

**Eastern and Southern African Small Scale Farmers  
Forum (ESAFF)**



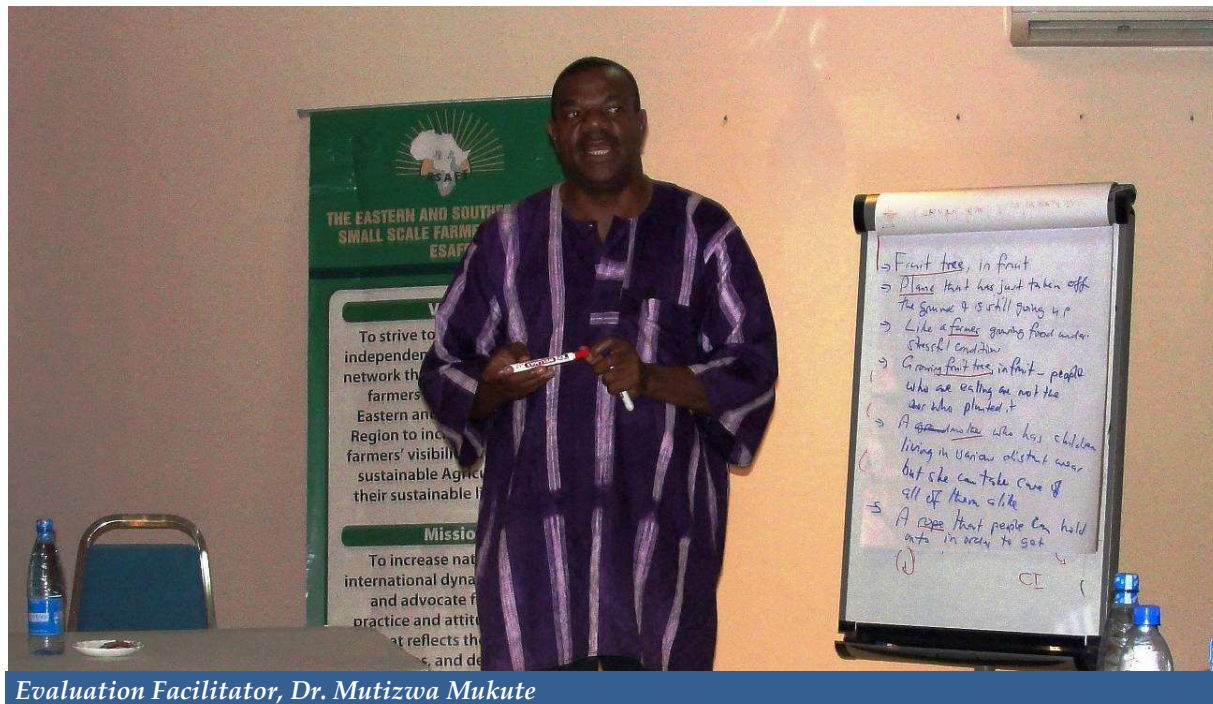
**EVALUATION REPORT ON THE  
Strategic Plan (2008-2010)**

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## SECTION 1: INTRODUCTION



This evaluation report discusses the purpose, methodology, findings and recommendations of an evaluation of the three-year Eastern and Southern African Small Scale Farmers' Forum (ESAFF) Strategic Plan. ESAFF is a farmer organization that was initiated in 2002 and officially launched in 2007 in Tanzania, where it is registered. ESAFF's vision is: *To become a strong regional movement that empowers small scale farmers who are involved in sustainable agriculture to speak for themselves.* Its mission is: *To empower small scale farmers in eastern and southern Africa to influence development policies and produce more food and market the surplus using sustainable agriculture, gender-sensitive methods to improve their livelihoods through capacity building, research, policy influence and partnerships.*

ESAFF has national chapters which are members of the regional organization. The chairperson of each national chapter sits on the regional Board. The regional Board reports to the Annual General Meeting (AGM), which is attended by two delegates from each member country. The AGM approves annual plans and budgets; and fills in vacancies on the regional Board. Above the AGM is the Triennial General Meeting which is attended by four delegates from each member country. It elects the Board, approves the strategic plan and appoints auditors. The regional Board has a secretariat, which is headed by a Regional Coordinator. Some of the National chapters have their own secretariats.

## 1.1 Objectives of the Strategic Plan

The four areas of focus of the Strategic Plan (2008-2010) that is being evaluated were:

- a. Organisational and Institutional Development to ensure that ESAFF's capacity to fulfill its mandate is developed and is adequate;
- b. Improvement of Food Security to support smallholder farmers to contribute more meaningfully to food security in the region through improved access to necessary resources, better government policies and sustainable agriculture practices;
- c. Trade and Marketing to empower smallholder farmers to understand, access and influence markets of agricultural produce; and
- d. Gender, HIV/AIDS and Youth to ensure that gender, HIV/AIDS and youth issues are mainstreamed in the actions of farmers and ESAFF at all levels.

## 1.2 Objectives of the evaluation

The evaluation was conducted by an external consultant who has knowledge about the history and development of ESAFF. The evaluation aimed to achieve the following:

- a. Learn from the implementation of the strategic plan;
- b. Assess the extent to which the objectives of the plan were achieved;
- c. Discuss main risks faced by ESAFF and suggest strategies to mitigate them;
- d. Draw out lessons learnt; and
- e. Make recommendation for the next strategic plan.

## 1.3 Organisation of the report

The report is organized into four main sections. **Section 1** provides background information to the evaluation. **Section 2** discusses the methods that were used to obtain information that was used in the evaluation. **Section 3** discusses the main findings of the evaluation while **Section 4** makes recommendations based on information that was gathered through the evaluation process. In addition to these Sections, the report has **Annexes** that include the Terms of Reference, the list of people who took part in the evaluation, and some of the questions that evaluation participants answered.

This report is written in an accessible language for farmers so as to address their concern about the “unsuitability” of the language that is used in the Strategic Plan and other documents from ESAFF.



## SECTION 2: METHODOLOGY



*Group discuss*

Information gathering was participatory because it involved many people, most of them being ESAFF leaders, members of staff and other stakeholders. Involving ESAFF members and staff was a way of recognizing that they know best what they managed to do in implementing their Strategic Plan. Their participation was also intended to ensure that they owned the process and the results of the evaluation. This way, chances of accepting and making use of the results of the evaluation were increased. ESAFF members and staff contributed funds or ideas. The evaluation process took place over five days. Twenty two (22) people took part directly in the evaluation: 12 women and 10 men. Most of those who took part in the evaluation were ESAFF members and leaders. Other stakeholders were reached through emailed questionnaires.

### 2.1 Document analysis

The evaluator analysed documents that were written about ESAFF and its strategic plan. These documents included:

- a. The Strategic Plan (2008-2010);
- b. The ESAFF Constitution;
- c. The Code of Conduct;
- d. The Monitoring and Evaluation Framework;
- e. Annual Reports (2008/9 and 2009/2010);
- f. Internal Monitoring and Evaluation Report;
- g. Minutes of Board meetings;
- h. ESAFF website; and
- i. ESAFF Opportunity and Risk Appraisal by Oxfam Novib
- j. .

## **2.2 Semi-structures group interviews**

The evaluator spent about a whole day with 10 of the 12 members of the regional Board discussing the strategic plan and its implementation. The meeting also discussed recommendations for the future. The evaluator also held a separate semi-structured interview with the Regional Coordinator.

## **2.3 Focus group discussions**

Eighteen (18) farmer leaders in ESAFF representing 11 countries participated in a 1.5-hr focus group discussion exercise which took place the next day after the semi-structured group discussion. The discussions focused around four clusters of questions that had arisen from the previous day. These 18 participants include the 10 that took part in the semi-structured interviews.

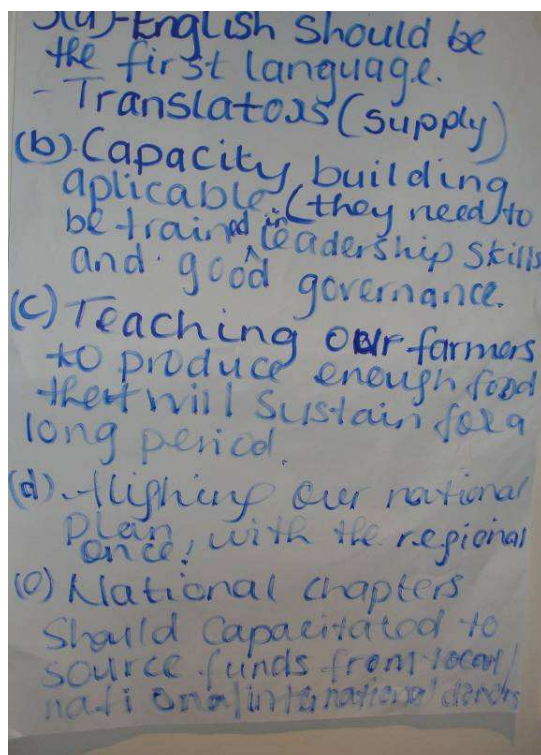
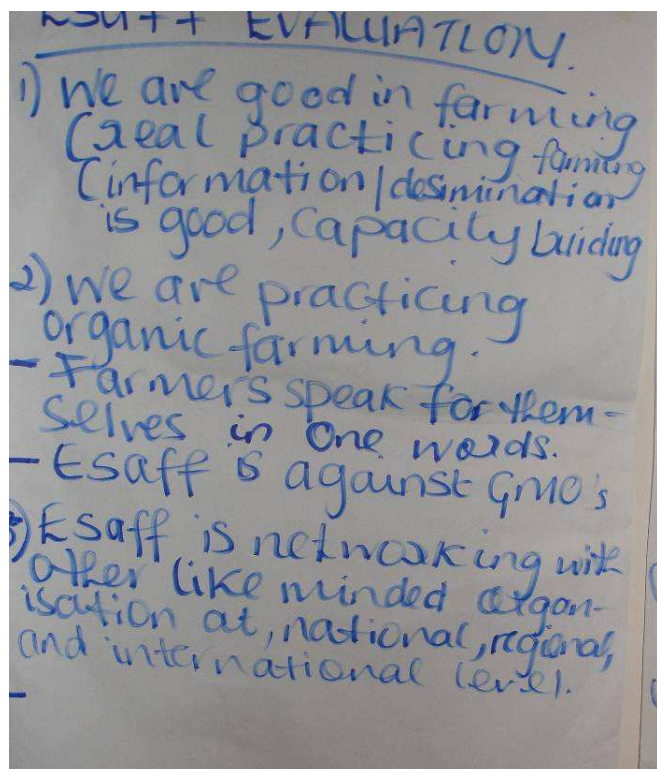
## **2.4 Questionnaires**

Three sets of questionnaires were developed and sent out to funding partners, development partners and ESAFF national chairpersons. The main thrust of the questionnaires was to seek individual reflections on the implementation of the plans. The intention was to cross-check the validity of information by using more than one source of information. Responses were received from six (6) national chairpersons and these were used to illustrate certain findings and conclusions. In addition, three (3) responses were received from ESAFF stakeholders.

## **2.5 Limitations**

The main limitation was inadequate time to carry out the evaluation. Only five (5) days were allocated for the whole evaluation process which involved developing questions for interviewees and respondents, reading ESAFF documents, meeting ESAFF members, writing a report, getting feedback on the report and writing the final report.

### SECTION 3: FINDINGS



There are two sets of findings. One set discusses the general impression that evaluation participants have about the progress ESAFF has made to date. The second set of findings is organized around the four areas of focus: **Organisational and Institutional Development; Food Security; Trade and Marketing;** and **Gender, HIV/AIDS and Youth**. The report focuses largely on those achievements that were associated with the strategic plan and where the regional ESAFF made a contribution. Some of the contributions from the regional office towards national chapters were:

- a. Funds to conduct Self Assess Your Organisation (SAYO);
- b. Funds to train in and conduct Agriculture Budgeting Campaign (ABC);
- c. Capacity building in Gender, HIV/AIDS and Youth;
- d. Capacity building in SAYO and ABC; and
- e. Provision of necessary information.

### 3.1 General findings

Evaluation participants noted that ESAFF is good at supporting sustainable agriculture farming, capacity building of its members, mobilization of small scale farmers and participating in policy dialogue and change. They also noted that ESAFF is special and different from other farmer organizations in the region because it:

- a. Practices and promotes sustainable agriculture,
- b. Is farmer led, farmer driven right from grassroots levels, and is against Genetically Modified Organisms (GMOs);
- c. Has membership stretches from grassroots to regional level; and
- d. Has farmers as the people who speak for themselves as opposed to being represented by their professional staff.

There are two ways in which general findings were examined. One way was to use metaphors and the other was to look at progress towards making farmers speak for themselves. The results are covered in the two sub-sections below.

#### 3.1.1 Metaphors that farmers leaders used to “describe ESAFF”

- a. A fruit tree with fruits that are not ready for picking;
- b. Plane that has just taken off and is still going up;
- c. A farmer growing food under stressful conditions such as climate change;
- d. A fruit tree that has ripe fruits that people are eating and getting nutrition from;
- e. A mother that has many children who are living in distant areas and she can take care of all of them;
- f. A rope that people can hold onto in order to get out of a pit;
- g. An athlete on a race and competing against the more seasoned runners; and
- h. A growing tree.

The discussion on metaphors suggested that the Board members had an over-optimistic view of their stage of development because the fruits are yet to be borne. What was referred to as fruits turned out to be the necessary ingredients for the fruit tree to grow. For example, having a functional secretariat and policies, structures, capacity development could not be treated as a fruit from the members' perspective; but as nutrients that enable the plant to grow. However, some of the lobbying and farmer projects conducted by ESAFF would constitute fruits when they begin to positively impact on the work and life of the farmers.



### 3.1.2 Progress towards making farmers speak for themselves

Farmer leaders noted that the following progress has been made towards making farmers speak for themselves:

- a. Small scale farmers understand their rights;
- b. Capacity building of SSF in advocacy;
- c. Strengthening of existing farmer groups and the establishment of new ones;
- d. Enabled farmers to understand government policies and to engage with policy makers, making constructive criticism;
- e. Ability to constructively engage with media so that ESAFF puts across farmer views and perspectives; and
- f. Establishment of strategic partnerships with individuals and like minded organizations towards a common purpose (food security and sovereignty).

### 3.2 Organisational and Institutional Development

- a. **Staffing:** The hiring and placement of a Coordinator in March 2009. A Finance and Administration Officer, an Assistant Accountant cum Communication Officer and a front desk staff were hired during the period under review. The accounts section also has an intern.
- b. **Meeting legal requirements:** Registered for a Tax Identification Number and obtained an employers' number to meet a statutory obligation according to the laws of the country in which it is registered, i.e. Tanzania; Regularly conducted annual audits, which were positive.
- c. **Information and communication:** Established an office, furnished it and established the necessary information, communication and technology (ICT) infrastructure. Established a functional website and embedded Face book and YouTube. There is evidence of extensive use of the facility with thousands of people from across the globe visiting the ESAFF site. A brochure on ESAFF was developed and 500 copies were printed and distributed.
- d. **Internal policies:** Developed a Financial Policy and a Personnel Policy in 2008/9; Developed a Monitoring and Evaluation Framework and Guideline document to support programme and project activities in a manner that enables regular reflection, adjustment and learning at all levels of the organization (the tool is yet to be fully socialized); Initiated the development of a Financing Framework which is intended to be completed by August 2011.
- e. **Membership:** Three countries joined ESAFF after the development of the Strategic Plan. These are Malawi (NASFAM), Madagascar (CPM), Rwanda (APPPE) and Burundi (ESAFF Burundi). The farmer organization in Mozambique (ROSA) has submitted an application to join ESAFF and the Board will decide on the application shortly.
- f. **Capacity Development:** Trained 18 ESAFF leaders and members of staff to conduct own assessment of their organization. Development of a tool called Self Assess Your Organisation (SAYO) to support assessment of national chapters and guide them in their organizational development. The tool has seven themes, namely *Governance, Management, Human Resources,*

*Financial Capacity, Physical Infrastructure, Project Sustainability, and Networking Capacity.* The actual implementation of the tool by the majority of national chapters of ESAFF (7/12); Governance and leadership training covering roles and functions of Board members, accountability, approval of plans, budgets and reports was conducted. ESAFF leadership received training on resource mobilization that enabled them to fundraise using strategic plans.

- g. **Exercising of board leadership and governance:** Met at least twice per year as is stipulated in the ESAFF Constitution. Each meeting constituted a quorum. Attendance rates ranged from 10 to 12 Board members who approved audited accounts, annual reports, plans and budgets. The Executive Committee of the Board participated in fundraising exercise (eg. from Bread for the World); The Board developed and adopted a Code of Conduct to guide its operations; The Board also approved the joining in of three new member countries.

### 3.3 Food Security

- a. **Linkages and familiarization with regional policy making institutions:** Conducted farmer leader visits to regional bodies in ESAFF's area of operation. These are East African Community (EAC), SADC-FANR and COMESA-ACTESA. The visits resulted in farmer leaders acquiring knowledge about the structures and their policy making processes, communicating their purpose and presence, and developing a relationship with the respective structures. This laid a foundation for future policy interactions and engagements.



*Above left: ESAFF engages ACTESA of COMESA officials, Above Right Demonstration at WSF, Dakar, Below left: ESAFF Presenting its Annual Report 2010 to EAC Official; Below Right - After meeting SADC - FANR officials*

- b. **Capacity development in policy influence on Agriculture Budget Campaign (ABC):** ESAFF trained its leadership in agricultural budgeting campaign to support the African Union's

Maputo Declaration to have at least 10 % of the national budget of each member country allocated for agriculture. Some documents were produced at regional level and shared at national level in order to develop the capacity of a larger number of farmers to become familiar with how national budgets are formulated, debated at local and parliamentary levels, how they are spent, monitored and accounted for. The training of trainers for 25 farmers on the Comprehensive Africa Agriculture Development Programme (CAADP) and the role of farmers. The training helped farmers to understand NEPAD's agricultural project and the Maputo Declaration; Participated in the IDASA organized conference on agriculture financing in SADC countries and the role of farmers. Attended a workshop on Climate Change and Adaptation in Kampala, Uganda. Attended a Pan African Advocacy workshop. Other initiatives were done by partner organization like Africa Biodiversity Network (ABN) in which selected farmer leaders attended workshops and training on biodiversity and effects of GMOs.

- c. **Engaging in policy influence activities:** Seven countries received funding from ESAFF Regional Office to conduct campaigns on ABC and many of them used it to engage their governments to increase the percentage of budgets allocated to agriculture. For example, in Zambia they engaged the Members of Parliament about the 10 % budget allocation commitment made by their country which some did not know about. This resulted in ESAFF Zambia gaining respect of the MP; Tanzania organized the Budget Day Media Campaign which resulted in increased awareness about the commitment. Parliamentary committee on Finance later visited MVIWATA thanks to publicity among others; SeyFA Seychelles engaged policy makers and media to raise awareness on the negative impact on liberalization of the meat market and ESAFF Uganda conducted the ABC to grassroots levels through community action planning. Some

member countries received funding to engage media during specific day e.g. World Food Day. These countries are; Uganda, Madagascar, Zambia, Seychelles, Tanzania and Kenya which shared about small scale farmers plights, and demand for increased resources.



- d. **Involving Small Holders in Agricultural Research for Development (INSARD):** ESAFF joined INSARD in 2011. The project involves 3 African network organizations (ESAFF, PELUM (Zambia) and – REPOAC (Senegal) and 3 European organizations ETC (The Netherlands), Practical Action (UK) and GRET (France). The project is being implemented from 2011 onwards and is funded by the European Union.

### 3.4 Examples of activities and outputs of member countries

Below is a table that highlights some of the strategic plan work carried out at country level. This covers the member countries of ESAFF;

Result Area	Activities	Outputs (immediate change)
<b>Organisational and Institutional Development</b>	<p><b>Zimbabwe</b></p> <ul style="list-style-type: none"> <li>Acquired office space at Zimbabwe Farmers' Union;</li> <li>Oriented Mozambique Farmers' Union to the work of ZIMSOFF and to sustainable agriculture practices</li> <li>Enhanced linkage with regional organisation (Via Campesina and Rural Farmers Network)</li> </ul> <p><b>Malawi</b></p> <ul style="list-style-type: none"> <li>Built many district farmers forum (chapters) but not all are functional because of limited funds</li> </ul> <p><b>Lesotho</b></p> <ul style="list-style-type: none"> <li>Held workshops in good governance</li> </ul> <p><b>Kenya</b></p> <ul style="list-style-type: none"> <li>Held two workshops on Organisational Development</li> </ul> <p><b>Uganda</b></p> <ul style="list-style-type: none"> <li>Self assessment of their OD</li> <li>Conducted planning and review meetings</li> <li>Trained Board and members on governance</li> <li>Developed personnel and finance policies</li> </ul> <p><b>South Africa</b></p> <ul style="list-style-type: none"> <li>Participated in the development and use of SAYO</li> <li>Mobilised farmers in other provinces out of Limpopo</li> <li>Enhanced working relationship</li> </ul> <p><b>Seychelles</b></p> <ul style="list-style-type: none"> <li>Organized SAYO sessions for SeyFA members and developed action plan to address gaps e.g. developing organizational policies and advocacy and media strategy</li> </ul> <p><b>Zambia</b></p> <ul style="list-style-type: none"> <li>Created profile of members and build capacity in governance issues. Internal policies were developed</li> </ul> <p><b>Tanzania.</b></p> <ul style="list-style-type: none"> <li>Enhanced provincial and district networks</li> </ul>	<p><b>Zimbabwe</b></p> <ul style="list-style-type: none"> <li>Developed good working relationship with Zimbabwe Farmers' Union</li> <li>The Mozambique Farmers' network has found it worthwhile joining ESAFF</li> <li>Is a member of Via Campesina Africa and Rural Women Movement</li> </ul> <p><b>Malawi</b></p> <ul style="list-style-type: none"> <li>Increased grassroots capacity to participate in national affairs</li> <li>NASFAM influences and trusted to implement some of agriculture national policies</li> </ul> <p><b>Lesotho</b></p> <ul style="list-style-type: none"> <li>Were able to assess the quality of our leadership and governance</li> <li>Participation in meetings with policy makers</li> </ul> <p><b>Kenya</b></p> <ul style="list-style-type: none"> <li>Better organizational performance though with challenges</li> </ul> <p><b>Uganda</b></p> <ul style="list-style-type: none"> <li>Developed organisational policies</li> <li>Use of organizational policies</li> <li>Improved functioning of the national chapter</li> </ul> <p><b>South Africa</b></p> <ul style="list-style-type: none"> <li>Farmer leaders empowered to govern better</li> <li>Spread out of Limpopo Province</li> <li>Improved relationship with academia and CSOs</li> </ul> <p><b>Seychelles</b></p> <ul style="list-style-type: none"> <li>SeyFA widely recognized and appreciated national wide as a role model by policy makers, law makers, the State House and other CSOs</li> <li>SeyFA has intervened in a number of market issues affecting small holders in Seychelles.</li> </ul> <p><b>Zambia.</b></p> <ul style="list-style-type: none"> <li>Greater understanding of roles and responsibilities of members and leaders</li> <li>Increased membership base to cover most of the country</li> </ul> <p><b>Tanzania</b></p> <ul style="list-style-type: none"> <li>Farmer groups can speak with one voice throughout the 15 provinces where MVIWATA works</li> <li>Consulted by government and parliament</li> </ul>



Result Area	Activities	Outputs (immediate change)
<b>Food security towards improved access to resources, better policies and more appropriate practices</b>	<b>Zimbabwe</b> <ul style="list-style-type: none"> <li>Conducted training, field visits and look and learn visits</li> <li>Trained farmers on ABC</li> </ul> <b>Malawi</b> <ul style="list-style-type: none"> <li>Trained farmers in food security and policy influence</li> </ul> <b>Lesotho</b> <ul style="list-style-type: none"> <li>Held agricultural shows, and workshops on agricultural policy influence and appropriate agricultural practices</li> </ul> <b>Kenya</b> <ul style="list-style-type: none"> <li>Toured seed banks, documented technologies with TKS and noted 'endangered' seed</li> </ul> <b>Uganda</b> <ul style="list-style-type: none"> <li>Participated in the ABC in the country</li> <li>Budget tracking by farmers at village level</li> <li>Development and implementation of Community Action Planning</li> </ul> <b>South Africa</b> <ul style="list-style-type: none"> <li>Trained farmers in ABC</li> <li>Established and enhanced linkage with the University of the North</li> </ul>	<b>Zimbabwe</b> <ul style="list-style-type: none"> <li>More farmers adopted use of Permaculture</li> <li>Farmers participation in rural public meetings</li> </ul> <b>Malawi</b> <ul style="list-style-type: none"> <li>Members got capacity in policy influence in agriculture and food security</li> </ul> <b>Lesotho</b> <ul style="list-style-type: none"> <li>Farmers demanded space to be included in budgeting processes</li> </ul> <b>Kenya</b> <ul style="list-style-type: none"> <li>Noted the need for establishing local seed banks and use of post-harvest technologies</li> </ul> <b>Uganda</b> <ul style="list-style-type: none"> <li>Community involvement in budgeting processes</li> <li>Budget allocation increased from 3-5%</li> <li>Participation in national and international events</li> </ul> <b>South Africa</b> <ul style="list-style-type: none"> <li>Farmer leaders developed capacity to follow and critique budgeting processes in Limpopo Province</li> </ul>
<b>Improving smallholder farmer access to markets</b>	<b>Zimbabwe</b> <ul style="list-style-type: none"> <li>Trained farmers on organic inspection, processing and packaging</li> </ul> <b>Malawi</b> <ul style="list-style-type: none"> <li>Introduced a unit which deals with markets to enable farmers to have nearby markets</li> </ul> <b>Lesotho</b> <ul style="list-style-type: none"> <li>Held agricultural shows at district level</li> </ul> <b>Kenya</b> <ul style="list-style-type: none"> <li>Conducted a baseline survey in 15 districts to establish marketable crops for value-addition</li> </ul> <b>Uganda</b> <ul style="list-style-type: none"> <li>Conducted campaigns against EPAs</li> </ul> <b>South Africa</b> <ul style="list-style-type: none"> <li>Trained farmers on market access</li> </ul>	<b>Zimbabwe</b> <ul style="list-style-type: none"> <li>Some farmer know how to participate in producing and marketing organic products</li> </ul> <b>Malawi</b> <ul style="list-style-type: none"> <li>Farmers cut marketing costs (excluding the middleman)</li> </ul> <b>Lesotho</b> <ul style="list-style-type: none"> <li>Realised that we are not producing enough food for consumers</li> </ul> <b>Kenya</b> <ul style="list-style-type: none"> <li>Identified both the food crops, which included annuals and perennials</li> </ul> <b>Uganda</b> <ul style="list-style-type: none"> <li>Members became aware of the negative implications of signing EPAs</li> </ul> <b>South Africa</b> <ul style="list-style-type: none"> <li>Farmers know where to go to sell their produce and how to get transport</li> </ul>
<b>Mainstreaming gender and youth in your work</b>	<b>Zimbabwe</b> <ul style="list-style-type: none"> <li>Trained farmers on Gender and Development</li> </ul> <b>Malawi</b> <ul style="list-style-type: none"> <li>Conducted gender training in rural areas</li> </ul> <b>Lesotho</b> <ul style="list-style-type: none"> <li>Held a big workshop on gender and youth</li> </ul> <b>Kenya</b> <ul style="list-style-type: none"> <li>Attended workshops on Gender and Development which were funded by partners</li> </ul> <b>Uganda</b> <ul style="list-style-type: none"> <li>Drafted a Gender and HIV/AIDS policy</li> </ul> <b>South Africa</b> <ul style="list-style-type: none"> <li>Held elections in 2010</li> </ul>	<b>Zimbabwe</b> <ul style="list-style-type: none"> <li>Youth and women got elected to the ZIMSOFF Board</li> </ul> <b>Malawi</b> <ul style="list-style-type: none"> <li>Helped farmers appreciate that there is no difference between men and women at work</li> </ul> <b>Lesotho</b> <ul style="list-style-type: none"> <li>More women were elected in committees and there are more youth in our local and national structures</li> </ul> <b>Kenya</b> <ul style="list-style-type: none"> <li>Inclusion of youth in KESAFF activities and structures; increased women representation</li> </ul> <b>Uganda</b> <ul style="list-style-type: none"> <li>Policy is yet to be adopted and implemented</li> </ul> <b>South Africa</b> <ul style="list-style-type: none"> <li>More women were elected into leadership positions and some youth were considered</li> </ul>

### 3.5 Lessons learnt in leadership

The evaluation process produced a number of lessons learnt during the implementation of the strategic plan. Some of the important lessons on **farmer leaders** were that:

- a. Good leaders must have focus otherwise their efforts will be dissipated; they should not cast the net too wide. This means that leaders prioritise.
- b. Getting results through people requires time, patience and the ability to tap into the ideas of the people concerned.
- c. Leaders must be open and transparent, dedicated and committed. Similarly, without principles and policies it is easy to mess up with institutional resources. Where leaders have not been accountable to either their followers or to those who provide resources, progress has been slow.
- d. Self assessment is important before conducting a strategic plan. This enables plans to be realistic and to be build on what is there.
- e. A good leader should come down to the level of the followers.

### 3.6 Constraints in implementing the strategic plan and risks faced by ESAFF

#### (i) Language barriers:

The farmers who took part in the evaluation complained that the strategic plan was too complex for them. They underlined the need for all ESAFF documents to be written in a manner that is accessible to them. The language and communication issue was not only noted in oral communication during meetings. ESAFF has French; Kiswahili and English speakers hence needed translation all the time. Eg. Not understanding the strategic plan or joint declaration means not being able to fully implement it. Interestingly ESAFF leaders have learnt how to use SMS, emails and instant messengers to communicate among themselves.

#### (ii) Inadequate activity linkages:

The evaluation also noted that there were insufficient activity linkages between regional and member country plans. This was common in member countries that were much more advanced than ESAFF itself. These are like MVIWATA – Tanzania, CPM - Madagascar and NASFAM – Malawi as well as Medium advanced like ESAFF – Zambia, ESAFF Uganda, SeyFA – Seychelles. However, the evaluation noted that members mostly with permanent secretariat were efficient in communicating their activities through E-bulletins.

### **(iii) Limited Funding:**

The other challenge was limited funding for the activities in the plan. ESAFF was spreading too thin in moving forward, for instance, the ABC campaign. At the beginning of the strategic plan implementation, ESAFF had about 1/3 guaranteed funding. With additional funding from Oxfam Novib on support national members saw most of them utilizing the SAYO tool for organizational development. Another funding from Bread for the World, in the last year of the strategic plan, enabled more support to institutional capacity development and advocacy at national level. This supported to about half of the members still at the infant stage (to improve communication and for advocacy work). The six weaker members are KESSFF Kenya, ZIMSOF – Zimbabwe, Lesotho, ESAFF Burundi, APPPE – Rwanda and ESAFF RSA.

### **(iv) Lack of Full Time Staff and poor leadership:**

Lack of full time staff in six member countries was another limiting factor. This could be attributed to lack of standing secretariats (see above) for development and poor communication with others. Delayed or poor accountability in the form of narrative and financial reports was given as another key limiting factor and this was linked to either poor leadership, lack of permanent secretariat or lack of full-time staff.

### **(v) New members and common vision:**

The evaluation also noted that the acceptance of new members who were more established than ESAFF itself and had a different history and culture posed potential threats to the implementation of the plan and its vision. In some member countries, ESAFF structures and capacities are not yet strong. The evaluation revealed that the concept of sustainability in agriculture (agro ecological farming) which was at the core of the reasons for forming ESAFF appeared to have been lost in the implementation of the evaluated strategic plan.

## **3.7 Risks faced by ESAFF linked to above Weaknesses**

There are three main risks faced by ESAFF and these are closely linked with the weaknesses and constraints discussed above. The risks are:

- a. **Managing and addressing the high expectations** that country chapters have in terms of support from the regional office and leadership;
- b. **Retaining independence and focus** in the context of a complex operating environment in which stakeholders such as donors and governments have different and competing interests that sometimes differ from the mission and vision of ESAFF; and
- c. **Raising enough funds** to enable the carrying out of planned activities in the face of dwindling donor funds and competitions from many other farmer organizations.

**The following specific suggestions were made on the constraints, risks and weaknesses:**

- a. **Fundraising:** Establish national fundraising committees; Establish SSF SACCOs;
- b. **Language and communication:** English should be used as first language, provide translation facilities especially for French speaking members, teach farmers major languages. ESAFF should employ an officer who can help in translation. One of the respondents pointed out:

*“We want meetings to be conducted in two languages (French and English) plus Swahili with someone doing translation. We want someone in Morogoro Regional Office to translate some document in English for French-speaking countries and those French to English for English speaking countries”.*

- c. **Leadership:** ESAFF leaders should abide by our Code of Conduct. Conduct capacity building in leadership for a wider range of small scale farmers. ESAFF should develop mechanisms that continue to tap into the experience and wisdom of former leaders. In addition, there should be periodic leadership change at all levels;
- d. **Weak country structures and capacities:** The regional office should help country offices mobilize resources for membership recruitment and for supporting local programmes. More importantly, national chapters should be supported in the appropriate use and accountability for funds. This suggests the need for more training on fundraising and financial management as well as more backstopping staff at regional office;
- e. **Sustainability:** Teach sustainable agriculture practices and ensure that farmers produce enough food and generate some income and develop mitigation and adaptation strategies to risks such as climate change. Ensure that advocacy, lobbying and campaigns include the need for sustainable agriculture farming practices as well as for social justice;
- f. **New members with different histories:** Use their experiences and induct them into the philosophy of ESAFF. In order to ensure that ESAFF decisions and recommendations reach farmers in the new member countries, chairpersons of the old and joining organizations should be the focal persons for ESAFF;



- g. **Member expectations:** The regional office and leadership should communicate regularly and adequately with the membership so that the membership knows what to expect. In addition, the leadership should ensure that the strategic plan and related activities are built on member needs and interests. This should be accompanied by ‘downward’ accountability. At the same time, country chapter support should be expanded and increased; and
- h. **Inadequate capacity to mobilize for members at the grassroots;** it was noted that ESAFF has spread in many countries (13) in ESA countries but had few members at grassroots level compared to the farming population of a particular country.

### 3.8 Opportunities for ESAFF

There are several opportunities for ESAFF. These are well summarized in the Opportunities and Risk Assessment that it conducted with one of its funding partners. These are re-stated below:

- a. There is an increased attention at global level for agriculture in Africa. International development funding institutions, donors from developed countries and African governments and civil society are among key actors that recognize the need to pay more attention to agriculture and food security. ESAFF could work more to ensure efficiency in funds utilisation. It does not matter how much funds is allocated by the state, but rather how much reaches and benefit the small scale farmers;
- b. There is increase in recognition of the agro ecology model of farming at the AU and UN level. This is referred to the Special Rapporteur of the UN Olivier De Shutter and the IASTAAD panel report, in which ESAFF was attributed among others 6 networks in Africa that promote sustainable agriculture. ESAFF can include sustainable agriculture in its future strategic plan to amplify its importance amid the so called “second green revolution” promoted by the multinational companies.
- c. African government have jointly and individually made commitments to improving agriculture through such programmes and declarations as the Comprehensive Africa Agricultural Development Plan (CAADP) and the Maputo declaration. ESAFF could work to raise awareness among the public and policy makers to ensure RECs and government adhere to the commitment ;
- d. Small farmers increasingly feel marginalized and challenged by the new trade plans and agribusiness for example bio fuels and introduction of GMOs and Genetically engineered seeds.

This is pushing farmers to become organized at local level and increasingly at national level and regional level to defend against GMOs.

### 3.9 Suggested areas of focus

Those who took part in the evaluation suggested the following as the future areas of focus for ESAFF. Their suggestions formed the basis of recommendations on this subject.

- a. **Strengthening Country Chapters:** Because the capacity of most national chapters still needs attention, and there is need for strengthening of grassroots structures. For this to happen effectively, the regional office should employ more staff and raise more money to support country chapters.

*“We cannot engage effectively in policy processes if our organization is weak, poorly governed, divided, irresponsible and if we do not follow the rule of law internally,” Elizabeth Mpofu, Chairperson of ESAFF, November 2010 in Morogoro, Tanzania*

- b. **Food Security and Sovereignty (including seed):** Because the region still experiences hunger and famine in our region. Also gene companies are aggressively promoting unsustainable model of farming.
- c. **Climate change and gender mainstreaming:** Because there is need to adapt to climate change and also a need to ensure equitable development processes and results for both poor men, women, and the youth .
- d. **Access to markets and fair trade (national level):** Because markets are still hard to access and prices are not good for producers and for sustainable livelihoods of farmers.
- e. **Participating in Research and Development:** Because there is need to use and nurture farmers’ ways of knowing and learning and to creatively integrate that with other ways of learning in order to address practice and policy matters. It is also important for farmers to showcase and celebrate their innovations and breakthroughs.

## SECTION 4: CONCLUSIONS AND RECOMMENDATIONS



### 4.1 Introduction

This section makes key conclusions about the evaluation. It also makes recommendations that may be used in the next strategic plan. The conclusions are organized around four main areas: relevance, effectiveness, efficiency and impact. The recommendations focus on two main areas: organizational and institutional development; and on the areas of intervention.

### 4.2 Conclusion

- a. **Relevance:** This is about whether ESAFF's strategic plan was based on important developments in the area of **agriculture and food security**. ESAFF's focus on food security, trade and marketing, and HIV/AIDS, gender and youth were highly relevant in the in eastern and southern Africa because of the land degradation, famine and hunger and marginalization of women and youth in land and resource ownership. At the same time HIV/AIDS was an important development issue in ESAFF's area of work as many farmers are infected and affected.
- b. **Effectiveness:** This is concerned with making the right actions to address the issues identified. ESAFF was effective in the area of **policy influence** as it was able to build farmer capacity to engage

with policy makers especially on the issue of allocating more resources towards agriculture in their national budgets. However, ESAFF did not put enough emphasis on **sustainable agriculture** (agroecological farming) which is an important part of its reason for existence. Lobbying for sustainable agriculture in this context would also have addressed climate change which was raised as an important contextual factor shaping the strategic plan under review. The focus on developing the **organizational capacity** appears to have been the right thing to do under the circumstances because the organization is/was young and needed this kind of attention. ESAFF also built **important relationships** with decision-makers eastern and southern Africa and beyond. These connections have the potential to allow for ESAFF to be listened to. They include connections with Members of Parliament, government officials, the media and Regional Economic Communities (RECs) i.e SADC, COMESA/ACTESA and EAC. In short, ESAFF work was effective.

- c. **Efficiency:** This means getting the most out of each Euro, dollar or any other type of money donated. The evaluation noted that ESAFF events were carefully planned so that *several activities could be achieved at the same time*. For example, ESAFF leadership met in Tanzania to participate in the evaluation, prepare the strategic plan, attend training and conduct the Triennial General Summit meeting. So one ticket was bought instead of four. This saves money. At country level, most chapters who received regional funds for SAYO and ABC campaigns held these events one after the other and took advantage of these to either discuss elections or carry them out. The venues for events are usually those which are reasonably cheap. However, ESAFF has experienced low efficiency in a minority of countries where money that was meant for a particular two activities (SAYO and ABC) was utilized for one activity in time and reported back late despite the fact that national farmer leaders signed a commitment letter with Regional office to execute the two activities. ESAFF has therefore been generally efficient.
- d. **Impact:** This refers to the changes that ESAFF interventions bring about. Since the evaluation is covering the first strategic plan of a relatively young organization, it is difficult to see impact as it tends to take long to show. Having said that, it is important to note that considerable improvements have been made to build the capacity of farmers to speak for themselves. The evidence lies in how ESAFF members are taking part in ABC, which has earned respect for the new farmer organization by Members of Parliament, media, sub-regional development arms of governments and international farmer organizations. Both ESAFF itself and the issues of smallholder farmers in eastern and southern Africa have become visible to decision-makers. At country level there have been good



efforts to include women and youth in leadership and planning and in taking up issues of concern to them. In general, the impact of ESAFF has been relatively high compared to its stage of growth.

#### 4.3 Recommendations

The recommendations of the evaluation are organized around three areas: future focus, implementation strategies, institutional and organizational development. The recommendations are based on what participants suggested as well as the evaluator's own understanding of ESAFF that was informed by the evaluation process and findings.

- a. **Future areas of focus:** The evaluation recommends that the next strategic plan should build on the work of the current strategic plan. The next strategic plan should also focus on a few strategic areas so that the human and financial resources of ESAFF are directed effectively at these areas. Another key determinant of what needs to be included in the next strategic plan is the need to make the **sustainable agriculture dimension matter** in all the work of ESAFF from practice, capacity building to policy influence. When some organisations like SACAU are endorsing GMOs, it's high time for ESAFF to remain vigilant and voice out a pro agro ecological farming model. The significance of **climate change** and its effects on food security makes a strong case for its inclusion in the next plan. The evaluation also suggested that country level **access to markets and influencing of pricing** are imperative in order to enable the smallholder farmers to get a fair share of the market while at the same time getting fair prices. Advocacy work at the international level does not appear to be a priority. This suggests that the main Key Result Areas for ESAFF in the next strategic plan should be:
  - Sustainable Agriculture, Food Security and Sovereignty;
  - Access to markets and fair trade;
  - Gender, youth, HIV/AIDS and Climate Change (as cross-cutting issues); and
  - Institutional strengthening of ESAFF Regional Platform and national ESAFF members.
- b. **Implementation strategies:** In the current strategic plan the main strategies for implementing the objectives of ESAFF were concerned with capacity building (training, exchange visits, provision of information), partnership development, conducting campaigns, advocacy and lobbying. These strategies remain necessary. However, the capacity building efforts should be broadened **to include more members of ESAFF**. At the same time, more efforts should be made to ensure that most of the training actually creates a multiplier effect and benefits the whole organization not just few individuals. Instead of the regional secretariat only sending information to ESAFF leaders in the national chapters, it should also **send information directly to other members who have e-mail addresses**. These would also be efficient and well as

empowering to the members who get to know about relevant developments in time. In addition to the implementation strategies used in the strategic plan under review, ESAFF should **include research**. This research should cover both practice and policy issues. **Documentation** and sharing of good practice should also be introduced and practised to highlight innovations, breakthroughs and lessons learnt.

- c. **Institutional and organizational development:** ESAFF should continue its work on **strengthening country chapters**. There is need to assist country chapters to monitor and evaluate their work regularly and to produce good reports and share them with others on time. The developed *ESAFF Monitoring and Evaluation Guidelines* should be adopted by all members as a starting point. ESAFF should also assist *country chapters to fundraise* for their activities as well as to account for them appropriately. *The Code of Conduct should be widely applied* to ensure good practice. In many countries the leadership of ESAFF will be holding their last terms of office. Here there is immediate need for steps to be taken to ensure that a *transfer of knowledge and connections is strategically made* to other members in the national chapters. This way the memory of the institution will be retained and made good use of without unnecessary delays. A good number of ESAFF member countries have been able to hire staff to implement their national plans some of which are aligned to the regional strategic plan. Their level of achievement in such countries has tended to be higher than in those countries that do not have staff. ESAFF regional should *assist country chapters to have functional secretariats* as part of organizational development. Finally, the inclusion of new member countries in ESAFF should be accompanied by proper and *adequate assessment of applications* which is followed by induction and orientation process of those member countries whose applications are accepted. This way, the vision and mission of ESAFF will remain as the compass of the organisation while at the same time being reviewed and nurtured as necessary.
- d. **Identity and branding:** ESAFF being a farmer organization should ensure that it retains and strengthens its identity and brand. This can be achieved through ensuring that sustainability is underlined in its policies, practices and advocacy work. It can also be achieved through using appropriate communication and knowledge management strategies and approaches. It is crucial that *information is packaged* in a format, style and language (including font type and size) that is easily accessible to farmers for effective and efficient programmes implementation. *Story telling, images, metaphors, poetry and practice-based learning* are some of the strategies associated with African farmers whose use should be promoted and nurtured.

## Annexes

### Annex 1: Terms of Reference for the Evaluation

#### 1.0 Background

The Eastern and Southern Africa Small Scale Farmers' Forum – ESAFF, is a network of small holder farmers that advocate for policy, practice and attitude change that reflects the needs, aspirations, and development of small-scale farmers in east and southern Africa. It was established in 2002 after the World Summit on Sustainable Development (WSSD) held in Johannesburg in South Africa. ESAFF was registered in Tanzania on 27<sup>th</sup> August 2007, under Non Governmental Organisations Act 2002 of the United Republic of Tanzania. **ESAFF is grassroots farmer initiated, farmer led and farmer owned organisation.**

In 2008 ESAFF formulated a three-year Strategic Plan (2008-2010) to provide a comprehensive guide for the network organisational development, lobby and advocacy work, which could be evaluated so that lessons can be drawn from the experience.

The Objectives of this strategic plan of 2008-2010 are:

1. **Organisational and Institutional Development** to ensure that ESAFF's capacity to fulfill its mandate is developed and is adequate.
2. **Improvement of Food Security** to support smallholder farmers to contribute more meaningfully to food security in the region through improved access to the necessary resources, better government policies and sustainable agricultural practices
3. **Trade and Marketing** to empower smallholder farmers to understand, access and influence markets of agricultural produce.
4. **Gender, HIV/AIDS and Youth** to ensure that gender, HIV/AIDS and youth issues are mainstreamed in the actions of farmers and ESAFF at all levels.

**NOTE: Another strategic area on strengthening institutional development of ESAFF members was added during the implementation of the Strategic Plan.**

In order to achieve these objectives ESAFF intended to undertake this plan through a number of programs, some of which include the following:

- Strengthening the institutional capacity of ESAFF regional secretariat to deal with issues that related to implementation of the plan, legal, policy and support to national small scale farmers' forums.
- Building capacity of farmers and farmer leaders on advocacy and budgeting processes, leadership and on logical framework.
- Broadening the membership base and partners of ESAFF by adding other member countries and Alliance building with like minded organisations.
- Engaging the east and southern Africa (ESA) governments and the Regional Economic Communities (RECs): EAC, COMESA and SADC, in processes that aim at amplifying pro-small scale farmers agriculture policies and enacting legislations that takes into account the plight of small scale farmers (women, poor men and the youth) in the region.

**The primary beneficiaries** of this strategic plan are ESAFF members in our operational area. The indirect beneficiaries are members and partners, small scale farmers and the general public. Other stakeholders are like minded farmer organisations, partner organisations like GRET, ACORD, TCOE, government departments, media and the general public at large who would benefit from initiatives provided by ESAFF in implementation of the said plan.

#### 2.0 Purpose of the Evaluation

The Strategic Plan (2008-2010) has been in operation for three years. This plan was supported by two donors (Oxfam Novib and Bread for the World), members and partners. It is important to note that this evaluation is being carried toward the end of the implementation period for the following reasons:

- There was need to implement activities before they can be evaluated
- There was need to build up ESAFF network and institutionalise it prior to review.
- There are external and internal factors that have impacted the delivery of the strategic plan that need to be examined and evaluated
- ESAFF considered the fact that it received about 1/3 of funding had to be more focused and use the limited available funds on Organisational development and Agriculture Budgeting Campaign (ABC) as areas that could bring more impact.

- The review and lessons from the review will be important contribution to developing the new strategic plan (2011-2014)

It is against this background that the ESAFF would like to carry out this evaluation on the plan, so as to optimize available resources and take into consideration the above-mentioned factors. The evaluation will therefore serve as a bridge between the current strategic plan and the next one to be formulated during 2011 for implementation **from June 2011 for a period not exceeding three years**. Further, through this evaluation, ESAFF expects to gain more insight in approaches to use in its advocacy work but also identify some of the issues that would be included in the next strategic plan.

The outputs of this evaluation would solely belong to ESAFF and who would use them as the Forum so wishes. Stakeholders such as small scale farmers' community members, like minded partners, donors and relevant government authorities will also be availed results of the evaluation whenever necessary.

### 3.0 Specific Objectives of the Evaluation

The consultant is expected to cover, but not be limited to the following:

- Scan and analyse the current environment in which ESAFF as a small scale farmers organisation operates (i.e. the existence of RECs, PELUM and other farmer organisations like PAFFO, SACAU and EAFF),*
- To evaluate the existing programme framework by providing a brief overview of the specific environment in which the strategic plan is being implemented. In so doing, clarify national and regional agriculture policy frameworks (the CAADP) and their implications on the implementation of this strategic plan;
- To evaluate the extent to which program activities were implemented in relation to the main objectives and results ( *by looking at the new log frame in the M&E guidelines*);
- To hold stakeholder consultations at regional levels on their expectations, perceptions and appreciation of ESAFF Strategic Plan. Ensure that issues such as agriculture policy and food security, gender, poverty and HIV/AIDS are adequate;
- To solicit donors and partners expectations, perceptions and appreciation of ESAFF Strategic Plan.;
- To subject the strategic plan to the core areas of: efficiency; effectiveness; relevance; and impact;
- To evaluate the strategic Plan's overall position in ESAFF's organizational environment and discuss attributes that may enhance programme sustainability;
- To examine principle risks highlighted in the initial ESAFF opportunity and risk appraisal:**
  - Insufficient capacity of regional Board to set up and manage the regional secretariat*
  - Unsuccessful management of high expectation of national chapters on the regional programme*
  - Losing of independency and weakened position of ESAFF*
  - Unsecured funding for the budget*
  - Low performance on Gender*
- To evaluate the current funding mechanisms against the efficiency of the work program and expected results;
- To compile information in a comprehensive report highlighting findings of the evaluation and recommendations aimed at re-aligning the next strategic plan; including identifying (and recommending) critical sustainable agriculture policy lobby and advocacy issues that ESAFF may need to be addressed in the next strategic plan and how this should be done.

### 4.0 Expected Outputs

The expected tangible output is a report reflecting the following core elements:

1. An appraisal of the program framework within the specific environment in which the strategic plan is being implemented
2. An evaluation of program activities in relation to the main objectives and results, taking into consideration the environment (above)
3. A description and evaluation of stakeholder expectations, perceptions and appreciation of ESAFF's activities during the period of review, with particular reference to issues related to ESAFF's approach to agriculture policy and food security, gender, youth and HIV/AIDS
4. An overall assessment of the strategic plan in terms of efficiency, effectiveness, relevance, and impact. This will include an assessment of the efficiency of the program strategy of enhancing ESAFF capability on OD, working with members, addressing issues of food security, market and gender and of the impact of lobby and advocacy work that has been undertaken. The assessment will include recommendation on how to improve the approach and implementation of activities.
5. An evaluation of the Strategic Plan's position in ESAFF's organizational environment, with attention paid to attributes of programme sustainability and suggestions for improvement
6. A critical appraisal of current funding mechanisms against the efficiency of the work program and expected results, with recommendations for improving the arrangements

7. Based on the above, clear recommendations targeting re-alignment of the next strategic plan, including recommending critical agriculture policy lobby and advocacy issues that ESAFF may need to be address in the next strategic plan and how this should be done.

The consultant will provide ESAFF with a hard copy and soft copy of the draft report for comments and review. The Consultant will make a report available to ESAFF (including members and other stakeholders). ESAFF will furnish the Consultant with comments, which may be incorporated into the final product. The Consultant will submit the report to ESAFF for approval.

Once the report has been approved, the consultant will provide ESAFF with bound hard copies and a soft copy of the report, written in English using *Gill Sans MT with font size 11*.

Annexes should be attached and contain the following, as a minimum

- Terms of Reference
- List of people consulted
- Literature and reports consulted
- Guiding questions for the different targeted stakeholders

## **5.0 Methodology**

The consultant is expected to use various methods of carrying out this evaluation including, but not limited to:

1. Deskwork – reviewing documents generated by ESAFF and other stakeholders in relation to ESAFF's work during the strategic plan period;
2. Meetings, person to person discussions or interviews with ESAFF staff, Board members, cooperating partners, international land networks, RECs, governments or other relevant stakeholders; The actual list of these stakeholders will be agreed upon between ESAFF and the consultant.
3. Observation and discussions.

## **6.0 Required expertise**

The resource person should have the following qualifications:

- Minimum of a Masters degree in Development Studies, CSOs Management, Natural Resources Management, Strategic Planning, or other related field.
- Analytical and fully understands Eastern and Southern Africa agriculture policies, at national, regional and international levels.
- Experience in performance appraisals of civil society organisations, project design, project appraisal, monitoring and evaluation.
- Capability to evaluate the current funding mechanisms being used by donors to ESAFF in relation to efficiency of the programme's achievement of results.
- Organised, focused and flexible person(s).

## **7.0 Timeline of the Evaluation Process**

- April 2011

## **8.0 Services to be provided**

- ESAFF will provide the consultant with information regarding location and contacts of various stakeholders to be contacted by the consultant. ESAFF will further provide relevant documents within its reach including those falling under the section on 'References' to the consultant who would be selected for the evaluation.

## **9.0 References**

The Consultant will be required to read through the following documents:

- ESAFF Strategic Plan 2008-2010
- ESAFF logframe of the Strategic Plan (in the M&E) Guideline
- Constitution of ESAFF of 2007
- ESAFF Annual reports 2009/2011
- ESAFF M&E guidelines
- ESAFF Opportunity and Risk Appraisal
- ESAFF Internal Evaluation Reports
- In view of the need of innovative theories and approaches, the consultant will be encouraged to use other resources as well.



## Annex 2: List of people who took part in the Evaluation

Names	Country	Position	Sex
1. Aaron M. Tlaka	South Africa	SA Chairperson	M
2. Jean D'arc Marie	Seychelles	Seychelles Farmer Secretary	F
3. Goodwell Chiteya	Malawi	NASFAM Chairperson	M
4. Mamalefetsane Phakoe	Lesotho	National Chairperson	F
5. Baliraine Hakim	Uganda	National Chairperson	F
6. Rachel Muyobokeye	Rwanda	Coordinator	F
7. Winnie Maake	South Africa	National General Secretary	F
8. Jennifer Lesferane	Seychelles	Seychelles Promotion and Networking Officer	F
9. Elizabeth Mpofu	Zimbabwe	National & Regional Chairperson	F
10. Jackson Mbaya	Malawi	Vice chairperson of NASFAM	M
11. Odette Nzeyimana	Burundi	National chairperson	F
12. Kasakula Mubanga	Zambia	National chairperson	M
13. Naha Hhale	Lesotho	Secretary for Community Mobilisation	M
14. Violet Masinge	South Africa	National Treasurer	F
15. Jane Ngulube	Malawi	General Secretary of NASFAM	F
16. Tsepo Makhoathi	Lesotho	National General Secretary	M
17. Elias Kawea	Tanzania	National Chairperson	M
18. Moses Shaha	Kenya	National Chairperson and Regional General Secretary	M
19. Joseph Mzinga		ESAFF Coordinator	M
20. Eric Mavaruganda	Burundi	ESAFF member	M
21. Florence Harerimana	Rwanda	APPPE Executive Secretary	F
22. Stella G. Lutalo	Uganda	PELUM-Uganda Coordinator	F

## Annex 3: Sample question used in the evaluation

### QUESTIONNAIRE FOR NATIONAL CHAIRPERSONS

#### A. Respondent's profile

1. Name of country:
2. Name of respondent:
3. Title of respondent:
4. Sex of respondent:

#### B. National Chapter Profile:

Question	Answer (Yes/No)
1. Do you have a country level constitution as members of ESAFF?	
2. As a national chapter of ESAFF, did you hold elections over the last 3 years?	
3. Did you raise any resources on your own?	
4. Do you employ staff?	
5. Do you have an office?	
6. Do you have e-mail and phone contact details that belong to the ESAFF chapter of your country?	
7. Do you have an annual or a strategic plan?	
8. Do you have projects or programmes that you implement or implemented?	
9. Are you registered as a national organization?	
10. Do you have a register of members?	
11. Do you draw members from all regions/provinces of your country?	
12. Do you have a monitoring and evaluation system?	

#### C. Regional strategic plan

1. What activities have you conducted in the following areas and what has been the outputs of each:
  - a. Organisational and Institutional Development;
  - b. Food security towards improved access to resources, better policies and more appropriate practices;
  - c. Improving smallholder farmer access to markets; and
  - d. Mainstreaming gender and youth in your work?
2. How has the regional office helped you towards the strengthening of your national chapter?

3. What challenges did you face in implementing the strategic plan?

#### **D. Relationships**

1. Please describe how you relate with the regional office and point out the strengths, weaknesses and benefits of this relationship. Suggest how improvements can be made.
2. Please describe how you relate with other ESAFF Country chapters and point out the strengths, weaknesses, benefits of this relationship. Suggest how improvements can be made.
3. Please describe how you give and get information from the members in your country and the challenges that you face? Suggest improvements for member participation at country level.
4. Please list your *other* key stakeholders and describe the quality of your relationship in terms of strengths, weaknesses and suggestions for improvement. You could use a table such as the one below (*do not be limited by the number of rows in the table*):

<b>Name of key stakeholder</b>	<b>Strengths of relationship</b>	<b>Weaknesses of relationship</b>	<b>Benefits generated</b>	<b>Suggestions for improvement</b>

#### **E. Change and impact**

1. What has been the main changes and impact brought about by your organization in your country in terms of:
  - a. Agricultural Policies;
  - b. National budgeting practices;
  - c. Access to Markets; and
  - d. Food security?
2. What factors enabled the creation of that impact?
3. What factors made it hard for you to create impact?
4. What were the main achievements of ESAFF at regional and national levels over the past three years?
5. What were the main 'failures' of ESAFF at regional and country levels over the past 3 years?
6. What is your assessment of the extent to which the ESAFF regional Board and Secretariat has strengthened your chapter of ESAFF?

#### **F. Recommendations**

1. What should be the main areas of focus for ESAFF in the next three years?
2. What organizational changes and improvements are necessary for ESAFF to be more effective and impactful?
3. What should ESAFF and its country chapters stop doing in order to become more effective?
4. What approaches to work should ESAFF change as part of improving its work for the better?