African Institute for Capacity Development (AICAD)

Strategic Plan 2012-2017

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ABBREVIATIONS /ACRONYMS

ACD	Assistant Country Director
A&F	Administration and Finance
AICAD	African Institute for Capacity Development
AMF	Annual Members Forum
BAHCB	Base for African Capacity Building
CBOs	Community Based Organizations
CD	Country Director
COs	Country Offices
CEP	Community Empowerment Programme
DED	Deputy Executive Director
ED	Executive Director
GB	Governing Board
GDP	Gross Domestic Product
HQs	Headquarters
IAs	Important Assumptions
IESCOL	Innovative Enterprise Support Company Limited
IGA	Income Generating Activities
IN&D	Information Network and Documentation
IPR	Intellectual Property Rights
JICA	Japan International Cooperation Agency
KTDP	Knowledge and Technology Dissemination Programme
KRA	Key Result Areas
KTI	Knowledge, Technology and Innovations
MD	Man Days
M&E	Monitoring and Evaluation
MoV	Means of Verification
NERICA	New Rice for Africa
NGOs	Non-governmental Organizations
OVI	Objectively Verifiable Indicators
PoO	Plan of Operation
PAIKS	Poverty Alleviation Information and Knowledge System
PCM	Project Cycle Management
PPM	Project Planning Matrix
R&D	Research and Development
SWOT	Strengths, Weaknesses, Opportunities and Threats
SP	Strategic Plan
TICAD	Tokyo International Conference on African Development
T&E	Training and Extension
UOA	Universities' Outreach Activities
UP	Unified Programme

ACKNOWLEDGEMENTS

As we mark 12 years since the establishment of AICAD, we are gratified to note that the institute has made considerable progress in enhancing its capacity to address issues of poverty in Africa as spelt out in its mission. Since its inception, AICAD has received invaluable support from its various stakeholders and partners in strengthening its institutional foundation and developing its programmes. These stakeholders have continued to walk hand in hand with AICAD through a process that has taken us through a number of phases, beginning with the formulation of the blueprint for AICAD and initiation of pilot activities such as training courses and AICAD funded research. This was followed by development of AICAD's organizational structure and programme modalities and more recently, the strengthening and consolidation of AICAD's comparative advantages. For this constant support and help, AICAD will always be grateful.

In an effort to adapt to the ever changing environment and to position AICAD more sharply towards achieving the Institute's mission 'to be the leading African institution in building human capacity for poverty reduction', it became necessary to undertake a review of the institutional Strategic Plan to guide AICAD for the period 2012 to 2017.

It is heartening to observe that this review was conducted through a participatory approach. The process required that time be set aside out of the normal daily work schedules revolving around implementation of the Institute's on-going activities. The Thematic Focal Area Directors undertook pre-planning activities which culminated in the Planning Retreat where the main building blocks for the Strategic Plan were discussed and agreed upon.

Apart from the efforts of the AICAD staff involved in this process, the success of this task was largely due to the encouragement and support of a number of our stakeholders who in one way or another contributed to the development of this Strategic Plan.

I therefore take this opportunity to express my gratitude on behalf of AICAD Secretariat to the institutions and individuals who have been instrumental in the successful completion of this task.

Our special appreciation goes to the governments of Kenya, Tanzania and Uganda for all their support and to the Chairperson of the Governing Board and the members of the Governing Board as a whole for their wise leadership and support to AICAD.

Finally our appreciation goes to the Innovative Enterprise Support Company Limited (IESCOL) for facilitating the Strategic Plan review process.

Prof. Andrew B. Gidamis
Executive Director, AICAD

All organizations worth their salt rely on Strategic Plans to illuminate their paths towards attainment of their missions and AICAD is no exception. Development of Strategic Plans is about making tough choices that help organizations navigate the uncertain and complex world in which they operate. Since its establishment in 2000, AICAD has made significant contributions to poverty reduction initiatives through human capacity development by supporting research, training and information networking programmes in East Africa. AICAD has recorded modest but significant achievements through the implementation of its "Strategic Plan to 2009 and Beyond". In recognition of the changing needs and priorities of its stakeholders, AICAD successfully undertook to review its current Strategic Plan through a participatory approach.

Successful implementation of the revised Strategic Plan will require that AICAD uses its resources more effectively and efficiently so as to deliver on all that is set out in this Strategic Plan within a constrained budget. To achieve this, AICAD will need to be more innovative in utilizing its resources. This is not a simple task but one that demands skills and commitment and devotion to achieve. Our stakeholders and the communities that we serve are second to none; it will be their resourcefulness, professionalism, innovation and leadership that will enable us to succeed during this period of implementation of the revised Strategic Plan. AICAD will continue to develop the capacity and skills of its stakeholders as this is essential in this challenging environment. We encourage all our stakeholders to take some time and read this revised Strategic Plan. It is our guide to what we have to do and how we will do it. In essence the Strategic Plan has not changed, but the environment in which its implementation will be carried out has. Through all of this our Vision, Mission and Core Values remain the same. The targets and actions set out it this Strategic Plan will get us where we want to be in the next five years, providing us with a foundation to succeed in the changing environment.

In delivering on this Strategic Plan we will not be working alone. We already have partners who share our dedication to human capacity development to fight poverty in Africa. We consider it vital to work in close collaboration with these partners.

I would like to thank all the people who took part in our consultations and offered us their insights, evidence, experience and ideas during the Strategic Plan review exercise. Without those contributions we simply could not have been able to come up with a revised Strategic Plan which was directed at the right targets and which could possibly work in this changing world. The hard work of delivering on this Strategic Plan can only be achieved with the involvement of the widest possible collaborations.

Prof. Crispus Kiamba
The Permanent Secretary
Ministry of Higher Education, Science & Technology, Kenya and
Chairman, AICAD Governing Board

EXECUTIVE SUMMARY

The Revised "AICAD Strategic Plan 2012 to 2017" was highly informed by the "AICAD Strategic Plan to 2009 and Beyond". It provides an interventional focus for poverty reduction in Africa along expansion of AICAD's Members States and resources mobilization.

The strategy is AICAD's re-focus on its priorities for achieving poverty reduction and socio-economic development by empowering African people to solve the problems of Africa through utilizing existing and creating knowledge and technology, bridging the gap between institutions creating technology and the communities using it, exchanging information, experiences and practices, and sharing human resources and information in the region and beyond. AICAD's focus has continued to be guided by the following strategic interventions which are to:-

- Identify and generate knowledge and technology packages with potential for impact on community-based poverty reduction,

- Translate poverty focused knowledge and technology into appropriate dissemination packages for transfer,

- Transfer appropriate knowledge and technology packages for impact on community-based poverty reduction,

- Expand AICAD activities in the African region, and

- Strengthen AICAD's institutional capacity in order to deliver on its mission.

The above focus will be within AICAD prioritized sectors of:-
- Agriculture, Water Resources Management, Environment Conservation and Climate Change,

- Food Security, Natural Resources Management and Industrial Process/Enterprise Development/Value Addition,

- Community Development, Policy and Policy Implementation including Cross-cutting Issues.

The content of this document, encapsulates the intervention areas mentioned above, which are divided into six chapters as follows:-
- Introduction and background: Capturing the formulation of AICAD; progress made since the institute's formation, challenges, partner institutes, and the process of developing the Strategic Plan 2012-2017. AICAD's Vision, Mission and core values and membership and partners,

- Overview achievements made by each of the four Divisions in addressing the goal of AICAD,

- Analyses of AICAD's Strength, Weakness, Opportunities and Threats,

- Strategic Goals, Outputs, and Strategies (Activities),

- Implementation strategy (Project Planning Matrix), and

- Plan of Operation

The Revised Strategic Plan implementation will cost US$ 9,454,794 broken down as follows:-

- Research and Development Division   US$ 3,074,794.00
- Training and Extension Division   US$ 5,015,000.00
- Information Network and Documentation Division   US$ 390,000.00
- Administration and Finance Division   US$ 975,000.00

The Administration and Finance Division has the responsibility of mobilizing resources for strategy implementation.

The overall monitoring of the Revised Strategic Plan will be undertaken by a team comprising the Executive Director, Divisional Directors and Country Directors, whereas an external resource will be required for the evaluation.

AICAD GOVERNANCE AND ORGANIZATION STRUCTURE
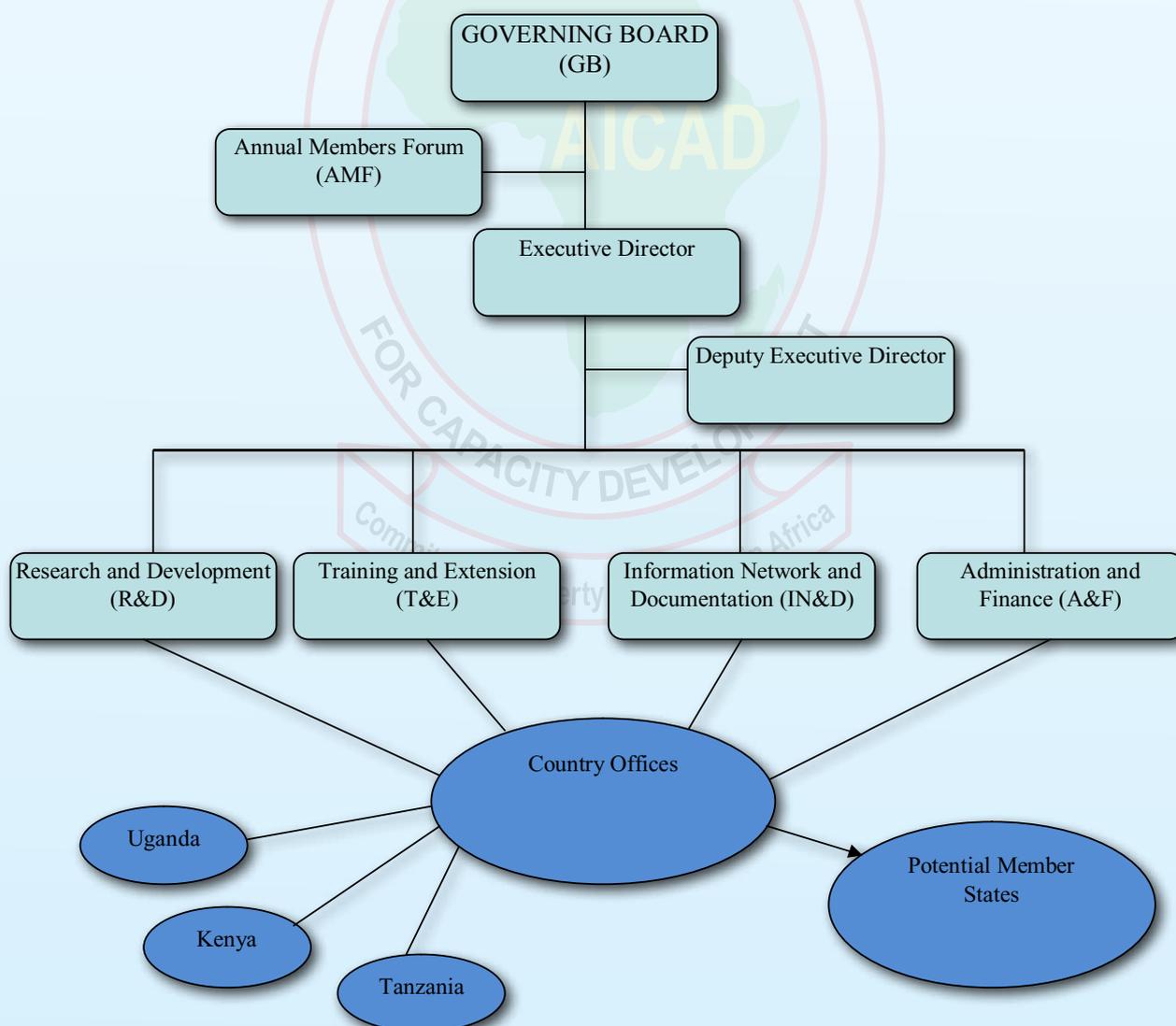
CHAPTER 1

1.0   INTRODUCTION AND BACKGROUND

African Institute for Capacity Development (AICAD) is an autonomous international regional institute with its headquarters in Juja, Kenya. The original idea to establish AICAD was mooted during the first Tokyo International Conference on African Development (TICAD I) in 1993 and also in TICAD II in 1998. During the conference, one of the main observations was that "since independence, several interventions have been made to reduce poverty; but the continent is still locked in poverty, yet it has abundant resources one of which is human capital". The TICAD II deliberated on the establishment of a Base for African Human Capacity Building (BAHCB). In 2000, AICAD was established on the principles of ownership and partnership among the three Governments of the East African Countries of Kenya, Tanzania and Uganda and the Government of Japan. The three Governments of the East African countries supported AICAD Secretariat while the Government of Japan through Japan International Cooperation Agency (JICA) supported the main functions of AICAD in the region. Since its inception, AICAD has continued to strive to achieve poverty reduction in African communities through human capacity development, active participation in research and development, training and extension programmes, and sharing of information, practices and experiences. To date, AICAD has undergone three operational phases and worked with nineteen (19) public universities (Kenya 7, Tanzania 7 and Uganda 5) within the East African region with a major potential of attracting new development partners and the private sector in its endeavors.

In the recent years, the world economy has been in the throes of the deepest recession since the 1930s, with the World GDP shrinking to 1.9%. The countries and partner institutions in the East Africa region were not spared. AICAD, during this period, witnessed a shortage of liquidity whose impact continues to grow with each passing day. This forced AICAD to re-focus its priorities on achieving poverty reduction and socio-economic development by empowering African people to solve the problems of the continent through utilizing existing resources and creating knowledge and technology, bridging the gap between institutions creating technology and the communities using it, exchanging information, experiences and practices, and sharing human resources and information in the region and beyond. The re-focusing has continued to be guided by the following strategic interventions which are to:-

- Identify and generate knowledge and technology packages with potential for impact on community-based poverty reduction,

- Translate poverty focused knowledge and technology into appropriate dissemination packages for transfer,

- Transfer appropriate knowledge and technology packages for impact on community-based poverty reduction,

- Expand AICAD activities in the African region, and

- Strengthen AICAD's institutional capacity in order to deliver on its mission.

This Strategic Plan (2012-2017) covers the period when AICAD attained the status of an autonomous regional international institute. Over the last twelve (12) years, the institute has undergone three phases (Phase I, II and III) of development, during which it established -at its Juja Headquarters and at the three (Kenya, Tanzania and Uganda) Country Offices- the capability to undertake the activities under its mandate. A brief mention of the three phases and activities accomplished between 2000 and 2012 is highlighted below:-

- Phase III (2007-2012) - 'Consolidation Phase' when emphasis was placed on the dissemination of Knowledge, Technologies and Innovations (KTI), through training and extension activities. The KTI were those generated since inception of AICAD and others sourced from various universities, and other national

Members of the AICAD Strategic Plan Review team at Seasons Restaurant & Hotel, Narok, Kenya on 4th July 2012. *First Row: **Dr. B. Odongo (R&D Director), Prof. A.B. Gidamis (ED), Prof. P. Kutima (DED), Mr. TNT Muchira (Lead Consultant, IESCOL),** Second Row: **Dr. S. Werema (A&F Director), Mr. A. Chombo (Internal Auditor), Ms. B Njau (Documentarist, IESCOL), Mrs. A. Kinya (Accountant),** Third Row: **Mr. P. Wakhu (T&E Director) & Dr. M. Sensalire (IN&D Director)***

research systems within East Africa. Further activities were conducted under the Knowledge and Technology Dissemination Programme (KTDP), Community Empowerment Programme (CEP), and the Universities Outreach Activities (UOA). The end of AICAD/JICA Project's Phase III also marked the conclusion of one of AICAD's major funding sources, JICA. From then onwards, AICAD continues to be open to other sources of funding support, while still maintaining the base support of the regional governments of Kenya, Tanzania and Uganda.

- Phase II (2003-2006) also called the 'Initiation of Implementation Phase'- was when AICAD/JICA project supported over one hundred and sixteen (116) research projects, which were implemented in all the sixteen (16) public universities present at that time, besides the research institutes, and other government and non-governmental organizations. The projects were supported under four (4) phases of Second Call (2003); Third Call (2004); Fourth Call (2005); and Fifth Call (2006). Activities were also fully operational in the areas of training and extension, and information, network and documentation.

- Phase I (2000-2002), or the 'Establishment Phase', was the period when AICAD's infrastructure- organizational and buildings -were established. At this time the First Call or Pilot Call (2002) was started, thereby setting the groundwork for sustained support for KTI-based activities, to address poverty alleviation. AICAD learnt important lessons on effective coordination of the activities implemented by the different organizations.

AICAD's emphasis will remain rooted in its core mandate, during the 2012-2017 period, even as it entrenches its status as a regional international institute. Special emphasis will be directed at aspects

of: increasing the recruitment of new member countries and institutes into the AICAD network; pursuing income generation activities; applying information and communication technology to disseminate outputs and to popularize the institute; and commercialization of KTI through application of intellectual property rights. AICAD will adopt a proactive approach to addressing emerging and evolving developmental challenges, such as, Climate Change, Natural Resources Management, and Renewable Energy.

1.1.   THE STRATEGIC PLAN DEVELOPMENT PROCESS

The revision of the Strategic Plan 2012 to 2017 was highly participatory and involved the planning team (ED, DED and Divisional Directors) which undertook in-depth consultations with partner universities and reviewed literature which included; AICAD Strategic Plan to 2009 and Beyond; the AICAD Unified Programme of July 2012 to June 2013; regional and international protocols and agendas on poverty reduction approaches and methodologies. A planning retreat was facilitated by Innovative Enterprise Support Company Limited (IESCOL)

for the purpose of building consensus on divisional thematic areas and consolidating strategic issues. A revision was done along the emerging issues on: - Vision, Mission, Core Values, Conceptual Framework, Prioritized Themes, AICAD Membership & Partnership and Situation Analysis.

Clustering of Thematic Areas and formulation of both the logical framework on strategies and implementation schedule was also undertaken. The retreat was subsequently followed-up by consolidation sessions of the final document at the AICAD headquarters at Juja, Kenya.

1.2.   AICAD VISION, MISSION & CORE VALUES

1.2.1.   THE VISION

The African Institute for Capacity Development (AICAD) Vision mirrors an inspirational view of human capacity development for both short and long-term mutual socio-economic benefits on poverty reduction among member states.
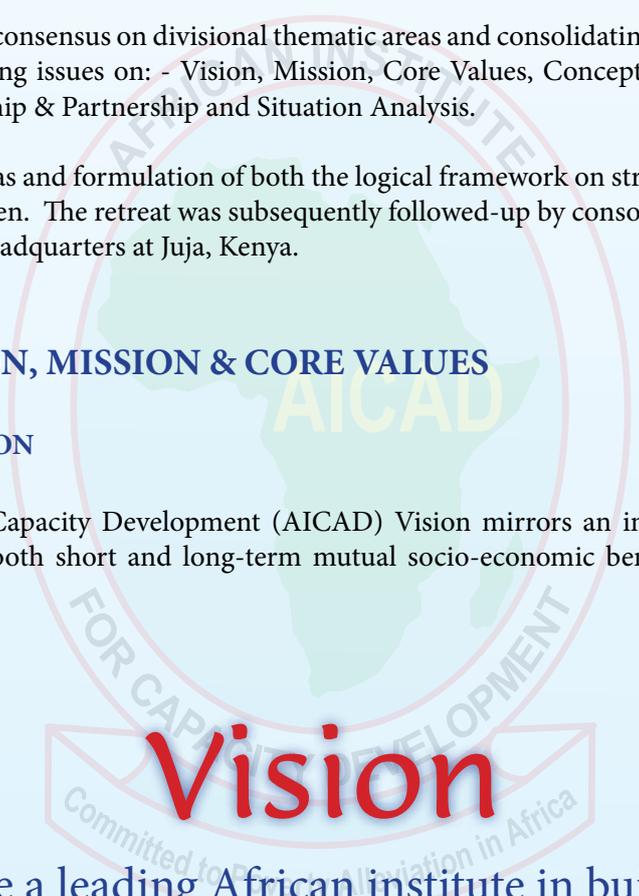
Vision

"To be a leading African institute in building human capacity for poverty reduction"

1.2.2.   THE MISSION STATEMENT

AICAD Mission provides a sense of purpose in focusing on identification, generation, translation and transfer of appropriate knowledge and technology for poverty reduction.

Mission

"To link knowledge to application within communities in order to reduce poverty in partner countries in Africa"

1.2.3. THE CORE VALUES OF AICAD

The following core values are AICAD's guiding principles;

Core Values

Partnership:- "Entails ownership, participation, and promotion of South-to-South cooperation".

Equity:- "Poverty reduction depends on equitable generation and distribution of resources and benefits"

Empowerment:- "Enabling communities in decision making leading to poverty reduction".

Excellence:- "Excellence in innovations in contemporary and promotion of indigenous knowledge acquisition, development, storage and dissemination".

Responsiveness:- AICAD responds to timely felt expressed community needs towards poverty reduction"

1.3 CONCEPTUAL FRAMEWORK

The diagram below illustrates how AICAD intends to continuously forge linkages between 'intermediary' institutions and rural/urban communities in the participating countries for poverty reduction. AICAD recognizes that linkages between intermediaries and communities are currently rather weak and that the primary role of AICAD should be to strengthen these linkages. In doing so, AICAD will implement activities for identification and generation of knowledge and technologies.

AICAD will translate the knowledge and technologies into a form that can be effectively disseminated to the target communities, working with a range of intermediary organizations in undertaking these activities. The institutions will include all universities, Non-Governmental Organizations (NGOs), Community Based Organizations (CBOs), government ministries, research and tertiary institutions.
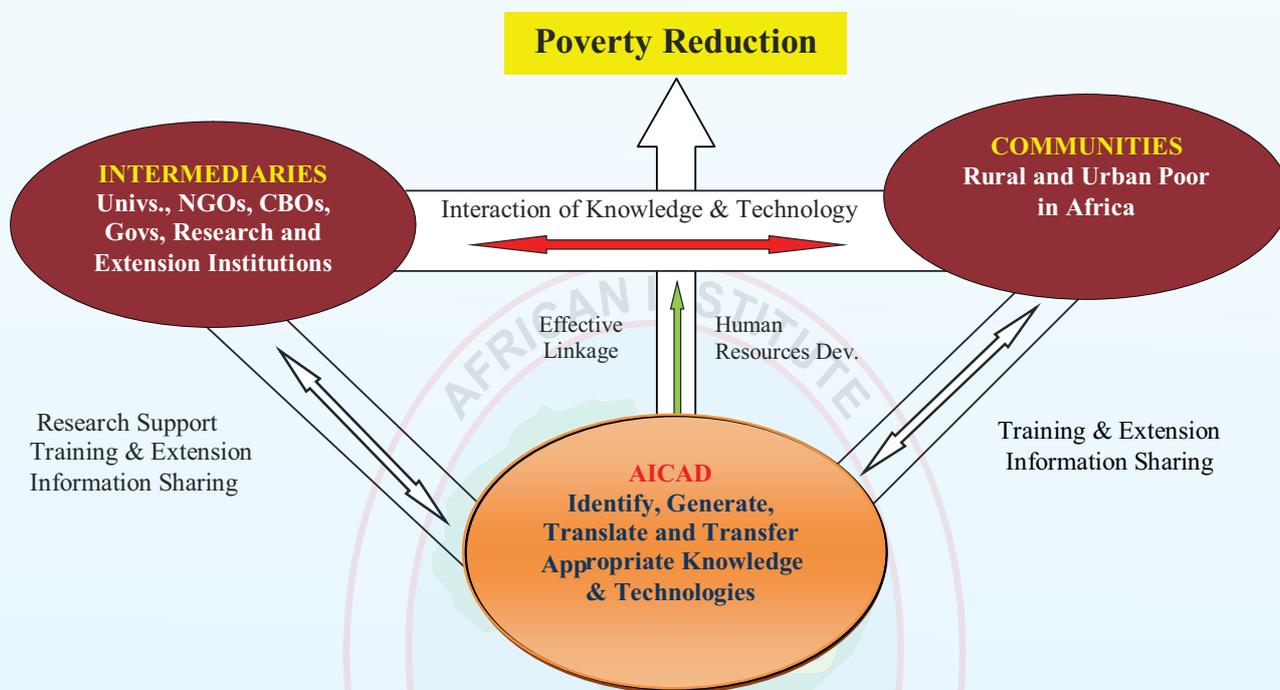
Fig. 1: Schematic conceptual framework presentation.

1.4   AICAD THEMATIC FOCUS

During the next strategic phase (2012 -2017), AICAD will focus on emerging issues within the following themes whose implementation will be undertaken through the activities outlined in section 5.0 of this Revised Strategic Plan.
- Agriculture, Water Resources Management, Environment Conservation and Climate Change,
- Food Security, Natural Resources Management and Industrial Process / Enterprise Development / Value Addition,
- Community Development, Policy and Policy Implementation including Cross-cutting Issues.

1.5   AICAD MEMBERSHIP AND PARTNERS

At present, AICAD is financed by the three East African Governments: Kenya, Tanzania, and Uganda. The memberships of AICAD are the Ministries in charge of Education and Finance, Public Universities in these three countries and Development Partners. In addition to the above members, AICAD will continue to promote partnerships with institutions and collaborative programmes in the participating countries in Africa and other regions, which includes international organizations working for poverty reduction and likeminded private sector players. The current Strategic Phase will also focus highly on new Member States mobilization.

SOUTH SUDAN

GULU

UGANDA

KENYA

BUSITEMA

KYAMBOGO

MAKERERE

MOI

MMUST

MASENO

EU

JKUAT

KU

UON

MBARARA

Lake
Victoria

RWANDA

BURUNDI

NM-AIST

TANZANIA

INDIAN OCEAN

ZANZIBAR

SUZA

SUA

MZUMBE

UDSM

OUT

LEGEND

KENYA
EU	–	Egerton University
JKUAT	–	Jomo Kenyatta University of Agriculture and Technology
KU	–	Kenyatta University
MASENO	–	Maseno University
MMUST	–	Masinde Muliro University of Science and Technology
MOI	–	Moi University
UON	–	University of Nairobi

UGANDA
BUSITEMA	–	Busitema University
GULU	–	Gulu University
KYAMBOGO	–	Kyambogo University
MAKERERE	–	Makerere University
MBARARA	–	Mbarara University of Science and Technology

TANZANIA
MZUMBE	–	Mzumbe University
NM-AIST	–	The Nelson Mandela African Insitute of Science and Technology-Arusha
OUT	–	The Open University of Tanzania
SUA	–	Sokoine University of Agriculture
SUZA	–	State University of Zanzibar
UDSM	–	University of Dar es salaam

KEY

Current Member states

Potential Member States

Fig. 3: Regional map of partner universities

CHAPTER 2

2.0. CURRENT PROGRAMMES' IMPLEMENTATION OVERVIEW

Below are some of AICAD's major programmes undertaken by each of the divisions:

2.1. RESEARCH AND DEVELOPMENT DIVISION(R&D)

The project activities undertaken by the R&D from the period from 2002-2011, were guided by the Division's aim 'to contribute to human resource capacity development for poverty eradication through research and development activities; identification of needs of communities and industries and modalities for applying results of the existing poverty reduction programmes'. During the period, AICAD provided both the technical and financial support to sixteen (16) public universities, research organizations, and other partners in the East African countries of Kenya, Tanzania and Uganda. Special emphasis was placed in supporting the projects that addressed poverty alleviation.

The projects were grouped into six (6) categories of Pilot Call Projects, Second Call, Third Call, Fourth Call, Fifth Call and NERICA rice promotion. The projects covered nine (9) thematic areas, implemented in three (3) categories, which are: Discipline specific research, Multi-disciplinary research, and Graduate students research. The projects covered diverse thematic areas of: Bio-prospecting, Community Development, Environmental conservation, Health equity, Food security, Industrial processing, Policy and implementation, NERICA rice promotion, and Water and environmental conservation. Further analyses of the projects showed variation in their proportions when sorted by country, institution, thematic area, and category.

A total of one hundred and thirty five (135) projects were implemented by the institutes that AICAD worked with. The indicated number only covers projects implemented for single phases (two year duration) only. With the inclusion of projects that ran for multiple phases, beyond 2 years, the number of projects implemented increased to two hundred and six (206). Three hundred and ninety three (393) researchers, students, and other collaborators, participated directly in the project work. This number would increase significantly, when technicians, data analysts, support staff, and agricultural extension staff, whose capacity was also improved during the handling of the various aspects of the project.

Some of the project outputs were promoted to the communities, where many lessons were learnt to inform AICAD's future endeavors. For example, the projects that were promoted to the communities through the process of AICAD's Knowledge and Technology Dissemination Programme included the dissemination of cassava (TMS varieties M95/0193 and MH95/0183) value chain in Migori County, Rongo District in Kenya; value addition of fruits in Kibaha District, in Tanzania, and dissemination of improved methods for soil conservation, biogas and pig production in Mityana District, Uganda. The three locations of the projects mentioned above were called Modal Regions, within which focus on active advancement of technologies was made. Other pathways through which the information generated during the implementation of the activities were disseminated to users, were through training and extension, publications, and uploading information into the institute's website.

Besides the modest research outputs (mentioned above) that were disseminated during the 2002-11 period, thirty (30) additional research outputs, had also been selected through AICAD's Monitoring and Evaluation process, for promotion to the users. Although the advancement could not be accomplished due to various constraints, focus could be made during the 2012-2017 phase, in order to complete the work, thereby accelerating economic well-being of the target communities. AICAD will also remain open to absorb knowledge, technologies and innovations (KTI) from within and outside the African continent- through the South-South collaboration. The

outputs from those sources would, however, be subjected to the adaptation studies process, in order to establish their suitability for field use in the targeted communities. During this period, emphasis will also be put on the commercial exploitation of KTI for the benefit of the users, researchers, academic institutions, investors, consumers and other stakeholders. On this, the development and application of Intellectual Property Rights (IPRs), will be one of the important steps to be effected to facilitate the process. Additionally, AICAD will support secondary research, which will aim at addressing the challenges encountered in the field during the KTI dissemination. In addition, AICAD will support new research activities that originate from the national research systems. In this regard, emerging issues, like, those in thematic areas of Natural resources, Climate change, Renewable energy, and others will be added onto those earlier supported during 2002-2011 seasons. Finally, R&D will facilitate the training of researchers, institutions and other collaborators, on aspects of writing proposals and technical reports.

Overall, the lessons learnt, during the implementation of the earlier activities, will be used for the implementation of the (2012-2017) Strategic Plan.

2.2. TRAINING AND EXTENSION DIVISION

The Training and Extension (T&E) Division has the overall responsibility for implementation of AICAD's Training, Community Empowerment (CEP) and Universities' Outreach Activities (UOA) Programmes. A brief description of these is given below.

2.2.1. TRAINING

AICAD organizes short training courses (2-5 weeks) to solve identified socio-economic problems. There are three (3) main categories of courses. These are:
- Regional training courses,
- In-country training courses,
- Grassroots training courses.

a) **Regional Training Courses**
   The titles of the regional courses implemented by AICAD are listed below;
   - Irrigation and Water Resources Management,
   - Africa Training Course on Local and Regional Development Planning and Management,
   - Regional Training Programme for Trainers of Rural Women,
   - Regional Training Programme for Trainers in Export Trade of Commercial Crafts,
   - Managing Agricultural Water under Climate Challenges and,
   - Community and Ecosystem based Climate Change Adaptation Training for Trainers.

A total of 14 Regional Courses, attracting over 400 participants have been implemented. While most of these were drawn from the East African countries of Kenya, Tanzania and Uganda, a considerable number of participants were from other African countries such as Benin, Burkina Faso, Ghana, Mali, Malawi, Mozambique, Nigeria and Senegal.

b) **In-Country Training Courses**
   In-Country Training courses are designed to address various specific community needs. These needs are identified from broad themes and include; improved agricultural production, value addition, enterprise development and health and sanitation. The course participants are identified through involvement of the communities they come from and are involved in various sectors. These participants include farmers, traders and women.

c) **Grassroots training courses**
   Grassroots Training courses are a second version of the in-country courses that are normally carried out on-site, that is, where participants live. They deal with smaller and specific aspects of courses and themes carried out at AICAD central venues within the following course titles:-

- Irrigation and Water Resources Management,
- Enterprise Development,
- Value Addition,
- Rural Women Empowerment, and
- Export of Commercial Crafts.

A total of 71 In-Country Courses, have so far been implemented. More than 2,400 participants drawn from various communities in Kenya, Tanzania and Uganda have participated in these courses.

2.2.1.1. SOME IMPACTS FROM TRAINING

AICAD conducts visits to former course participants from time to time in order to, among other things, conduct an assessment of the effectiveness and impact of the training delivered. Due to resource constraints these visits have tended to be restricted to specific programme review or end of phase evaluation exercises. Findings from these visits reveal that participants experienced impacts at various levels as highlighted below.

a) **Value Addition**
Assessment of the effectiveness and impact of the training course on value addition revealed the following:
- Created awareness of opportunities offered by value addition especially on root crops, cassava, sweet potatoes and groundnuts,
- Imparted skills in development of products - a good number of ex-trainees were able to demonstrate production of market-appropriate products,
- Many trainees reported that they are now processing products for the local market and have improved their marketability through proper packaging, labeling and storage,
- Some trainees have adopted use of a few postharvest technologies, including drying and preservation of vegetables and pressing oils from various crops,
- Livelihoods have improved. Trainees reported that they are now 'able to pay school fees', 'buy assets using savings', and have 'improved health'.

b) **Irrigation and Water Resources Management**
A number of ex-trainees of the Irrigation and Water Resources course were visited as part of the end of Phase 2 evaluation and asked how they had benefitted from the training offered to them by AICAD.

Among the responses given were:
- Efforts have been made by farmers to apply new technology and introduce new crops e.g. sweet potatoes, water conservation and use of compost,
- Farmers have expanded the area under cultivation and increased profit levels,
- Farmers have embraced new thinking e.g. farming as a business and marketing of products.

c) **Enterprise Development**
- Farmers visited were able to demonstrate high levels of knowledge and skills in business management, ability to conduct market surveys, manage inputs, maintain records and market their produce. Farmers demonstrated ability to negotiate e.g. contracting, renting land,
- Improved customer relations and ability to evaluate performance of business was also observed.

2.2.2.　COMMUNITY EMPOWERMENT PROGRAMME

The Community Empowerment Programme (CEP) is a community oriented programme targeting selected community groups in specific areas using multiple interventions simultaneously, with particular emphasis on community participation towards socio-economic development.

AICAD introduced CEP with a view to enhancing the impact of its activities within target communities with greater emphasis being placed on dissemination of knowledge and technologies in order to achieve AICAD's

mission of 'linking knowledge to application within communities in order to reduce poverty in African countries'.

CEP was implemented in the three AICAD member countries of Kenya, Uganda and Tanzania according to a basic approach that involves (i) Selection of the target (model) region, (ii) Baseline survey, (iii) Participatory planning (iv) Project selection and formulation (v) Project implementation and (vi) Monitoring and evaluation. AICAD adopted this approach from the Project Cycle Management (PCM) method. Implementation of the CEP projects was undertaken with keen attention to community participation at every stage of the process including participatory planning, priority setting, activity selection, implementation and even monitoring which was conducted by the participants themselves and involved exercises of problem analysis, logframe or Project Design Matrix (PDM) formulation and measuring of achievements using the objectively verifiable indicators set in the PDM.

The projects implemented in Kariandusi, Kenya are: the Integrated Irrigation Farming Project; Water Harvesting and Management Project and; Livestock Production Project. A total of 158 people have benefitted directly from these projects. In Mityana, Uganda the project on Improving Livelihoods in Kakindu Sub-county through building capacity for soil and water conservation and agroforestry and the project on Promotion of income generation among persons with disability in Butayunja Sub-county (maize and soybean cultivation, and chicken farming) have been conducted and 114 households have benefitted directly from them. In Kibaha, Tanzania, the project on Empowering Women for Poverty Reduction (food processing) has been conducted. This project has directly benefitted 20 people. A total of 178 people and 114 households in the target sites have therefore been involved and have benefitted directly from the CEP.

An end-line survey conducted in early 2012 provides some preliminary information on the effects of the CEP. This includes reports from some of the participants such as "mean income per season increased by 9,386 Kenyan Shillings" and "the number of farmers having three meals per day increased by 26.7%" in case of the irrigation project in Kenya. As for more qualitative information on the impact of the CEP, the female participants of the food processing group in Tanzania recognize that their livelihoods have improved thanks to the increased cash income from fruit juice.

The women indicated that they use the extra income for child education and purchasing household appliances. Their confidence in interacting with other people has been boosted because they now have higher self-respect and self-confidence. For CEP in Uganda, 90% of the participants reported that they shared the knowledge they learned in the CEP with people who were not members of the CEP group. Fifty six percent of the respondents during reviews also indicated that they were economically empowered as a result of the CEP activities. During implementation of CEP, AICAD has continued to encourage community members to take the initiative in their own development in order to ensure sustainability of the activities. AICAD for example, encourages participants to contribute towards the cost of various project inputs in order to avoid the risk of cultivating dependency.

2.2.3. UNIVERSITIES OUTREACH ACTIVITIES PROGRAMME

Since inception, AICAD has applied various strategies in efforts to achieve its mission of 'Linking knowledge to application within communities in order to reduce poverty in partner countries'. These include research support for universities with a view to developing knowledge and technology, which could be utilized for poverty reduction while at the same time enhancing the capacity for its application in communities.

AICAD realized that the research results could not be easily utilized without further appropriate interpretation. It was further realized that in order to be more effective in developing knowledge for poverty reduction, initiation and implementation of the research projects should be done in a bottom up manner based on the needs on the ground.

Although universities already possess considerable knowledge and technology, the research themes for poverty reduction should be generated from the communities themselves according to their needs. Based on this recognition, AICAD re-organized the direction of its activities to better reflect this reality.

a) General Aim

AICAD initiated the Universities' Outreach Activities (UOA) Programme in order to establish strategies for enhancing implementation of university outreach activities. This has been done by;

- Sensitizing the universities in the region on the importance of implementation of Universities' Outreach Activities (UOA) and
- Supporting implementation of actual activities—referred to as model activities under the UOA programme—for poverty reduction in the communities.

The aim of this programme is to bring research, training and outreach into the service of local communities.

b) Justification

Universities constitute a very key component in membership to AICAD. While all universities engage in research and teaching, they have a third critical mission—extension. 'Extension' means 'reaching out' and—along with teaching and research—universities should be encouraged to 'extend' their resources towards solving public needs through various programmes. Universities all over the world have a key role to play in society. In Africa however, there is a particular need for universities to expand their social mission to solve community problems. This requires increased investment in generating, adapting and diffusing available technical knowledge to local uses.

While the investment in teaching and research has been commendable, extension however, seems to require special attention. AICAD seeks to work with universities, governments as well as other players in exploiting existing opportunities for mutual interaction in promoting outreach programs and activities for the benefit of the wider society.

c) The Partnership

While universities are central to efforts at promoting outreach activities it is recognized that they cannot do this in isolation. A key feature of this programme is to develop mechanisms for bringing other players on board. These include AICAD parent ministries dealing with Higher Education and Finance as well as selected national and regional organizations that are involved in science-policy interactions in the area of implementation of outreach activities.

d) Outreach symposium held at AICAD HQs

AICAD continuously facilitates symposia as a strategy for sharing knowledge and promoting research partnerships and synergies among universities and collaborating partners. Below are some of the key outputs realized during the symposia:-

- Ideas about the significance of university outreach activities in East Africa discussed and shared,
- Good examples of outreach programmes and activities in East Africa and Japan shared,
- Most effective approaches and methodologies for implementation of outreach programmes and activities within target communities explored,
- Information about AICAD activities in the three Country Offices shared,
- Possible role of AICAD in the promotion of university outreach activities in East Africa discussed,
- Process for implementation of outreach programmes and activities in East Africa discussed,
- Recommendations to promote and enhance implementation of universities outreach activities are made which include but are not limited to;
  - ✓ Develop outreach policy and strategy for each institution so that outreach activities are implemented in a structured, well-coordinated manner,
  - ✓ Communicate outcome of symposium through publication of proceedings,
  - ✓ Sensitize university leadership on the need to support development of the policy and strategy for outreach in universities,
  - ✓ Capture all outreach activities being undertaken in member universities and compile, document and share the information on a common webpage/database, and
  - ✓ Establish collaborative links between all relevant institutions for promotion of universities' outreach activities.

During the immediate strategic phase, the following topic formed discussions for Symposia for universities in Kenya, Tanzania and Uganda:-

- Symposium on Development of Policy for Implementation of Universities' Outreach Activities in Kenya, Tanzania and Uganda.

e) Key Output of Symposia

General framework generated with outline of the key elements upon which policy for implementation of universities' outreach activities will be constructed for further internal processing and development within each institution, and eventual production of institutional documents.

f) Key outputs of Outreach activity reports presentation workshop.

Progress made in implementation of AICAD-supported universities' outreach projects in Kenya, Tanzania and Uganda were presented. Key Recommendations and Way Forward from the three Country Symposia were confirmed. The following were emphasized:

- Using outputs of symposia, each university should involve all relevant stakeholders in development, dissemination and implementation of institutional policy for outreach,
- All relevant Ministries, Departments and Agencies should adopt the framework developed in the symposia for support of universities outreach activities, and
- Discussions should be conducted among all relevant Ministries, Departments and Agencies to initiate development of National Policy on outreach.

g) AICAD-supported Outreach Activities in Member Universities

i) *Use of Bio-Control Technologies to Control Pests and Diseases in Tissue Culture Bananas, implemented by Jomo Kenyatta University of Agriculture and Technology, Kenya*

This project targeted over 200 small scale banana farmers in Embu District in Eastern Province, Kirinyaga District and Karatina District in Central Province. Progress and major achievements include:

- Endophyte inoculated new Tissue Cultured bananas varieties (FIAs) introduced and distributed to farmers,
- Farmers trained on nursery and orchard management of the new enhanced FIA varieties and the use of Beauveria bassiana to control insect pests,
- Farmers trained on value addition of bananas, such as on construction of ripening chambers, making jams, banana crisp, chips and flour and extraction of banana juice, and
- Farmers trained on marketing.

ii) *Leveraging Nutritious Foods for Improving Nutritional Status in Lurambi Division, Kakamega County Kenya, implemented by Masinde Muliro University of Science and Technology, Kenya*

This project targeted 30 vulnerable households in each sub-location together with 25 community/village leaders in the whole target area. Progress and major achievements include:

- A network for consultation and capacity strengthening for the community, through various stakeholders including local administrative commissioners was developed,
- A training manual for the project was developed,
- Demonstration on preparation, value addition, use and packaging of orange fleshed sweet potatoes, fish, leafy vegetable (participatory learning and preparation) was conducted in each sub-location,
- A cultural week of Lurambi Division to demonstrate the project activities to a large audience was conducted, and
- Meetings with collaborators and community members to share experiences were conducted.

iii) *Improvement of Banana Production in Mkuyuni and Matombo Divisions, implemented by Sokoine University of Agriculture, Tanzania*

This project directly targeted 210 farmers in Kinole and Tawa, Morogoro District. Progress and major achievements include:

- Higher yielding banana varieties were introduced into the project area,
- Trainings on control of banana fusarium wilt and other banana diseases were conducted, and
- Stronger linkages between SUA scientists and small scale banana producers in the target area were created.

iv) Capacity Building of Small Holder Farmers in Gulu District on Agribusiness and Entrepreneurship, implemented by Gulu University, Uganda

This project targeted 3 farmer groups in Gulu District, translating to 150 direct beneficiaries and 53 students in the Faculty of Agriculture of Gulu University. Progress and major achievements include:
- A training manual on agribusiness and entrepreneurship development and were developed and translated into Luo language,
- Fifty two students of agriculture were attached to farmers and acquired skills in facilitation and adult training,
- Trainings on agribusiness and entrepreneurship development in targeted farmer groups were conducted, and
- One hundred and fifty farmers acquired skills in agribusiness and entrepreneurship.

2.3. INFORMATION NETWORK AND DOCUMENTATION DIVISION(IN&D)

The IN&D Division collects, processes, stores, retrieves and disseminates information. Information is collected from the region and beyond on causes and effects of poverty and the means of combating it. The processed information is repackaged in various dissemination instruments and used in training and imparting communities with knowledge and skills necessary for poverty reduction and development. The division facilitates publication of various documents of the Institute, as well as production and dissemination of audio-visual materials. It operates an electronic/reference library at the Institute, together with information networking and resource sharing with the participating institutions.

The main focus of the division for the period of 2000 to 2011 has been facilitating the different divisions in ensuring that ICT is used to streamline their activities. This involved many activities, some of which are shown below:
- Compiling, editing and printing of the quarterly news letter, annual reports and other project reports,
- Preparation of brochures for AICAD divisions and facilities,
- Maintenance of the ICT hardware and software at the headquarters and country offices,
- Coordinating video shooting and production of training activities, and
- Training staff in ICT usage.

The AICAD website is also managed by the IN&D division. During the period that ended 2011, the website was developed and upgraded twice. The website showcases AICAD's work in the different countries and the facilities at the headquarters, among others. The website will periodically be reviewed and upgraded in order for it to match the needs of AICAD's customers and stake holders.

2.3.1 Database

The IN&D division manages the poverty database- Poverty Alleviation Information Knowledge Systems (PAIKS), which facilitates information sharing. PAIKS was founded with full recognition that information is part and parcel of requirements in human capacity development for poverty reduction in Africa. In PAIKS, a lot of information is recorded, which includes research findings, experts profiles, institutions profiles and training themes.

The basis is that information from research work should be made available so that knowledge and technologies therein can be applied to related aspects in community activities whether farming, food preservation or water management, among others. In this way, information can greatly contribute to poverty reduction and hence socio-economic development. Information on institutions profiles and experts' profiles enables the development agents and communities to know which institutions/experts carry out what aspect of development and consult them extensively on relevant development aspects for information, expertise, advice and/or support.

More importantly PAIKS aims at collecting and disseminating community information. Community information should bring out communities' own ways of understanding and means employed to combat poverty. This should help to provide a better entry point for all those agents that seek to help given communities in poverty reduction initiative.

2.4. ADMINISTRATION & FINANCE DIVISION(A&F)

The Administration and Finance (A&F) Division is the support division of the Institute with a mandate of providing financial and administrative support. The Division also handles all the resources of the Institute which include human and physical resources. It manages and maintains the Institute's facilities such as Guesthouse, Computer Laboratories, Seminar Rooms, Assembly Hall, Fitness Centre, Cyber Café, among others. The facilities, which are situated in a serene environment, are also available for hire. The Division is also responsible for marketing the facilities within and outside the country.

The A&F Division, in brief, handles the following matters:
- Human resources (HR),
- Budget and financial management,
- Administrative services,
- Procurement of supplies and equipment, and
- Facilities management.

In addition to the above, the Division has been tasked with the responsibility of providing administrative and logistical support to Governance Bodies (Governing Board, Finance and Planning Committee, Human Resource Management and Administration Committee and Annual Members' Forum).

The A&F Division supports the Institute to achieve its vision and mission by providing effective HR and Administrative Services.

2.5. COUNTRY OFFICES

AICAD has Country Offices headed by a Country Director in each of the participating countries. The country offices are located at Egerton University in Njoro, Kenya; Sokoine University of Agriculture in Morogoro Tanzania and at Makerere University in Kampala, Uganda. The Country Director is responsible for coordinating and following up on implementation of all AICAD activities related to the three AICAD functions in the respective countries in collaboration with each division at the Secretariat.
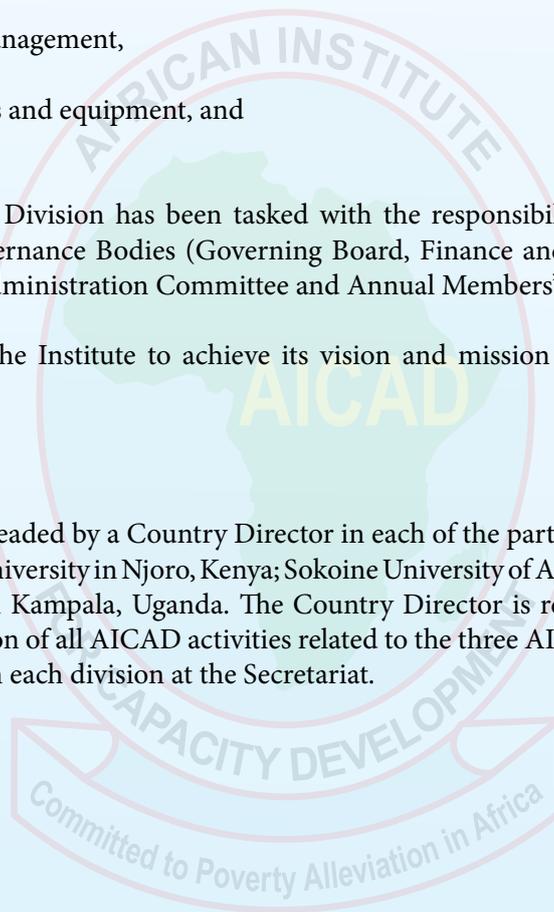
CHAPTER 3

3.0. STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT) ANALYSIS

The Strengths, Weakness, Opportunities and Threats (SWOT) analysis is a strategic planning tool for auditing an organization and its environment. The SWOT analysis enables the identification of key issues affecting the organization's operations and formulation of strategic objectives meant to address the issues. The SWOT analysis for the development of this strategic plan involved extensive past performance reviews, overview and consultations during the planning sessions for all levels of AICAD and yielded the following reflections:-

AICAD'S STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS			
Internal Environment		**External Environment**	
Strengths	**Weaknesses**	**Opportunities**	**Threats**
✓ AICAD has a Charter / legal status, a mandate highly informed by Members States' development agenda, and international protocols. ✓ Fully developed / available physical facilities and presence in Member States. ✓ Existing governance, management and operational structures. ✓ Readily available Government & University support. ✓ Highly qualified and experienced human capacities to carry out AICAD's roles and responsibilities. ✓ AICAD is already established in the current Member States communities. ✓ Established South-south collaborations & potentials. ✓ A demonstrated demand to expand to other African countries. ✓ Documented knowledge and technologies available for replication in other communities and countries.	✓ Poor financial (Revenue) base and over-reliance on governments and donor funding. ✓ Poor visibility, inadequate skills in resources mobilization & high profiling strategies. ✓ Weak thematic areas implementations' monitoring and evaluation systems and structures. ✓ Inadequate human capital. ✓ Too regular change of Government representation in the governance structure. ✓ Cultural differences challenging accommodation of everyone and community linkages. ✓ Lack of an exist strategy in terms of beneficiaries' expectations. ✓ Weak staff retention strategies.	✓ Liberalization of the East African communities. ✓ Unexploited relationships building within and outside governments, development partners and south – south cooperation linkages. ✓ High potential in attracting partners and marketing AICAD's expertise in Africa. ✓ Attraction of private universities' participation in AICAD's thematic areas of focus. ✓ Potential for revenue base through marketing of replicable appropriate knowledge and technologies. ✓ Sub-contracting AICAD's non-core functions. ✓ Attraction of funding to facilitate cross-cutting issues (Corporate Governance, Communication, HIV/ AIDS, corruption and Gender mainstreaming)	✓ There is high staff turnover especially by qualified and experienced staff. ✓ Lack of universities' collaboration motivation & retention strategies. ✓ Impact on climate change and variability. ✓ Agitation of Member States Country Office's semi-autonomous status. Single donor dependency. ✓ In facilitating south-south collaborations, Governments have many other prioritized obligations. ✓ Global economic decline / global economic Set-Up ✓ Brain drain to the north & west. ✓ Emerging of several organizations with almost similar mission.

CHAPTER 4

4.0 STRATEGIC GOALS, OUTPUTS AND STRATEGIES

AICAD conducts activities in human resource capacity development through three functional thematic divisions of Research and Development (R&D), Training and Extension (T&E), Information Network and Documentation (IN&D). The fourth division of Administration and Finance (A&F) supports the other three divisions. Below are outlines of each of the Thematic Areas with respect to Strategic Goals, Objectives and Strategies (Activities)

4.1 RESEARCH AND DEVELOPMENT (R&D)

Goal:- To contribute to the human resource capacity development for poverty reduction through identification of research and development needs of communities and industries, conduct research and apply the results in poverty reduction.

Objective:- To strengthen human capacity for poverty reduction through research and development.

Output 1:- Technologies & innovations (T&I) generated from research disseminated.

Strategies (Activities)
- ✓ Select promising technologies developed.
- ✓ Field-test and translate T&I through the KTDP model
- ✓ Identify T&I generated from external research systems
- ✓ Package T&I generated from external research systems
- ✓ Disseminate T&I generated

Output 2: Systems to exploit T&I developed
Strategies (Activities)
- ✓ Develop IPR/royalty contract agreements with stakeholders for commercialized use of T&I
- ✓ Support secondary research
- ✓ Facilitate establishment of fora to exploit T&I

Output 3:- Research projects facilitated.
Strategies (Activities)
- ✓ Write research proposals to raise funds
- ✓ Prioritize research themes.
- ✓ Coordinate research proposals' selection and implementation
- ✓ Coordinate the production of research reports

Output 4:   Proposal writing and publishing capacity enhanced.
Strategies (Activities)

- ✓ Train researchers on proposal writing.
- ✓ Train researchers on dissemination through publishing

4.2   TRAINING AND EXTENSION (T&E)

Goal:-   **To enhance human capacity development by imparting knowledge and skills through the provision of training and extension services in order to reduce poverty in Africa.**

Objective:-   To empower communities in poverty reduction through training and extension services.

Output 1:-   Operation system for training activities fully developed

Strategies (Activities)
- ✓ Revise the current operational system for Regional and In-Country training programmes.
- ✓ Package and distribute training guidelines through multimedia, CD, website and paper bound.
- ✓ Implement training programmes in accordance with the operational system.

Output 2:-   System for ensuring effectiveness of training contents established
Strategies (Activities)
- ✓ Update training materials and modules to conform to current needs
- ✓ Collect, analyze and share lessons   learned from training.
- ✓ Translate course materials into local languages.
- ✓ Review and improve training materials by applying lessons learned.
- ✓ Conduct Monitoring and Evaluation.
- ✓ Secure support for training by marketing modules.

Output 3:   **Appropriate knowledge and technology transferred to extension organizations and communities**
Strategies (Activities)
- ✓ Advertise modular courses offered to the public.
- ✓ Implement Regional and In-Country Training Courses.
- ✓ Establish post training linkages between ex-trainees and other support organizations

Output 4:-   **Knowledge and technologies transferred to target communities adopted.**
Strategies (Activities)
- ✓ Roll out implementation of Community Empowerment Programme.
- ✓ Implement Universities' Outreach Activities.
- ✓ Roll out best practices from CEP and UOA.
- ✓ Conduct and facilitate inter-country cross-learning.

4.3. INFORMATION, NETWORK AND DOCUMENTATION (IN&D)

Goal:- To enhance activities aimed at poverty reduction and development in Africa by coordinating information sharing through different media and networking with governments, universities, international institutions, non-governmental organizations (NGOs), community based organizations (CBOs), individuals and other stakeholders.

Objective: To contribute to poverty reduction by sharing of Information through networking and documentation.

Output 1. Information collected and consolidated.

Strategies (Activities)

- ✓ Establish the information needs of the stakeholders and source of the needed information.
- ✓ Establish a procedure for collecting that information.
- ✓ Implement the data collection procedure.
- ✓ Categorize the data collected.

Output 2:- **Information processed and packaged**

Strategies (Activities)

- ✓ Edit received data
- ✓ Package the information

Output 3 **Information stored, retrieved and disseminated**

Strategies (Activities)

- ✓ Save information and data in an easily accessible manner.
- ✓ Disseminate information according to the identified needs.
- ✓ Retrieve and share information within and without the networks.
- ✓ Establish resource centres at country offices.

Output 4 Operationalize and upgrade the PAIKS

Strategies (Activities)

- ✓ Ensure that PAIKS is operational
- ✓ Develop new models for PAIKS

4.4 ADMINISTRATION AND FINANCE (A&F)

Goal:- To contribute to the human resource capacity development for poverty reduction through provision of logistical support at all levels of operational activities in the institute.

Objective:- To strengthen administration and financial capacity of the institute.

Output 1:- **Human Resources Management and Operational Framework strengthened.**

Strategies (Activities)

- ✓ Develop HR policy.
- ✓ Develop and implement HR Training Programmes.
- ✓ Improve working environment and conditions.

- ✓ Review and implement Staff Salaries Scales / Grades.
- ✓ Enhance Staff motivation and morale.
- ✓ Revise operational manuals.
- ✓ Revise and implement improved organizational structure

Output 2: -   Governance and corporate image enhanced.
Strategies (Activities)

- ✓ Undertake image enhancement activities.
- ✓ Promote Corporate Social Responsibility (CSR) activities.
- ✓ Negotiate with member states for conferment of legal status to country offices.
- ✓ Negotiate with governments of prospective countries to join the Institute.
- ✓ Establish and operationalize new country offices.
- ✓ Conduct governance training.

Output 3: -   Resource Mobilization and Sustainability enhanced.
Strategies (Activities)

- ✓ Implement resource mobilization policy.
- ✓ Enhance resource mobilization capacity.
- ✓ Negotiate with governments for timely funds disbursements.
- ✓ Establish partnerships with development partners.
- ✓ Contribute to Member States' poverty reduction strategies and international protocols.

Output 4:   **Utilization of resources optimized.**
Strategies (Activities)

- ✓ Prioritize allocation of financial resources.
- ✓ Implement Income Generating Activities (IGA) business plan.
- ✓ Prepare and submit periodical financial performance reports.

Output 5: -   **Strategic Plan (SP) Implemented.**
Strategies (Activities)

- ✓ Constitute SP implementation committee.
- ✓ Undertake SP sensitization.
- ✓ Allocate resources.
- ✓ Undertake SP Monitoring and Evaluation (M&E).

CHAPTER 5

5.0   IMPLEMENTATION STRATEGY [Project Planning Matrix (PPM)]

5.1   RESEARCH AND DEVELOPMENT (R&D)

Project Planning Matrix	Organization:- **African Institute for Capacity Development (AICAD)** Planning Phase:- **July 2012 to June 2017** Date:- **July 2012**		
Narrative Summary	**Objectively Verifiable Indicators (OVI)**	**Means of Verification (MOV)**	**Important Assumption**
OUTPUT 1: Technologies & innovations (T&I) generated from research disseminated.	• No. of technologies and innovations	• Report	• AICAD's Resource Persons' and Partners' continued participation in T&I programmes • Timely availability of resources
Activities 1.1. Select promising technologies developed	• No. of technologies	• M&E Report. • Unified Programme Reports of 2007-9 • Proceedings of meetings	
1.2. Field-test and translate T&I through the KTDP model	• No. of T&I in KTDP	• Reports	
1.3. Identify T&I generated from external research Systems	• No. of T&I	• Reports • Proceedings of meetings	
1.4. Package T&I generated from external research systems	• No. of T&I	• Reports	
1.5. Disseminate T&I generated	• No. of T&I	• Reports • Publications	
OUTPUT 2: Systems to exploit T&I developed	• System in place to promote • Exploitation of technologies	• Reports	• Sustained support of T&I by mother institute and other stakeholders • Sustained market to absorb T&I

Activities / Output	Indicators	Means of Verification	Assumptions
Activities: 2.1. Develop IPR/royalty contract agreements with stakeholders for commercialized use of T&I.	• No. of IPRs	• Reports	• Support of T&I by mother institute and other stakeholders • Sustained market to absorb T&I
2.2. Support secondary research	• No. of researches	• Reports	• Timely availability of resources
2.3. Facilitate establishment of fora to exploit T&I	• No. of stakeholder fora	• Reports. • Proceedings of meetings	• Sustained support of T&I by mother institute and other stakeholders
OUTPUT 3: Research projects facilitated	• No. of proposals submitted to /supported by development partners	• Reports	• Continues participation in activity by AICAD's Resource Persons' and Partners' • Timely availability of resources
Activities 3.1. Write research proposals to raise funds.	• No. of proposals submitted / supported	• Reports	
3.2. Prioritize research themes.	• No. of themes	• Copies of documents. • Proceedings of meetings	
3.3. Coordinate research proposals' selection and implementation.	• No. of proposals	• Reports	
3.4. Coordinate the production of research reports.	• No. of reports	• Reports. • Proceedings of meetings.	
OUTPUT 4: Proposal writing and publishing capacity enhanced.	• Researchers trained	• Reports	• Continues participation in activity by AICAD's Resource Persons' and Partners' • Timely availability of resources
Activities 4.1. Train researchers on proposal writing.	• No. of trainees	• Reports	
4.2. Train researchers on dissemination through publishing.	• No. of trainees	• Reports	

5.2 TRAINING AND EXTENSION (T&E)

PROJECT PLANNING MATRIX (PPM)	Organization:- **African Institute for Capacity Development (AICAD)** Planning Phase:- **July 2012 to June 2017** Date:- **July 2012**		
Narrative Summary	**Objectively Verifiable Indicators (OVIs)**	**Means of Verification (MoV)**	**Important Assumption (IAs)**
OUTPUT 1. Operation system for training activities fully developed.	• Improved version of operation system	• T&E Documents; training manuals, course descriptions, M&E instruments, interview guides	• Recognition of potential for mutual benefits to accrue for stakeholders. • AICAD's Resource Persons' and Partners' continued participation in T&E programmes. • Timely availability of resources
Activities: 1.1. Revise the current operational system for Regional and In-Country training programmes.	• No. of training programme reviews conducted	• T&E Documents; training manuals, course descriptions, M&E instruments, interview guides	• AICAD's Resource Persons' and Partners' continued participation in T&E programmes.
1.2. Package & distribute training guidelines through multimedia, CD, website and paper bound.	• No. of training guidelines packaged and distributed	• Distribution list of Multimedia products, CDs & hard copies of guidelines	• AICAD's Resource Persons' and Partners' continued participation in T&E programmes. • Timely availability of resources.
1.3. Monitor implementation of training programmes to ensure they conform with the operational system	• No. of training programmes implemented	• Training reports	

PROJECT PLANNING MATRIX (PPM)

Organization:- **African Institute for Capacity Development (AICAD)**
Planning Phase:- **July 2012 to June 2017**
Date:- **July 2012**

Narrative Summary	Objectively Verifiable Indicators (OVIs)	Means of Verification (MoV)	Important Assumption (IAs)
OUTPUT 2. System for ensuring effectiveness of training contents established.	• No. of measures taken to ensure effectiveness	• Training policy documents	• Recognition of potential for mutual benefits to accrue for stakeholders • AICAD's Resource Persons' and Partners' continued participation in T&E programmes • Timely availability of resources.
Activities: 2.1. Update training materials and modules to conform to current needs	• No. of training materials and modules updated	• T&E documents; course descriptions, modules	• Timely availability of resources
2.2. Collect, analyze and share lessons learned from training	• No. of lesson sharing fora conducted	• T&E documents, minutes of meetings, proceedings of workshops	• Recognition of potential for mutual benefits to accrue for stakeholders • Timely availability of resources
2.3. Translate course materials into local Languages.	• No. of training course materials produced	• T&E documents, course materials (course descriptions, training manuals, modules)	• Recognition of potential for mutual benefits to accrue for stakeholders • Timely availability of resources.
2.4. Review and improve training materials by applying lessons learned	• No. of training course materials reviewed	• T&E documents, training manuals, course materials	• AICAD's resource persons' continued participation in T&E programmes
2.5. Conduct Monitoring and Evaluation	• M&E reports	• T&E documents on M&E and Reports	• Recognition of potential for mutual benefits to accrue for stakeholders • Timely availability of resources
2.6 Secure support for training by marketing modules	• No. of modules marketed and supported	• Training reports	• Recognition of potential for mutual benefits to accrue for stakeholders • Timely availability of resources

PROJECT PLANNING MATRIX (PPM)	Organization:- African Institute for Capacity Development (AICAD) Planning Phase:- July 2012 to June 2017 Date:- July 2012		
Narrative Summary	**Objectively Verifiable Indicators (OVIs)**	**Means of Verification (MoV)**	**Important Assumption (IAs)**
OUTPUT 3 Appropriate knowledge and technology transferred to extension organizations and communities	• No. extension organizations and communities trained	• Training reports	• Recognition of potential for mutual benefits to accrue for stakeholders. • AICAD's Resource Persons' and Partners' continued participation in T&E programmes. • Timely availability of resources.
Activities: 3.1. Advertise modular courses offered to the public.	• No. of modules advertised	• Copy of advertisement	
3.2. Implement Regional & In-Country Training Courses.	• No of training courses implemented	• Training reports	
3.3 Establish post training linkages between ex-trainees and other support organizations .	• No. of support organizations identified and linked to ex-trainees at each site	• Documents on agreements entered into; MOUs, Records of Discussion	

PROJECT PLANNING MATRIX (PPM)	Organization:- **African Institute for Capacity Development (AICAD)** Planning Phase:- **July 2012 to June 2017** Date:- **July 2012**			
Narrative Summary	**Objectively Verifiable Indicators (OVIs)**	**Means of Verification (MoV)**	**Important Assumption (IAs)**
OUTPUT 4. Knowledge and technologies transferred to target communities adopted.	• No. of communities and technologies adopted	• Project Reports	• Recognition of potential for mutual benefits to accrue for stakeholders • AICAD's Resource Persons' and Partners' continued participation in T&E programmes • Timely availability of resources
Activities: 4.1. Roll out implementation of Community Empowerment Programme	• No. of communities / individuals participating in CEP	• Project Reports	• Recognition of potential for mutual benefits to accrue for stakeholders. • Resources timely availability.
4.2. Implement Universities' Outreach Activities	• No. of UOA activities rolled out	• Reports	
4.3. Roll out best practices from CEP & UOA	• No. of best practices identified and availed to users/beneficiaries	• Project Reports	
4.4. Conduct and facilitate inter-country cross- learning	• No. of cross-learning activities conducted	• Activity Reports	

5.3 INFORMATION, NETWORK AND DOCUMENTATION (IN&D)

PROJECT PLANNING MATRIX (PPM)

Organization:- **African Institute for Capacity Development (AICAD)**
Planning Phase:- **July 2012 to June 2017**
Date:- **July 2012**

Narrative Summary	Objectively Verifiable Indicators (OVIs)	Means of Verification (MoV)	Important Assumptions (IAs)
OUTPUT 1 Information collected and consolidated.	• No. Of collected and consolidates packages	• Categorized data packages	• Timely availability of funds
Activities 1.1 Establish the information needs of the stakeholders and source of the needed information.	• No. of stakeholders needs • No. of Sources of information	• A list of various stake holders needs and sources of information	
1.2 Establish a procedure for collecting that information.	• Effective method for information collection	• Procedural manual for data collection	
1.3 Implement the data collection procedure.	• Data collection procedure	• Data collection procedure document.	• Maintained cooperation with information sources.
1.4 Categorize the data collected.	• No. of collected data	• Categorized data	

PROJECT PLANNING MATRIX (PPM)

Organization:- **African Institute for Capacity Development (AICAD)**
Planning Phase:- **July 2012 to June 2017**
Date:- **July 2012**

Narrative Summary	Objectively Verifiable Indicators (OVIs)	Means of Verification (MoV)	Important Assumptions (IAs)
OUTPUT 2 Information processed and packaged.	• Amount of packaged information	• Information packages	• Timely availability of funds
Activities 2.1. Edit the data received	• Percentage of edited data.	• Edited data	
2.2. Package the information	• Number of Packages	• Inventory of Packages	

PROJECT PLANNING MATRIX (PPM)

Organization:- **African Institute for Capacity Development (AICAD)**
Planning Phase:- **July 2012 to June 2017**
Date:- **July 2012**

Narrative Summary	Objectively Verifiable Indicators (OVIs)	Means of Verification (MoV)	Important Assumptions (IAs)
OUTPUT 3 Information stored, retrieved and disseminated	• Percentage of Information saved and disseminated	• Information Packages	• Timely Availability of funds and computer storage space
Activities 3.1. Save the information and data in an easily accessible manner	• Percentage of information saved	• Saved Information	
3.2. Disseminate information according to the identified needs	• Amount of disseminated information	• Disseminated packages.	
1.3. Retrieve and share information within the Network.	• Percentage of Information retrieved and shared	• Shared Information • Retrieved information	• Cooperation from the members of the network
1.4. Establish Resource centers at country offices	• No. of resource centres.	• Established resource centres	• Availability of funds for transfer of resources
OUTPUT 4 4.1. Operationalize and upgrade PAIKS	• Functional upgraded Database	• Database	• Funds timely availability, development of new modules and repairing of data base.
4.2. Ensure that PAIKS is operational	• Percentage of database that is operational	• Functional database	
4.3. Develop new modules for PAIKS	• No. Of modules developed	• New modules	

5.4 ADMINISTRATION AND FINANCE (A&F)

Organization:- **African Institute for Capacity Development (AICAD)**

Planning Phase:- **July 2012 to June 2017**

Date:- **July 2012**

PROJECT PLANNING MATRIX (PPM) — Narrative Summary	Objective Verifiable Indicators (OVIs)	Means of Verification (MoV)	Important Assumptions (IAs)
OUTPUT 1: Human Resources Management and Operational Framework strengthened.	• A comprehensive HRM & Operational Framework	• HRM implementation framework	• Continued Members Sates Support.
Activities 1.1. Develop HR policy	• A Comprehensive HR policy.	• Soft & Hard HR policy Copies	• Timely funds availability
1.2. Develop and implement HR Training Programmes.	• No. of training programmes. • Enhanced staff outputs.	• Implemented Training Programmes listing. • Budget allocations. • Trained Staff Inventory.	• Programmes' timely implementation.
1.3. Improve working environment and conditions.	• Low staff turnover. • Recorded enhanced outputs. • Comprehensive Staff Welfare Scheme & Communication Policy. • Improved work stations.	• Annual staff appraisal reports. • Staff Welfare & Communication Policy. • Budget allocations.	• The current "change Momentum" maintained.
1.4. Review and implement Staff Salaries Scales / Grades.	• Competitive Salary Scheme.	• Improved budget allocation. • New Salary Scheme	• Respective reviews timely undertaken.
1.5. Enhance Staff motivation and morale.	• Improved staff outputs. • Timely completion of planned activities. • Team building programme implemented.	• No. of team building retreats. • Noticeable improvement of skills and increased sharing of knowledge among staff	• Timely resources availability.
1.6. Revise operational manuals.	• Comprehensive operational manual in place. • Fully under implementation Revised manual.	• Operation Manual & distribution list to staff, • Budget Allocation	
1.7. Revise and implement improved organizational structure	• Organizational structure effectively revised and implemented	• Institutionalized Organizational Structure.	

PROJECT PLANNING MATRIX (PPM)

Organization:- **African Institute for Capacity Development (AICAD)**

Planning Phase:- **July 2012 to June 2017**

Date:- **July 2012**

Narrative Summary	Objectively Verifiable Indicators (OVIs)	Means of Verification (MoV)	Important Assumption (IAs)
OUTPUT 2: Governance and corporate image enhanced.	• Comprehensive corporate governance and image policies.	• Implemented Corporate governance and image strategies. • AICAD participates in international and national poverty reduction fora annually.	• Timely funds availability.
Activities: 2.1 Undertake image enhancement activities.	• Publicity strategy developed and in place. • Increased level of participation of AICAD in relevant stakeholders fora • No. of dissemination and publicity campaign / activities, • No. of exhibitions and fora organized. • No. of mass media engagements organized.	• Reports	• Media House & Stakeholders interest in AICAD activities continuously maintained.
2.2 Promote Corporate Social Responsibility (CSR) activities.	• No. of community activities undertaken in each Member States annually.	• Reports	• Timely availability of funds
2.3 Negotiate with member states for conferment of legal status to country offices.	• No. of country offices acquires Legal Status by mid 2014.	• Meetings Minutes, • Legal Status Instruments.	• Respective country laws conform to conferment.
2.4 Negotiate with governments of prospective countries to join the Institute	• No. of potential Member States join AICAD by end of 2014.	• Number of meetings, • Confirmed AICAD Membership.	• Potential Countries continued interest in joining AICAD.
2.5 Establish and operationalize new country offices.	• No. of new country offices fully operational.	• Staff recruited records. • Office expenditures allocation. • Signed MoUs	• Timely mobilization of potential Member States.
2.6 Conduct governance training	• No. of members of governance bodies and management trained.	• Training programmes implemented. • List of participants.	• Continued commitments to good governance approaches. • Training resources availability.

PROJECT PLANNING MATRIX (PPM)

Organization:- **African Institute for Capacity Development (AICAD)**
Planning Phase:- **July 2012 to June 2017**
Date:- **July 2012**

Narrative Summary	Objectively Verifiable Indicators (OVIs)	Means of Verification (MoV)	Important Assumption (IAs)
OUTPUT 3: Resource Mobilization and Sustainability enhanced.	• Expanded AICAD funding base.	• Funding levels records	• Development partners continued willingness to collaborate with AICAD.
Activities 3.1. Implement resource mobilization policy.	• Enhanced levels of funding.	• Listing of new resources sources.	• Policy timely implementation.
3.2. Enhance resource mobilization capacity.	• No. of staff trained in resource mobilization.	• Staff trained on resource mobilization strategies	
3.3. Negotiate with governments for timely funds disbursements	• Timely remittances	• Number of meetings, • Funds are timely remitted	• Governments are not adversely affected by economic suppressions. • Poverty reduction prominence Governments' agendas.
3.4. Establish partnerships with development partners	• No. of partnerships	• New accounts established. • MoUs signed	• Continued donors focus on poverty reduction agenda.
3.5. Contribute to Member States' poverty reduction strategies and international protocols.	• Levels of engagement in strategies and protocols. • No. of universities and communities participating in AICAD activities.	• Listing of training and research programmes undertaken.	• Timely resources availability. • Continued poverty reduction fora. • Enhanced collaborations.

PROJECT PLANNING MATRIX (PPM) — Organization:- **African Institute for Capacity Development (AICAD)** | Planning Phase:- **July 2012 to June 2017** | Date:- **July 2012**

Narrative Summary	Objectively Verifiable Indicators (OVIs)	Means of Verification (MoV)	Important Assumption (IAs)
OUTPUT 4: Utilization of resources optimized.	• Atleast 30% reduction in budget deficit.	• Resources Management Policy.	• Partners confirm to Resources Management Policy.
Activities 4.1 Prioritize allocation of financial resources.	• Comprehensive Annual Financial Resources plan.	• Annual budgets	• Minimal budget deficits.
4.2 Implement Income Generating Activities (IGA) business plan	• No. of reports on business plan achievements. • No. of business plan implemented.	• Financial Records. • IGA Products.	• IGA business plans attract favourable responses.
4.3 Prepare and submit periodical financial performance reports.	• No. of comprehensive reports	• Submitted financial reports.	• All partners observe timely report submissions.

PROJECT PLANNING MATRIX (PPM) — Organization:- **African Institute for Capacity Development (AICAD)** | Planning Phase:- July 2012 to June 2017 | Date:- July 2012

Narrative Summary	Objectively Verifiable Indicators (OVIs)	Means of Verification (MoV)	Important Assumption (IAs)
OUTPUT 5: Strategic Plan (SP) Implemented.	• Comprehensive Unified Programme.	• Annual Reports.	• Timely resources allocation.
Activities 5.1 Constitute SP implementation committee	• Inclusive committee constituted.	• Committee's appointments & Committee ToRs. • Annual Reports.	• SP Continuous implementation maintained.
5.2. Undertake SP sensitization.	• No. of AICAD staff taken through SP.	• Sensitization Reports.	• Timely resources allocation.
5.3. Allocate resources.	• Budgets. • No. of implemented SP activities.	• Annual Reports.	• Mgt approves divisional budgets
5.4. Undertake SP M&E.	• Annual M&E Action Plans.	• M&E Annual Reports.	• SP continuous Implementation.

CHAPTER 6

6.0   IMPLEMENTATION MATRIX [PLAN OF OPERATION (PoO)]

6.1.   RESEARCH AND DEVELOPMENT

6.1.1.   OUTPUT 1 :- TECHNOLOGIES AND INNOVATIONS (T&I) GENERATED FROM RESEARCH DISSEMINATED

Plan of Operation — Organization:- **African Institute for Capacity Development (AICAD)**
Strategic Phase:- July 2012 to June 2017

Summary of Objectives	Objectively Verifiable Indicators (OVI)	Means of Verification (MoV)	Y1	Y2	Y3	Y4	Y5	Responsibility	Internal	External	Inputs	Cost of Inputs (US $)	Important Assumption
1.1. Select promising technologies developed	• At least 10 No. of number technologies.	• Receipts, photos & Technologies Inventory.	√	√	√	√	√	Director R&D	120 MD	12 MD	• Travel, venue & facilitation expenses.	66,309	• Timely remittance of funds, • T&Is maintain comparative advantage against harmonious with similar T&Is in market .
1.2. Field test and translat T&Is through the KTDP model	• At least 10 universities target.	• Receipts, photos & reports, MoUs', Signatures	√	√	√	√	√	Director R&D	12 MD		• Travel, • Labour, • Per diem, • Communication, • Publications, • Translator.	303,711	
1.3. Identify T&Is generated from external research systems	• No. of T&I identified.	• Receipts, photos, signatures	√	√	√	√	√	Director R&D	12 MD	60 MD	• Travel • Communication, • Allowance.	68,068	
1.4. Package T&Is generated from external research systems.	• At least 10 universities target	• Receipts, photos, signatures. • Universities & other research systems		√	√	√	√	Director R&D	40 MD	20 MD	• Translators, • Publications, • Communication, • Multimedia materials.	248,711	
1.5. Disseminate T&Is generated	• At least 10 universities.	• Receipts, photos, signatures		√	√	√	√	Director R&D	40 MD	10 MD	• Communication, • Translators, • Travel, • Multimedia.	474,114	

Plan of Operation

Organization:- **African Institute for Capacity Development (AICAD)**
Strategic Phase:- **July 2012 to June 2017**

Summary of Objectives	Objective Verifiable Indicators (OVI)	Means of Verification (MoV)	Implementation period in Years					Responsibility	Personnel Requirement		Inputs	Cost of Inputs (US $)	Important Assumption
2.1. Develop IPR / royalty contract agreements with stakeholders for commercialized use of T&Is	• At least 20 contracts engagement.	• Receipts, photos, signatures, contact of stakeholders	√	√	√	√	√	Director R&D	200 MD	400 MD	• Travel, • Facilitators, • Allowances, • Legal expert • Meeting hall.	162,896	• Mutual collaborations maintained with stakeholders.
2.2. Support secondary research	• At least 10 projects	• Receipts, photos, signatures, proposals, reports.	√	√	√	√	√	Director, R&D	200 MD	40 MD	• Travel, • Communication, • Per diem.	607,820	
2.3. Facilitate establishment of fora to exploit T&I	• Fora in at least 10 universities	• Receipts, photos, contact of members, signatures.		√	√			Director, R&D	40 MD	200 MD	• Travel, • Per diem, • Venue, • Communication.	240,090	

6.1.3.   OUTPUT 3:- RESEARCH PROJECTS FACILITATED

Summary of Objectives	Objective Verifiable Indicators (OVI)	Means of Verification (MoV)	Implementation period in Years	Responsibility	Personnel Requirement		Inputs	Cost of Inputs (US $)	Important Assumption
3.1. Write research proposals to raise funds	• At least 20 comprehensive Proposals developed	• Proposals submitted	√ √ √ √	R&D Director	40 MD	80 MD	• Travel, • Accommodation, • Per diem, • Insurance.	331,539	• Strong collaboration between the institutes, • Submission of Technical/ financial accountability reports done timely, • Favourable Conditions.
3.2. Prioritize research themes	• All activities prioritized to AICAD's mandate	• Receipts, photos, Signatures, Minutes, Proceedings.	√	Director R&D	8 MD	30 MD	• Travel, • DSA, • Allowance, • Hall hire.	35,430	
3.3 Coordinate researchproposals' selection and implementation	• All activities monitored appropriately	• Receipts, photos, Signatures, Reports.	√ √ √ √	R&D Directors	8 MD	22 MD	• Communication • Workshop venue, • Travel, • Accommodation, • Per diem.	49,236	
3.4 Coordinate production of research reports	• At least 2 workshops conducted yearly	• Receipts, photos, signatures, reports.	√ √ √ √	R&D Director	12 MD	48 MD	• Communication • Workshop venue, • Travel, • Accommodation.	162,290	

6.1.4. OUTPUT 4:- PROPOSAL WRITING AND PUBLISHING CAPACITY ENHANCED

Summary of Objectives	Objective Verifiable Indicators (OVI)	Means of Verification (MoV)	Implementation period in Years				Responsibility	Personnel Requirement		Inputs	Cost of Inputs (US $)	Important Assumption
4.1 Train researchers on proposal writing	• At least 30 researchers trained yearly	• Receipts, photos, signatures, proposals.	√	√	√	√	R&D Director systems	10 MD	260 MD	• Communication • Workshop venue • Travel • Accommodation	162,290	• Strong collaboration between the institutes maintained
4.2 Train researchers on dissemination through publishing	• At least 30 researchers trained yearly	• Receipts, photos, signatures, publications.	√	√	√	√	R&D Director systems	10 MD	260 MD	• Communication • Workshop venue • Travel • Accommodation	162,290	
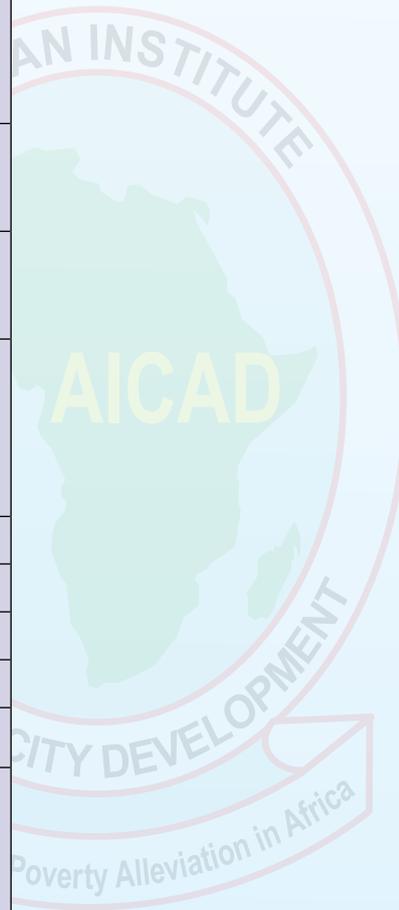
6.2. TRAINING AND EXTENSION

6.2.1. OUTPUT 1 :- OPERATION SYSTEM FOR TRAINING ACTIVITIES FULLY DEVELOPED

Plan of Operation	Organization:- **African Institute for Capacity Development (AICAD)** Strategic Phase:- **July 2012 to June 2017** Date:- **July 2012**										
Summary of Objectives	Objective Verifiable Indicators (OVI)	Means of Verification (MoV)	Implementation period in Years					Responsibility	Personnel Requirement		Inputs	Cost of Inputs (US $)	Important Assumption
			Y1	Y2	Y3	Y4	Y5		Internal	External			
1.1 Revise the current operational system for Regional and In-Country training programmes	• No. of training programme reviews conducted	• T&E Documents; training manuals, course descriptions, M&E instruments, interview guides	√	√	√	√	√	T&E Director	300 MD	300 MD	• Stationery and supplies, • Administrative support	150,000	• AICAD's Resource Persons & Partners continued participation in T&E programmes. • Timely availability of resources.
1.2 Package & distribute training guidelines through multimedia, CD, website and paper bound.	• No. of training guidelines packaged and distributed	• Distribution list of Multimedia products, CDs & hard copies of guidelines	√	√	√	√	√	T&E Director	600 MD	300 MD	• Stationery and supplies, • Administrative support, • courier	300,000	
1.3 Monitor implementation of training programmes to ensure they conform with the operational system	• No. of training programmes implemented	• Training reports	√	√	√	√	√	T&E Director	750 MD	375 MD	• Travel, accommodation, stationery, • Administrative support	150,000	

6.2.2. OUTPUT 2 :- SYSTEMS FOR ENSURING EFFECTIVENESS OF TRAINING CONTENTS ESTABLISHED

Plan of Operation	Organization:- Strategic Phase:- Date:-	African Institute for Capacity Development (AICAD) July 2012 to June 2017 July 2012

Summary of Objectives	Objective Verifiable Indicators (OVI)	Means of Verification (MoV)	Y1	Y2	Y3	Y4	Y5	Responsibility	Personnel Requirement		Inputs	Cost of Inputs (US $)	Important Assumption
ACTIVITIES: 2.1 Update training materials and modules to conform to current needs	• No. of training materials and modules updated	• T&E documents; course descriptions, modules	√	√	√	√	√	T&E Director	300 MD	300 MD	• Stationery and supplies, • Administrative support	150,000	• Recognition of potential for mutual benefits to accrue for stakeholders • AICAD's Resource Persons & Partners continued participation in T&E programme • Timely availability of resources
2.2 Collect, analyze and share lessons learned from training	• No. of lesson sharing fora conducted	• T&E documents, minutes of meetings, proceedings of workshops	√	√	√	√	√	T&E Director	200 MD-	75 MD	• Travel & accommodation, • training, • communications, • stationery & supplies, • Administrative support	200,000	
2.3 Translate course materials into local languages	• No. of training course materials produced	• T&E documents, course materials (course descriptions, training manuals, modules)	√	√	√	√	√	T&E Director	300 MD	300 MD	• Honoraria for Resource Persons, for preparation of training materials	80,000	
2.4 Review and improve training materials by applying lessons learned	• No. of training course materials reviewed	• T&E documents, training manuals, course materials	√	√	√	√	√	T&E Director	300 MD	150 MD	• Stationery and supplies • Administration support	30,000	• AICAD's Resource Persons' continued participation in T&E programmes
2.5 Conduct Monitoring and Evaluation	• M&E reports	• T&E documents on M&E and Reports	√	√	√	√	√	T&E Director	750 MD	375 MD	• Honoraria for Resource Persons, • travel • accommodation	300,000	• Recognition of potential for mutual benefits to accrue for stakeholders • Timely availability of resources
2.6. Secure support for training by marketing modules	• No. of modules marketed and supported	• Training reports	√	√	√	√	√	T&E Director	600 MD	300 MD	• Communications, • Stationery and supplies, • Administrative support, • courier	30,000	• Recognition of potential for mutual benefits to accrue for stakeholders • Timely availability of resources

6.2.3. OUTPUT 3:- APPROPRIATE KNOWLEDGE AND TECHNOLOGY TRANSFERRED TO EXTENSION ORGANIZATIONS AND COMMUNITIES

Plan of Operation	Organization:- / Strategic Phase:- / Date: July 2012	African Institute for Capacity Development (AICAD) / July 2012 to June 2017										
Summary of Objectives	**Objectively Verifiable Indicators (OVI)**	**Means of Verification (MoV)**	**Implementation period in Years**					**Responsibility**	**Personnel Requirement**		**Inputs**	**Cost of Inputs (US $)**	**Important Assumption**
			Y1	Y2	Y3	Y4	Y5		Internal	External			
ACTIVITIES: 3.1. Advertise modular courses offered to the public	• No. of modules advertised	• Copy of advertisement	√	√	√	√	√	T&E Director	600 MD	300 MD	• Communications, stationery & supplies, • Administrative support	100,000	• Recognition of potential for mutual benefits to accrue for stakeholders
3.2. Implement Regional & In Country Training Courses	• No of training courses implemented	• Training reports	√	√	√	√	√	T&E Director	1125 MD	300 MD	• Travel & accommodation, training, • communications stationery & supplies, • Administrative support, • Honoraria for lecturers	2,400,000	• AICAD's Resource Persons & Partners continued participation in T&E programme • Timely availability of resources.
3.3 Establish post training linkages between ex trainees and other support organizations	• No. of support organizations identified and linked to ex-trainees at each site	• Documents on agreements entered into; MOUs, Records of Discussion	√	√	√	√	√	T&E Director	600 MD	300 MD	• Travel & accommodation • Training • Communications stationery & supplies, • Administrative support	50,000	

6.2.4   OUTPUT 4. KNOWLEDGE AND TECHNOLOGIES TRANSFERRED TO TARGET COMMUNITIES ADOPTED

ACTIVITIES:	Indicators	MOV						Resp.			Amount	Inputs	Assumptions
4.1. Roll out implementation of Community Empowerment Programme	• No. of communities/ individuals participating in CEP	• Project Reports	√	√	√	√	√	T&E Director	600 MD	300 MD	450,000	• Travel & accommodation, training costs, communications, stationery & supplies, Administrative support	• Recognition of potential for mutual benefits to accrue for stakeholders • Timely availability of resources
4.2. Implement Universities' Outreach Activities	• No. of UOA activities rolled out	• Reports	√	√	√	√	√	T&E Director	600 MD	1200 MD	425,000	• Travel & accommodation, training, Communications stationery & supplies, Administrative support	• Recognition of potential for mutual benefits to accrue for stakeholders • Timely availability of resources
4.3. Roll out best practices from CEP & UOA	• No. of best practices identified and availed to users/ beneficiaries	• Project Reports	√	√	√	√	√	T&E Director	600 MD	1200 MD	150,000	• Travel & accommodation, training, communications, stationery & supplies, Administrative support	• Recognition of potential for mutual benefits to accrue for stakeholders • Timely availability of resources
4.4 Conduct and facilitate inter-country cross-learning	• No. of cross-learning activities conducted	• Activity Reports	√	√	√	√	√	T&E Director	200 MD	75 MD	50,000	• Travel & accommodation training, communications, stationery & supplies Administrative support	• Recognition of potential for mutual benefits to accrue for stakeholders • Timely availability of resources

Plan of Operation	Organization:- Strategic Phase:- Date: July 2012	African Institute for Capacity Development (AICAD) July 2012 to June 2017											
Narrative Summary	Objective Verifiable Indicators (OVI)	Means Of Verification (MoV)	Implementation Period In Years					Responsibility	Personnel Requirement		Inputs	Cost of Inputs (US$)	Important assumption (IA)
			Y1	Y2	Y3	Y4	Y5		Internal	External			
1.1 Establish the information needs of the stakeholders and source of the needed information	• No. of stakeholders needs • No. of Sources of information	• A list of various stake holders needs and sources of information	√		√		√	IN&D Director	90 MD	20 MD	• Transport, • Stationary	30,000	• Cooperation from the stakeholders
1.2 Establish a procedure for collecting that information	• Effective method for information collection	• Procedural manual for data collection	√	√				IN&D Director	180 MD	20 MD	• Transport, • Stationary	10,000	• Cooperation from the sources of information
1.3 Implement the data collection procedure	• Data collection procedure	• Data collection procedure document.	√	√	√	√	√	IN&D Director	300 MD	20 MD	• Transport, • Stationary	50,000	• Honouring the data collection procedure by the sources of information
1.4 Categorize the data collected	• No. of collected data	• Categorized data	√	√	√	√	√	IN&D Director	300 MD		• Storage space, • Stationary	25,000	• Timely availability of resources for acquiring storage space.

6.3.2. OUTPUT 2:- INFORMATION PROCESSED AND PACKAGED

| Plan of Operation | Organization:- Strategic Phase:- Date:- July 2012 | African Institute for Capacity Development (AICAD) July 2012 to June2017 | | | | | | | | | | |

Plan of Operation	Objectively Verifiable Indicators (OVI)	Means Of Verification (MoV)	Implementation Period In Years					Responsibility	Personnel Requirement		Inputs	Cost of Inputs (US$)
			Y1	Y2	Y3	Y4	Y5		Internal	External		
2.1.Edit the Data received	• Percentage of edited data.	• Edited data	√	√	√	√	√	IN&D Director	500 MD		• Computer hard disk Storage space, • Stationary	25,000
2.2 Package the information	• Number of Packages	• Inventory of Packages	√	√	√	√	√	IN&D Director	300 MD	50 MD	• Video production equipment, • publishing equipment	100,000

6.3.3   OUTPUT 3:-   INFORMATION STORED, RETRIEVED AND DISEMINATED

| Plan of Operation | Organization:- Strategic Phase:- Date:- July 2012 | African Institute for Capacity Development (AICAD) July 2012 to June 2017 | | | | | | | | | | | |

Narrative Summary	Objectively Verifiable Indicators (OVI)	Means Of Verification (MoV)	Implementation Period In Years					Responsibility	Personnel Requirement		Inputs	Cost of Inputs (US$)	Important Assumption (IA)
			Y1	Y2	Y3	Y4	Y5		Internal	External			
3.1. Save the information and data in an easily accessible manner	• Percentage of information saved	• Saved Information	√	√	√	√	√	IN&D Director	300 MD		• Computer Hard disk storage space	25,000	• Timely Availability of storage space
3.2. Disseminate information	• Amount of disseminated information	• Disseminated packages.	√	√	√	√	√	IN&D Director	500 MD	50 MD	• Dissemination media, • transport • stationary	50,000	• Timely Availability of funds for various dissemination methods

Summary of Objectives	Objective Verifiable Indicators (OVI)	Means of Verification (MoV)	Y1	Y2	Y3	Y4	Y5	Responsibility	Internal	External	Inputs	Cost	Important assumption (IA)
3.3. Retrieve and share information within the Network.	• Percentage of Information retrieved and shared	• Shared Information • Retrieved information	√	√	√	√	√	IN&D Director	500 MD	50 MD	• Transport, • Stationary, • Computer hard disk Storage space	50,000	• Cooperation from the members of the network
3.4 Establish Resource centers at country offices	• No. of resource centres.	• Established resource centres	√	√	√	√		IN&D Director	90 MD		• Furniture, • Transport for published materials and packages	10,000	• Timely Availability of funds for transfer of resources

6.3.4. OUTPUT 4:- OPERATIONALIZE AND UPGRADE PAIKS

Summary of Objectives	Objective Verifiable Indicators (OVI)	Means of Verification (MoV)	Implementation Period In Years					Responsibility	Personnel Requirement		Inputs	Cost of Inputs (US$)	Important assumption (IA)
			Y1	Y2	Y3	Y4	Y5		Internal	External			
4.1 Ensure that PAIKS is operational	• Percentage of database that is operational	• Functional database	√	√	√	√	√	IN&D Director	90 MD	180 MD	• Database maintenance expertise, database hosting facilities	5000	• Availability of funds for paying the annual hosting fee • repairing the faulty parts of the data base
4.2. Develop new modules for PAIKS	• No. of modules developed	• New modules			√	√	√	IN&D Director	300 MD	500 MD	• Computer programming expertise	10,000	• Availability of funds for hiring programmers to develop new modules of the database

6.4. ADMINISTRATION AND FINANCE

6.4.1. OUTPUT 1:- HUMAN RESOURCES MANAGEMENT AND OPERATIONAL FRAMEWORK STRENGTHENED

Summary of Objectives	Objectively Verifiable Indicators (OVI)	Means of Verification (MoV)	Y1	Y2	Y3	Y4	Y5	Responsibility	Internal	External	Inputs	Cost of Inputs (US $)	Important Assumption
1.1. Develop HR policy	• A comprehensive HR policy & operational framework	• Soft and hard HR policy copies	✓	✓				A&F Director	20 MD	10 MD	• Retreats, • Meetings, • Stationeries, • Travelling	50,000	• Timely availability of funds
1.2. Develop and implement HR training programmes	• No. of training programmes • Enhanced staff outputs	• Implemented training programmes listing, • Budget allocations • Trained staff inventory	✓	✓	✓	✓	✓	A&F Director	50 MD	25 MD	• Trainers, • Venues, • Meetings • Stationeries	125,000	• Timely implementation of Programmes', • Timely availability of funds
1.3 Improve working environment and conditions	• Low staff turnover • Recorded enhanced outputs • Comprehensive staff welfare scheme & communication • Improved work stations, • Increased productivity	• Annual staff appraisal reports • Staff welfare & communication policy in place • Budget allocation	✓	✓	✓	✓	✓	A&F Director	75 MD	4 MD	• Retreats • Training programmes Short courses, • Meetings, • Travelling	150,000	• The current 'change momentum' maintained
1.4 Review and implement staff salaries' Scales/Grades	• Competitive salary scheme	• Improved budget allocation • New salary scheme	✓			✓		A&F Director	24 MD	10 MD	• Retreats, • Meetings • Stationeries, • Travelling	60,000	• Timely review undertaken, • Timely availability of funds
1.5 Enhance staff motivation and morale	• Improved staff outputs • Timely completion of planned activities • Team building programme implemented.	• No. of team buildings retreats • Noticeable improvement of skills and increased sharing of knowledge among staff	✓	✓	✓	✓	✓	A&F Director	25 MD	10 MD	• Staff meetings, • Team building retreats • Annual bonanzas	75,000	• Timely availability of resources
1.6 Revise operational manual	• Comprehensive operational manual in place • Fully under implementation revised manual	• Operation manual & distribution list to staff • Budget allocation	✓				✓	A&F Director	6 MD	4 MD	• Retreats, • Meetings • Stationeries, • Travelling	30,000	• Timely availability of resources
1.7 Revise and implement improved organizational structure	• Organizational structure effectively revised and implemented	• Institutionalized organizational structure	✓			✓		A&F Director	10 MD	10 MD	• Retreats, • Meetings • Stationeries, • Travelling	30,000	• Timely availability of resources

Summary of Objectives	Objectively Verifiable Indicators (OVI)	Means of Verification (MoV)	Implementation period in Years					Responsibility	Personnel Requirement		Inputs	Cost of Inputs (US $)	Important Assumption
			Y1	Y2	Y3	Y4	Y5		Internal	External			
2.1. Undertake corporate image enhancement activities	• Publicity strategy developed and in place • Increased level of participation of AICAD in relevant stakeholders fora • No. of dissemination and publicity campaign • No. of exhibitions and fora organized • No. of mass media engagements organized.	• Reports	√	√	√	√	√	A&F Director	10 MD	25 MD	• Meetings, • Participated in national and international shows, • Attend exhibitions, Stationery, • Travelling,	125,000	• Media house & stakeholders interest in AICAD activities continuously maintained
2.2. Promote Corporate Social Responsibility (CSR) activities	• No. of community activities undertaken in each member states	• Reports	√	√	√	√	√	A&F Director	5 MD	50 MD	• Meetings, • Attend shows • Attend exhibitions, Stationeries, • Travelling	50,000	• Timely availability of funds
2.3. Negotiate with member states for conferment of legal status to country offices.	• No. of country offices acquire legal status by mid 2014	• Meetings minutes, • Legal status instruments	√	√	√	√	√	Executive Director	25 MD	15 MD	• Meetings, • Stationeries, • Travelling, • Venues	25,000	• Respective country laws conform to conferment
2.4. Negotiate with governments of prospective countries to join the Institute	• No. of potential member states join AICAD by end of 2014	• Number of meetings, • Confirmed AICAD membership,	√	√	√	√	√	Executive Director	25 MD	15 MD	• Meetings, • Stationeries, • Travelling, • Venues	25,000	• Potential countries continued interest in joining AICAD
2.5. Establish and operationalize new country offices	• No. of new country offices fully operational	• Office staff recruited records • Office expenditures allocation • Signed MoUs	√	√	√	√	√	A&D Director	25 MD	15 MD	• Meetings, • Stationeries, • Travelling, • Venues	15,000	• Timely mobilization of potential member states
2.6. Conduct governance training	• No. of members of governance bodies and management trained	• Training programmes implemented • List of participants	√		√		√	A&D Director & Deputy Executive Director	15 MD	9 MD	• Trainers, • Curricula, • Meetings, • Stationeries, • Travelling, • Venues	30,000	• Continued commitments to good governance approaches, Training resources availability •

6.4.3. OUTPUT 3:   RESOURCE MOBILIZATION AND SUSTAINABILITY ENHANCED

Summary of Objectives	Objectively Verifiable Indicators (OVI)	Means of Verification (MoV)	Y1	Y2	Y3	Y4	Y5	Responsibility	Internal	External	Inputs	Cost of Inputs	Important Assumption
3.1. Implement resource mobilization policy	• Enhanced levels of funding	• listing of new resources sources	✓	✓	✓	✓	✓	Deputy Executive Director	50 MD	25 MD	• proposal writing, • meetings, • venues, • travelling • stationeries	50,000	• timely policy implementation
3.2. Enhance resource mobilization capacity	• No. of staff trained in resource mobilization	• Staff trained on resource mobilization strategies	✓	✓	✓	✓	✓	A&F Director	25 MD	15 MD	• meetings, • venues, • travelling • stationeries	15,000	• Timely availability of funds
3.3. Negotiate with governments for timely funds disbursements	• Timely remittances	• Number of meetings, • Funds are timely remitted	✓	✓	✓	✓	✓	Executive Director	50 MD	25 MD	• Travels, • meetings • Correspondences • Stationery	15,000	• Governments are not adversely affected by economic suppressions
3.4. Establish partnerships with development partners	• No. of partnerships	• new accounts established • MoUs signed	✓	✓	✓	✓	✓	Executive Director	50 MD	25 MD	• meetings, • venues, • travelling • stationeries	25,000	• continued donors focus on poverty reduction agenda
3.5. Contribute to member states' poverty reduction strategies and international protocols.	• Levels of engagement in strategies and protocols, • No. of universities and communities participating in AICAD activities	• listing of training and research programmes undertaken	✓	✓	✓	✓	✓	A&F Director	25 MD	2 10 MD	• meetings, • venues, • travelling • stationeries	10,000	• Availability of funds

6.4.4 OUTPUT 4: UTILIZATION OF RESOURCES OPTIMIZED

Summary of Objectives	Objectively Verifiable Indicators (OVI)	Means of Verification (MoV)	Y1	Y2	Y3	Y4	Y5	Responsibility	Internal	External	Inputs	Cost of Inputs	Important Assumption
4.1 Prioritize allocation of financial resources	• Comprehensive annual financial resources plan	• Annual budgets	√	√	√	√	√	A&F Director	25 MD	15 MD	• meetings, • venues, • travelling • stationery	10,000	• minimal budget deficits
4.2 Implement Income Generating Activities (IGA) business plan	• No. of reports on business plan achievements • No. of business plans implemented	• financial reports • IGA products	√	√	√	√	√	A&F Director	25 MD	15 MD	• meetings, • venues, • stationery	10,000	• IGA business plans attract favourable responses.
4.3 Prepare and submit periodical financial performance reports	• No. of comprehensive reports	• submitted financial reports	√	√	√	√	√	A&F Director	25 MD	15 MD	• meetings, • venues, • stationery	10,000	• all partners observe timely report submissions

6.4.5. OUTPUT 5: STRATEGIC PLAN (SP) IMPLEMENTED

Summary of Objectives	Objectively Verifiable Indicators (OVI)	Means of Verification (MoV)	Y1	Y2	Y3	Y4	Y5	Responsibility	Internal	External	Inputs	Cost of Inputs	Important Assumption
5.1. Constitute SP Implementation committee	• Inclusive committee constituted	• Committee's appointments & ToRs, • Annual reports	√					Executive Director	3 MD	2 MD	• meetings, • venues, • stationery	10,000	• SP continuous implementation maintained.
5.2 Undertake SP sensitization	• no. of AICAD staff taken through SP	• Sensitization reports	√	√	√	√	√	A&F Director	25 MD	15 MD	• meetings, • venues, • stationery	10,000	• timely resources allocation
5.3 Allocate resources	• Budgets • No. of implemented SP activities	• Annual reports	√	√	√	√	√	A&F Director	25 MD	∃ 15	• meetings, • venues, • stationery	5,000	• Mgt approves divisional budgets
5.4 Undertake SP M&E	• Annual M&E Action reports	• M&E Annual reports	√	√	√	√	√	A&F Director	50 MD	25 MD	• meetings, • venues, • stationeries • travelling	15,000	• SP continuous implementation