provided.
Verrah Otiende	Jomo Kenyatta University of Agriculture and Technology (JKUAT)	Assessing success factors of partnership building and rural institutions development in smallholder systems	Thesis completed and accepted. Paper written and submitted.
Douglas Bwire	Kenyatta University – School of Environmental Studies	The role of grassroots institutions in enhancing adaptation to climate variability in Embu County, Kenya	Field data collected (Thesis expected in March 2014).
Joan Kimaiyo	Jomo Kenyatta University of Agriculture and Technology	Modeling gender roles and attributes in influencing performance of farmer organizations, a case of farming practices in Bungoma and Kapchorwa districts	Proposal finalized and data collection in progress



	(JKUAT)		
Jephine Mogoi Ajwala	University of Massachusetts Lowell	Going to scale: leveraging on platforms, coalitions and networks for successful enterprise development	A master's thesis Journal paper on enterprise development Seminar presentation on study outputs

## POLICY BRIEF

Rural institutions are a vital link to community empowerment. The brief highlights the role of capacity development in enhancing community groups' development and resilience. With regional case studies the policy brief showcases the role of grassroots institutions in the implementation of national level development policies as well as regional and international conventions.

## MATURITY TOOL SOFTWARE

A maturity software otherwise branded as "*RURAL INSTITUTIONS DIAGNOSTICS SOFTWARE*" has been developed. The software helps determine the baseline maturity status of farmer groups as an initial measure of their capacity before interventions to enhance a group capacity are made. It also helps track group performance over a given period for the purpose of measuring the outcome of project interventions to the groups' capacity.

The development of the maturity analysis software has been finalized and can now perform all the functions it is intended. Advanced data analysis will however require services of experienced statistician. The finalized MAT software also incorporates feedback review got from the review mission held in June. The software manual is currently work in progress.

## Mini- maturity tool

Based on feedback from the review mission that the maturity tool can be long and time consuming especially with officers who have limited time, a mini maturity tool has been developed which is simplified and shorter than the maturity tool. The mini maturity tool only asks the most significant questions that determine the capacity of a group.

## JOURNAL ARTICLE DEVELOPMENT AND PRESENTATION

One article has been submitted to a journal and accepted this year:

"Otiende V, Tanui J, Waititu A, Bourne M and Mowo J. 20xx. Fostering collective action at landscape level: success factors of smallholder innovation platforms in East Africa.

Three articles are in advanced draft form and were presented at AFAAS (African Forum for Agricultural Advisory Services Agricultural) Extension week in Botswana, August 2013, for feedback these are:

**Understanding farmer institutional development in the context of rural transformation: A framework with case studies from East Africa** by Mieke Bourne, Joseph Tanui, Francesca Borgia, Alice Muller, Joan Kimaiyo, Siddarth Mohan, Jeremias Mowo

**Tracking institutional change of grassroots organizations in rural development: Enabling capacity development for natural resource management in eastern Africa** by Tanui Joseph, Verrah Akinyi, Joan Kimaiyo, Mieke Bourne, Alice Muller, Jeremias Mowo

**Designing a framework for analysing the capacity needs of grassroots rural institutions – an experience from East Africa** by Clinton Muller, George Oketch, Rick Kamugisha, Douglas Bwire, Verrah Otiende, Siddharth Mohan, Joseph Tanui, Jeremias Mowo

## COMMUNICATION

An internal and external communications plan was finalised in March 2013 and its key objectives are to:

- Report on the Strengthening Rural Institutions (SRI) Project objectives
- Report work plans and ensure project communication deliverables are completed
- Guide effective engagement with project stakeholders like the International Fund for Agricultural Development (IFAD), and therefore, keep them informed through reports, Steering Committees through minutes, and Community Groups through workshops e.t.c.
- Identify existing gaps in information and its flow and also come up with ways to improve on the same – incorporating measures to track performance (log frame and communications plan tracking sheets)
- Ensure transparency and that all staff know and understand the standards expected of them

The external communications plan was shared with the stakeholders during the Stakeholder's workshop in June and was also uploaded on the SRI Homepage, available at <http://www.worldagroforestry.org/sites/default/files/Communications%20Plan.pdf>.

The project has also established a homepage under the Eastern and Southern Africa Website. The homepage contains the project summary, containing brief details on the key aspects of the project and is available at <http://worldagroforestry.org/regions/eastern-africa/our-projects/strengthening-rural-institutions>, which is also the 'face' of the projects' homepage.

Additionally, the projects' homepage includes finalised project outputs such as the Workshop Manual (Assessing Capacity Needs and Strategy Development for Grassroots Rural Institutions: A Guide for Facilitators) which has been laid out and will also be printed out early next year (2014) to provide printed hard copies of the same in ICRAF's library. The Workshop Manual was prepared as a technical manual based on ICRAF's specifications.

A Capacity Needs Identification and Assessment example was also finalised in June, 2013, and was circulated to stakeholders during the review mission in June 2013. The homepage also contains the

compiled Facilitators Manual for Strengthening Rural Institutions that is yet to be designed as a technical manual like the Workshop Manual. This will be made available early next year, with laid out versions both online and in ICRAF's library.

Reports on all the workshops held by the project have also been uploaded on the projects; homepage including the 2012 and 2013 Annual report, the site workshop reports, the focal point persons report and a report on the review mission.

The above named documents are available at [http://worldagroforestry.org/regions/eastern-africa/our-projects/collective\\_action\\_and\\_institutional\\_strengthening/outputs](http://worldagroforestry.org/regions/eastern-africa/our-projects/collective_action_and_institutional_strengthening/outputs) and the links to the same are provided below:

Project Output	Link on the Homepage
Capacity Needs Identification and Assessment	<a href="http://www.worldagroforestry.org/sites/default/files/SRI%20Capacity%20Needs%20Analysis%20-%20Example.pdf">http://www.worldagroforestry.org/sites/default/files/SRI%20Capacity%20Needs%20Analysis%20-%20Example.pdf</a>
Assessing Capacity Needs and Strategy Development for Grassroots Rural Institutions: A Guide for Facilitators	
Facilitators Manual for Strengthening Rural Institutions	
Strengthening Grassroots Institutions in Smallholder Farming Systems: An Emerging Model	

The Homepage also contains reports compiled by the project including [http://worldagroforestry.org/regions/eastern-africa/our-projects/collective\\_action\\_and\\_institutional\\_strengthening/outputs](http://worldagroforestry.org/regions/eastern-africa/our-projects/collective_action_and_institutional_strengthening/outputs):

Project Reports	Link on the Homepage
Enabling Rural Transformation and Grassroot Institutional Building for Sustainable Land Management and Incomes and Food security	<a href="http://www.worldagroforestry.org/sites/default/files/IFAD%20SRI%20Inception%20Workshop%20report.pdf">http://www.worldagroforestry.org/sites/default/files/IFAD%20SRI%20Inception%20Workshop%20report.pdf</a>
Capacity Needs Assessment Workshop for Bungoma District, Kenya	<a href="http://www.worldagroforestry.org/sites/default/files/Bungoma%20Workshop%20Report.pdf">http://www.worldagroforestry.org/sites/default/files/Bungoma%20Workshop%20Report.pdf</a>
Capacity Needs Assessment Workshop for Embu District, Kenya	<a href="http://www.worldagroforestry.org/sites/default/files/Embu%20Workshop%20Report.pdf">http://www.worldagroforestry.org/sites/default/files/Embu%20Workshop%20Report.pdf</a>
Capacity Needs Assessment Workshop for Kapchorwa District, Uganda	<a href="http://www.worldagroforestry.org/sites/default/files/Kapchorwa%20Workshop%20Report.pdf">http://www.worldagroforestry.org/sites/default/files/Kapchorwa%20Workshop%20Report.pdf</a>
Capacity Needs Assessment Workshop for Masindi District, Uganda	
Capacity Needs Assessment Workshop for Lushoto District, Tanzania	<a href="http://www.worldagroforestry.org/sites/default/files/Lushoto%20Workshop%20Report.pdf">http://www.worldagroforestry.org/sites/default/files/Lushoto%20Workshop%20Report.pdf</a>
Capacity Needs Assessment Workshop for Pemba District, Tanzania	<a href="http://www.worldagroforestry.org/sites/default/files/Pemba%20Workshop%20Report.pdf">http://www.worldagroforestry.org/sites/default/files/Pemba%20Workshop%20Report.pdf</a>
Strengthening Rural institutions 2012 Annual	<a href="http://www.worldagroforestry.org/sites/default/files">http://www.worldagroforestry.org/sites/default/files</a>

report	<a href="#">/SRI%202012%20Annual%20Report.pdf</a>
Strengthening Rural Institutions Focal point Persons Workshop Report	<a href="http://www.worldagroforestry.org/sites/default/files/SRI%20Focal%20Point%20Persons%20Workshop%20Report.pdf">http://www.worldagroforestry.org/sites/default/files/SRI%20Focal%20Point%20Persons%20Workshop%20Report.pdf</a>
Strengthening Rural Institutions and Evergreen Agriculture Stakeholders' Workshop Report	

A case study was also prepared for an African Climate Knowledge Sharing Event that was meant to showcase and share integrated approaches of climate change adaption and mitigation practiced in Africa. The meeting brought together key stakeholders in research, policy and development sectors to share their knowledge and best practices on climate change mitigation and adaptation, as well as their experiences on opportunities and challenges of using/ disseminating knowledge. The case study is available at [worldagroforestry.org/sites/default/files/Case%20Study%20on%20Strengthening%20Rural%20Institutions%20Project.pdf](http://worldagroforestry.org/sites/default/files/Case%20Study%20on%20Strengthening%20Rural%20Institutions%20Project.pdf) on the SRI Homepage and at <http://africanclimate.net/en/cases/strengthening-rural-institutions-east-africa> on the African Climate Website.

The homepage also includes uploaded articles from the events the project has had and participated in as summarized below:

Project Output	Link on the Homepage
Facilitating Monitoring and Evaluation Activities	<a href="http://www.worldagroforestry.org/sites/default/files/Facilitating%20Monitoring%20and%20evaluation%20activities.pdf">http://www.worldagroforestry.org/sites/default/files/Facilitating%20Monitoring%20and%20evaluation%20activities.pdf</a>
Improving Facilitation of Soft Skills Development	<a href="http://www.worldagroforestry.org/sites/default/files/Improving%20facilitation%20of%20soft%20skills%20development%20article%20.pdf">http://www.worldagroforestry.org/sites/default/files/Improving%20facilitation%20of%20soft%20skills%20development%20article%20.pdf</a>
Strengthening Rural Institutions Focal Point Persons Workshop	<a href="http://worldagroforestry.org/sites/default/files/Strengthening%20Rural%20Institutions%20Project%20Focal%20Point%20Persons%20Workshop.pdf">http://worldagroforestry.org/sites/default/files/Strengthening%20Rural%20Institutions%20Project%20Focal%20Point%20Persons%20Workshop.pdf</a>
Strengthening Rural Institutions and Evergreen Agriculture Stakeholder Workshop	<a href="http://www.worldagroforestry.org/sites/default/files/Strengthening%20Rural%20Institutions%20and%20Evergreen%20Agriculture%20Stakeholders%20Workshop30-07-13.pdf">http://www.worldagroforestry.org/sites/default/files/Strengthening%20Rural%20Institutions%20and%20Evergreen%20Agriculture%20Stakeholders%20Workshop30-07-13.pdf</a>
Evergreen and Strengthening Rural Institutions Projects Represented at the East African Farmer Innovation Fair	<a href="http://worldagroforestry.org/sites/default/files/Evergreen%20and%20Strengthening%20Rural%20Institutions%20represented%20at%20the%20East%20African%20Farmer%20Innovation%20Fair.pdf">http://worldagroforestry.org/sites/default/files/Evergreen%20and%20Strengthening%20Rural%20Institutions%20represented%20at%20the%20East%20African%20Farmer%20Innovation%20Fair.pdf</a>

SRI also participated in the Science Week and the Fund Council Visit and showcased its posters in both events which can be accessed at <http://worldagroforestry.org/regions/eastern-africa/our-projects/collective-action-and-institutional-strengthening/news-and-events>. Science Week took

place from 9<sup>th</sup> to 13<sup>th</sup> September 2013 and The International Fund Council visited ICRAF early November 2013 on 7<sup>th</sup> and 8<sup>th</sup>.

Project Output	Link on the Homepage
Strengthening Rural Institutions (Poster presented during Science Week)	<a href="http://worldagroforestry.org/sites/default/files/Strengthening%20Rural%20Institutions1.pdf">http://worldagroforestry.org/sites/default/files/Strengthening%20Rural%20Institutions1.pdf</a>
Strengthening Rural Institutions (Poster presented during the Fund Council Visit, a summary of the Model)	<a href="http://worldagroforestry.org/sites/default/files/Strengthening%20Rural%20Institutions2.pdf">http://worldagroforestry.org/sites/default/files/Strengthening%20Rural%20Institutions2.pdf</a>
Assessing and Measuring Capacities of Grassroots Institutions: How? (Poster presented during the Fund Council Visit, a summary of the Maturity Tool)	<a href="http://worldagroforestry.org/sites/default/files/Assessing%20and%20Measuring%20Capacities%20of%20Grassroots%20Institutions.pdf">http://worldagroforestry.org/sites/default/files/Assessing%20and%20Measuring%20Capacities%20of%20Grassroots%20Institutions.pdf</a>

The project outputs to look out for in 2014 include:

- Strengthening Grassroots Institutions in Smallholder Farming Systems: An Emerging Model (finalised)
- Policy Briefs
- Facilitators Manual for Strengthening Rural Institutions (finalised)
- The How to Note: How to analyse and develop social capital of smallholders organizations
- How to note: How to strengthen community-based commodity organizations
- Case studies for the How to note: How to strengthen community-based finance organizations
- Case studies for the How to note: How to strengthen community-based natural resource management organizations
- Journal articles

## HOW TO DO NOTES

A positive partnership with IFAD has been the development of step by step easy to use tools to guide IFAD practitioners at project design stage, which includes development of how to do notes for most of the SRI products:

- The How to Note: How to analyse and develop social capital of smallholders organizations
- How to note: How to strengthen community-based commodity organizations
- Case studies on successful community-based finance organizations
- Case studies on successful rural enterprises for the How to Note: How to strengthen community-based natural resource management organizations



## **NEXT STEPS**

Next year, 2014, is the final year of this project and will focus on completion activities in the site level work plans, enterprise and platform development activities and monitoring (including the maturity tool). The maturity tool software and two manuals will be circulated widely so that other groups can start testing the tools. The model for strengthening rural grassroots institutions will be finalized along with the 'how to' notes. A new project building on the lessons and tools from this project will also start and the last year of this project and the first year of the new project will be interlinked.

## **PROJECT DELIVERABLES FOR 2013**

The project deliverables for 2013 include the following documents which are also attached to this Annual Report. The links to the same have also been provided under the communications section in this Annual Report:

1. Capacity Needs Identification and Assessment
2. Assessing Capacity Needs and Strategy Development for Grassroots Rural Institutions: A Guide for Facilitators
3. Facilitators Manual for Strengthening Rural Institutions
4. Strengthening Rural Institutions Project Focal Point Persons Workshop Report, Brackenhurst 21-22<sup>nd</sup> Feb.2013
5. Facilitator Manual for SRI through building the soft skills in Rural Grassroots Institutions
6. Strengthening Rural Institutions And Evergreen Agriculture Stakeholders' Workshop Report