



Canadian International
Development Agency

Agence canadienne de
développement international

CANADA FUND FOR AFRICA: SUMMATIVE EVALUATION EXECUTIVE REPORT

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This report, prepared by the Evaluation Directorate of the Strategic Policy and Performance Branch (SPPB), consolidates the results of the Summative Evaluation of the Canada Fund for Africa.

The evaluation was conducted under the supervision of Jacques Laberge, Evaluation Manager and was assisted by Safeena Alarakhia, Performance Review Officer of the Evaluation Directorate. The Evaluation Team Leader Werner Meier of the Results-Based Management Group prepared the Synthesis Report. Sector experts Keith Ogilvie, Isla Patterson, Jerry Rogers, Michael Miner, Simon Latraverse, Richard Label and Tony Vetter conducted the original background evaluation research.

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EXECUTIVE SUMMARY

Background

The Canada Fund for Africa (CFA) was initially launched as a strategic policy initiative of the Government of Canada in support of the New Partnership for Africa's Development (NEPAD) in the December 2001 Budget announcement which included a C\$500 million commitment over the initial five-year period from 2002 to 2007. The *Canada Fund for Africa Act* was subsequently tabled in Parliament in February 2002 with provisions designating the Minister of International Cooperation responsible for the CFA Act, and with provisions for the release of budgetary allocations permitting the announcement of grants and contributions coinciding with the June 2002 Kananaskis Summit.

The Fund was designed with the intention of supporting strategic and innovative programming to address key development challenges in Africa in areas identified as NEPAD and G8 Africa Action Plan sector priorities. It was to engage a range of new partners, support new programming models in new sectors of intervention for the Canadian International Development Agency (CIDA), and foster collaboration with other government departments. It provided time bound investments in the form of strategic grants and contributions to predominantly large-scale programs with a pan-African or multi-country regional reach that would have a long-term development impact. In effect, the CFA operated like a venture capital fund, investing in new pan-African and regional ventures at a time of particular creativity in African leadership and institution-building, reflected in new governance review mechanisms, global policy engagement and sectoral initiatives. The CFA enabled Canada to be a fast and innovative mover in this context.

Evaluation Rationale and Methodology

This Summative Evaluation Executive Report fulfills the Treasury Board of Canada Secretariat requirements for a final evaluation of the efficiency, success/results achievement, relevance and sustainability of the Canada Fund for Africa investments. The evaluation team was mandated to evaluate the following six sector portfolios: Governance; Peace and Security; Health; Agriculture, Water and Environment; Trade and Infrastructure; and Information Communications Technology. The Canadian Investment Fund for Africa was subject to a mid-term evaluation and thus not included in the scope of this evaluation. The evaluation took into consideration the *Agency Results-Based Management and Accountability Framework* (January 2002), a key policy guidance document which was current when the CFA was launched. It defined in detail two levels of results for which the Agency was fully and partially accountable: enabling and development results respectively. The following four main evaluation questions brought together the evaluation issues and these two levels of results:

Enabling Results

- To what extent did CIDA provide an enabling environment for the **efficient and effective** implementation of the Canada Fund for Africa?

Development Results

- To what extent were the CFA funded initiatives successful in their expected outcome level **results achievement**?



- To what extent did the CFA contribute to NEPAD expected outcomes?
- To what extent were the outcomes achieved **relevant** and **sustainable**?

A design and deliver evaluation management approach was used in close consultation with the CFA Secretariat staff, until its closure in September 2008. Key to the quality design of each sector evaluation work plan was the analysis of the existing evaluation coverage and sampling framework for primary data collection. The Consolidated Work Plan included a CFA Evaluation Logic Model and Evaluation Framework based on the *Results and Success Factors Framework* with standard indicators used in the evaluation of all sector portfolios.

The data collection phase took place between July and December 2008 in Canada, New York, Geneva, and in seven African countries. Primary data was collected through face-to-face interviews with CIDA and DFAIT headquarters staff (72), CIDA field staff (18), Canadian and international implementing organisation representatives (154), other donors (38), African beneficiaries (134) and prominent experts (48). A contribution analysis evaluation methodology was employed wherein the outcomes of each of the sampled initiatives were assessed in terms of the extent of achievement and contribution to the NEPAD expected outcomes.

The constraints encountered by the evaluation were as follows: the pan-African and thematic scope was challenging in relation to the subject matter expertise required; the complexity of the CFA programming presented some evaluation management challenges; absence of baseline data and limited outcome level quantitative indicator data contained in monitoring or annual progress reports; access to knowledgeable implementing organisation staff and beneficiaries due to the closure of many initiatives; and the closure of the CFA Secretariat caused delays in obtaining coordinated and timely feedback on the draft sector evaluation reports. The above constraints collectively limited the range of data analysis techniques available to complete an impact evaluation of development results, therefore, a variety of qualitative, inferential and comparative data analysis techniques were used to complete a contribution analysis.

Conclusions on the Achievement of Enabling Results

CIDA demonstrated its capacity to create the enabling conditions for the appropriate design and timely launch of the Fund. It actively engaged African leaders and organisations, as well as other Canadian government departments in the design and planning of the Fund and its 33 initiatives, which were all fully coherent with the NEPAD sector priorities. Partnerships with important African institutions and other implementing organizations were both created and enhanced. The Fund played a catalytic role in leveraging \$950 million in additional aid and co-financing, primarily through timely, bold and innovative initiatives designed to create African institutional capacities to meet priority development needs. The imposed time constraints did manifest themselves in inadequate documentation of due diligence and approval processes as well as meaningful integration of corporate policies known to improve aid effectiveness, i.e., gender equality and results-based management. While the CFA Secretariat overhead cost were very reasonable, this efficiency was largely offset by the layered implementation modalities employed with associated “service charges” incurred in some initiatives. Canadian governance structures and processes were in place to facilitate inter- and intra-departmental coordination of the Fund, some portfolios and initiatives did not however optimise the available resources to fulfill performance oversight responsibilities.



A comparative analysis across sector portfolios of successful gender-mainstreaming and quality of results-based reporting, including sex disaggregated data, revealed some patterns. First, those service delivery initiatives working with individuals and communities as targeted direct beneficiaries were the most successful. Secondly, those capacity building initiatives involving enterprises, associations, institutions or networks also had some success but used more qualitative evidence of performance. Finally, those initiatives involving improved governance, broad policy reforms in integrated water management, international trade and market access, and information communications technology had much less success in gender mainstreaming and results-based reporting.

Conclusions on the Achievement of Development Results

Key to understanding the Canada Fund for Africa (CFA) is that it was designed as a Fund and not as an integrated development programme with an overall implementation strategy or series of portfolio strategies. The funded initiatives were not selected or designed with the intention of complementing one another at an operational level and were thus evaluated as standalone initiatives. The CFA initiatives were successful in achieving the majority of their development results.

- Initiatives under the two main sectors (Health plus Agriculture, Water and Environment) representing 64% of CFA funding generated expected outcomes to a “major” extent.
- Initiatives under the two themes of Peace and Security, and Information and Communication Technology representing an additional 16% of CFA funding achieved outcomes to a “partial to major” extent, meaning that significant progress was achieved on most aspects of the expected outcomes.
- Under the sector of Trade and Infrastructure, “partial” success was achieved in relation to the expected outcomes, but important enabling conditions for African institutional capacity building were created.
- Finally, the Governance portfolio achieved “partial” success, but for governance programming, changes tend to occur only incrementally and slowly over time, and the CFA made some notable contributions to enabling conditions.

Contribution to NEPAD Expected Outcomes

The evaluation concluded that the CFA contributed positively to the NEPAD expected outcomes of strengthening institutions and governance in Africa, enhanced African capacity to achieve development goals, and increased African integration. Some evidence also indicated that some of the CFA initiatives contributed to reduction in poverty and inequality, economic growth and increased employment. However, the most noteworthy and significant contribution was made at the Pan-African level where CFA funds were invested in creating important project preparation facilities that did not previously exist in the water, sanitation and infrastructure sectors and which addressed identified constraints and barriers to development.

- The establishment of the African Water Facility has provided the African Ministers Council on Water with a policy instrument to mobilize resources to finance water resources development activities in Africa.



- The NEPAD Infrastructure Project Preparation Facility is another policy instrument that African leaders and Regional Economic Communities now use to mobilise resources to finance infrastructure projects in the energy, transport, water and information communication technology sectors across the continent.
- Support to UN-Habitat to enhance its capacity to identify and develop water and sanitation projects and the subsequent partnering with the African Development Bank, has created additional capacity to address the development needs of the long neglected urban poor.

While African integration was not an explicit expected outcome at the level of the Fund, many initiatives were designed with this in mind and included expected outcomes that were intended to contribute to African and/or regional integration. For example, the African Trade Policy Center initiative provided the trade policy research that enabled the African Group and African countries to formulate better informed and common positions in the Doha Round and Economic Partnership Agreement negotiations. Two water related initiatives, the African Water Facility and the Partnership for Africa's Water Development, facilitated regional integration of riparian states through the development of strategic action plans, formal integrated water resource management conventions and other regional water partnership networks.

While a number of CFA initiatives also made a direct contribution to poverty reduction, the dearth of quantitative data made evaluating the scope and magnitude of the contribution impossible to draw any firm conclusions. The evaluation also found little evidence of outcome achievement that contributed to the diversification of productive activities, competitiveness and increased exports, or evidence of significant outcomes in terms of economic growth, development and increased employment.

Relevance and Sustainability

The relevance of the outcomes achieved was examined in combination with the prospects for sustainability after the closure of the Fund, but also in light of the scope and beneficiary reach of the initiatives. Careful attention paid to the selection of the Fund's initiatives during the design phase ensured close alignment and coherence with the NEPAD sector priorities and a high degree of relevance to the NEPAD expected outcomes. The sustainability of the outcomes achieved will be largely dependent on African governments' support to their own institutions in collaboration with the donor community.

NEPAD viewed Official Development Assistance as a necessary but insufficient contribution to Africa's sustainable development and complementary to the increased capital flows and other external resources required in the long term. With this in mind, the NEPAD Infrastructure Project Preparation Facility, the African Water Facility (AWF) and the UN-Habitat Water and Sanitation Trust Fund initiatives all stand out, not only for their initial outcomes achievement, but moreover for their future prospects to attract external resources to address a key constraints to Africa's economic development and trade. The prospects for the sustainability of the outcomes achieved to date are very promising.

The initiatives undertaken with key African institutions to strengthen their governance, peace and security and trade policy capacities are undoubtedly relevant to Africa's development. Their institutional sustainability is generally assured through continued support by African



governments. The sustainability of the outcomes achieved to date and their programming capacity to continue to meet development needs will however depend largely on continued donor support. CFA contributions to the programming initiatives of multilateral and international organisations have generated some relevant and significant outcomes for Africa's development. Whether they can be sustained or not will depend in large part on the success that these organisations will have in continuing to attract donor funding.

Canadian non-governmental organisations have achieved relevant and worthwhile outcomes which, for the most part, addressed the needs of youth and disadvantaged populations at the community and individual level. However, the absence of continued CIDA or other donor support for these initiatives now places the onus on their African civil society partners to continue to provide the social and health services which were created or enhanced. Given the resource poor environment in which African civil society organisations operate, the sustainability of the outcomes achieved will be as ephemeral as the initiatives themselves.

Key Lessons

The evaluation generated many corporate, development programming and operational lessons which cut across all of the six sector portfolios and based on the careful analysis of the findings and conclusions found in the sector evaluation reports. Some of the key lessons learned for the Agency include:

- The CFA whole-of-government approach brought value-added in terms of policy guidance, technical expertise and networking. However, effective management of such a horizontal initiative requires a suitable and clear senior level governance structure and coordination to ensure accountability for results.
- The CFA showed innovation and leadership in supporting African institutions such as the African Peer review Mechanism and this generated important outcomes and played a catalytic role in attracting other donors to support the same or closely related initiatives. The value of this approach is widely recognised within CIDA's Africa Directorates.
- Innovative programming also included the establishment of new partnerships and mechanisms, such as the African Trade Policy Center, NEPAD Infrastructure Project Preparation Facility and the African Water Facility, which are generating important development results and leveraging additional financial resources. However, with new partnerships, applying policies such as the mainstreaming of gender equality and results-based management can be more challenging.
- Working in a multi-donor context facilitates CIDA's ability to apply the full range of aid effectiveness principles, especially with respect to policy dialogue and mutual accountability.



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LIST OF ACRONYMS AND ABBREVIATION

AAP	G8 Africa Action Plan
AAVP	African AIDS Vaccine Program
ACBF	African Capacity Building Foundation
ACELP	Africa-Canada Eco-Leadership Program
ACPSP	Africa Canada Parliamentary Strengthening Program
AfDB	African Development Bank
AfD	Arms for Development
AIDS	Acquired Immunodeficiency Syndrome
ALAT	Association of Local Authorities of Tanzania
ALGP	Africa Local Governance Program
ANAMM	Associação Nacional de Municípios Mozambique
APNAC	African Parliamentary Network Against Corruption
APPR	Annual Program/Project Reports
APR	African Peer Review
APRM	African Peer Review Mechanism
ART	Antiretroviral Therapy
ARV	Antiretroviral
AU	African Union
AWE	Agriculture, Water and Environment
AWF	African Water Facility
BecA	Biosciences eastern and central Africa
BFF	Canada Fund for Africa Secretariat
CA	Connectivity Africa
CAADP	Comprehensive Africa Agriculture Development Programme, NEPAD
CAB	Community Advisory Board
CAD	Canadian Dollars
CB	Capacity Building
CBO	Community-Based Organization
CCMD	Canada Centre for Management Development
CEA	Canadian Executing Agency
CePRC	Canadian e-Policy Resource Centre
CFA	Canada Fund for Africa
CGIAR	Consultative Group on International Agriculture Research
CIDA	Canadian International Development Agency
COMESA	Common Market for Eastern and Southern Africa
CPB	Canadian Partnership Branch
CSO	Civil Society Organization
CSPS	Canada School of Public Service
CWY	Canada World Youth
DAC	Development Assistance Committee of OECD
DANIDA	Danish International Development Agency



DCI	Defence for Children International
DFAIT	Department of Foreign Affairs and Internal Trade of Canada
DFID	Department for International Development
DND	Department of National Defence
EAC	East Africa Community
ECOWAS	Economic Community of West Africa States
ePol-NET	Global e-Policy Resource Network
FAO	Food and Agriculture Organization of the United Nations
FCM	Federation of Canadian Municipalities
FRAU	Financial Risk Assessment Unit
G8	Group of 8
G8 APP	G8 Africa Action Plan
GAVI	Global Alliance for Vaccines and Immunization
GE	Gender Equality
GoC	Government of Canada
GPEI	Global Polio Eradication Initiative
GTZ	German Agency for Technical Cooperation
GWP	Global Water Partnership Organization
HIV	Human Immunodeficiency Virus
HQ	Headquarters
IAVI	International AIDS Vaccine Initiative
IC	Industry Canada
ICT	Information Communications Technologies
ICT4D	Information Communication Technologies for Development
IDRC	International Development Research Centre
IFI	International Financial Institution
IGA	Income-Generating Activity
ILO	International Labour Organisation
ILRI	International Livestock Research Institute
INGO	International Non-governmental Organization
IPPF	Infrastructure Project Preparation Facility (AfDB)
IWRM	Integrated Water Resources Management
JTWG	Joint Technical Working Group
KAIPTC	Kofi Annan International Peacekeeping Training Centre
KARI	Kenyan Agricultural Research Institute
LFA	Logical Framework Analysis
MALAO	Movement Against Light Arms in West Africa
MDGs	Millennium Development Goals
MDP	Municipal Development Partnership (East and South Africa)
NAC	National AIDS Councils
NALAG	National Association of Local Authorities of Ghana
NARIs	National Agricultural Research Institutes
NEPAD	New Partnership for African Development



NGO	Non-Governmental Organization
NORAD	Norwegian Agency for Development Cooperation
OAU	Organization for African Unity
OECD	Organization for Economic Cooperation and Development
ODA	Official Development Assistance
OGD	Other Government Departments (in Canada, other than CIDA)
OKN	Open Knowledge Network
OPV	Oral Polio Vaccine
OVC	Orphans & Vulnerable Children
OWI	One World International
PAD	Project Approval Document
PADS	Political Affairs, Defence and Security Department (ECOWAS)
PAPS	Political Affairs, Peace and Security Department (ECOWAS – formally PADS)
PAWD	Partnership for Africa’s Water Development
PC	Parliamentary Centre of Canada
PDM	Partenariat pour le développement municipal (Cotonou)
PIP	Project Implementation Plan
PLWA	People Living with AIDS
PMF	Performance Measurement Framework
PPC	Pearson Peacekeeping Centre
PPP	Public Private Partnership
PRSP	Poverty Reduction Strategy Paper
PSC	Project Steering Committee
PSD	Peace and Security Directorate (African Union)
PSI	Canada-West Africa Peace and Security Initiative
RAP	Research on Agricultural Productivity
RBM	Results-Based Management
R&D	Research and Development
SADC	Southern Africa Development Community
SALW	Small Arms and Light Weapons
SAU	Small Arms Unit (ECOWAS)
SIDA	Swedish International Development Agency
SME	Small and Medium Enterprises
SMME	Small, Micro and Medium Enterprises
START	Stabilization and Reconstruction Task Force
TB	Tuberculosis
TBS	Treasure Board of Canada Secretariat
TOR	Terms of Reference
UCAZ	Urban Councils Association of Zimbabwe
UCLGA	United Cities and Local Governments of Africa
UN	United Nations
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNDP	United Nations Development Program



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UNDR	Universal Declaration of Human Rights
UNECA	United Nations Economic Commission for Africa
UNESCO	United National Educational, Scientific and Cultural Organization
UNICEF	United Nations Children's Fund
USD	United States Dollars
WAPP	West Africa Police Project
WAY	War Affected Youth Program
WCC	War Child Canada
WHO	World Health Organization
WPP	Water Partnership Program (AfDB)
WSTF	Water and Sanitation Trust Fund (UN-Habitat)



1.0 INTRODUCTION

1.1 Background

In 2002, the Canada Fund for Africa was launched as a strategic policy initiative of the Government of Canada in response to the New Partnership for Africa's Development at the G8 Summit hosted by Canada in Kananaskis, Alberta. A commitment of \$500 million over five years was announced by the Prime Minister to support strategic and innovative programming which addressed key development challenges in Africa. It was designed to engage a range of new partners, support new programming models in new sectors of intervention, and foster collaboration among Canadian government departments to deliver development results at a regional and Pan-African level. The profile of the Canada Fund for Africa is presented in **Annex A** and a detailed description of the funded initiatives presented in **Annex B** by each of the six sector portfolios: governance; peace and security; health; agriculture, water and environment; trade and infrastructure; and, information communication technology.

The Canadian International Development Agency (CIDA), under the direction of the responsible Minister of International Cooperation, subsequently established and hosted within the Africa and Middle East Branch a specially designated Secretariat responsible for the planning and implementation of the Canada Fund for Africa (CFA). While the CFA Secretariat commissioned and managed a number of project evaluations, the Fund itself was subject to inclusion in CIDA's annual Audit and Evaluation Plans. The Summative Evaluation of the Canada Fund for Africa was thus commissioned shortly after the CFA Secretariat had wound down its administrative and programming activities in March 2008. The timing of the evaluation was deemed appropriate to ensure access to key stakeholders and informants from whom it would be increasingly difficult to obtain information after all the funded initiatives had been completed.

1.2 Client and Stakeholder Audiences

The client for this Executive Report is the CIDA Evaluation Directorate. The main stakeholder audience for this report is CIDA's Geographic Programs Branch, including its:

- Regional program directorates;
- Planning, Results and Specialists Directorate; and
- Field Representatives responsible for regional programs.

Other important CIDA audiences for this report include strategic planning and programming divisions within the Partnerships with Canadians Branch and the Multilateral and Global Programs Branch. Within the Strategic Policy and Performance Branch, the Human Development and Gender Equality Division and the Performance Management Division are also important audiences for this report.



Other Canadian government departments and agencies which played important roles in implementing CFA funded initiatives, including but not limited to the Department for Foreign Affairs and International Trade and Industry Canada, may also find this report of interest, as should the many Canadian and international implementing partners.

1.3 Purpose of the Executive Report

This Executive Report provides a succinct, readable and coherent performance story that is targeted to audiences who can benefit from the lessons learned going forward. The report analyses and condenses the findings and conclusions on the achievement of enabling and development results presented in the sector evaluation reports. It also includes additional information gleaned from classified documents and key informants that has contributed to a more in-depth examination of certain programme level issues, which cut across the six sector reports. Consistent with the purpose of a summative evaluation, more emphasis has been placed in this Executive Report on the achievement of development results, their relevance and sustainability, as well as action-oriented lessons learned. Recommendations have not been proposed since the Canada Fund for Africa was a sunset program of limited duration.

1.4 Development Context

Africa is the world's second largest and second most populous continent after Asia. Africa consists of 53 independent countries that have achieved diverse levels of social and economic development. Sub-Saharan Africa is home to 34 of the world's 49 least developed countries. In 2002, Sub-Saharan Africa had the highest proportion of people living in poverty, with 46% of its population- approximately 300 million people- living below the international poverty line of \$1 per day.¹ Progress has since been slow and this portion has declined only marginally to 41% and off track to achieve the 2015 target of 23.4%.²

While African economies had sustained economic growth rates of 5-6% between 2002 and 2008 based largely on commodity exports, GDP growth in Africa is expected to decline to 2.0% in 2009.³ Acerbated by population growth, threatened by the recent global economic downturn and a fall-off in demand for commodities from the advanced economies, both the number of poor and the poverty rate in Africa are expected to increase further in some of the more vulnerable and low-growth economies.⁴ Looking forward however the World Bank estimates that growth in Sub-Saharan Africa will rebound to 4.5% in 2010 and 5.4% by 2012, as oil exporting countries benefit from higher oil prices and the more globally integrated middle-income economies benefit from the global recovery.⁵

While the Canada Fund for Africa was the largest fund of its kind dedicated to Africa by the Canadian International Development Agency on a Pan-African scale, it could not reasonably be expected to reach all African countries and fully address all of the development issues identified by the New Partnership for Africa's Development (NEPAD) in its framework document. It did



however, support investments in priority sectors closely aligned with the NEPAD sectoral priorities, which are referred to in this report as the CFA ‘sector portfolios’. Below is a brief analysis of the changes, which occurred in the African development context relevant to the CFA sector portfolios during the six-year implementation period of the CFA from 2002 through to 2008. The CFA also took into consideration gender equality and environment as cross-cutting themes which were assessed by the evaluation as such.

1.4.1 Governance

Much has been written on Africa’s historical record of democratic governance, which has been identified by scholars, development practitioners and African leaders as one, if not the most, important challenges to sustainable development and poverty alleviation. Not only has democratic governance become a key concept in the international development policy discourse, but is also widely recognised and reconfirmed by African states as a priority for economic development and poverty reduction and was given a central place in the New Partnership for Africa’s Development by African leaders. However, since 2002 independent measures of governance in Africa⁶ indicate that while there are improvements by some countries on specific indicators, this is off-set by deterioration in other countries. Since aggregate statistics can hide significant variations in country performance, it is important to note some of the mixed results that have recently been reported:⁷

- While progress has been made in terms of the regularity of elections, there is still a deficit in terms of free and fair elections in many countries;
- While scope of political representation has widened to reflect the diversity of African societies in organs of government, large discrepancies still occur along ethnic, regional and religious lines;
- The African Peer Review Mechanism which did not previously exist is now legitimising the demand for accountability by public institutions to domestic constituencies and is opening up space for civil society participation;
- The introduction of decentralisation and local government reforms has facilitated greater participation in decision-making and policy implementation;
- The rights of children and disabled people are increasingly being recognized;
- African governments have shown marked improvements in their revenue mobilization;
- Over twenty African countries are improving budget and public financial management practices;
- More countries are adopting regulations and developing institutions to enforce contracts and property rights; and
- A number of African countries are now promulgating Acts to give parliaments power to amend executive branch budget proposals; and
- The role of civil society organisations as full development partners that provide



significant financial inputs, contribute to policy dialogue and act as service providers is increasing recognised, most recently at the Accra 3rd High Level Forum on Aid Effectiveness.

1.4.2 Peace and Security

Africa has suffered enormously from conflict and armed violence, which has displaced millions of people from their homes and their means of livelihood, resulting in either death or impoverishment. Although not the only cause of armed conflict, the uncontrolled supplies of illicit small arms and light weapons has been widespread in Africa where approximately 95% of the most commonly used weapons and ammunitions have come from outside the continent. Their availability has compromised the stability of individual states, increased the lethality of conflicts, and widened the impact of state-based and non-state-based conflicts, as well as violence against citizens. It is estimated that since 1990 conflict and armed violence have cost the 23 African countries involved approximately \$300 billion US.⁸ The drain on national government and development resources from conflict and armed violence has undermined prospects for sustainable development and is one of the main “traps” which keep the poorest countries poor.⁹

The peace and security context in Sub-Saharan Africa has however taken a remarkable turn for the better based on the most recent statistics compiled by the Human Security Report Project.¹⁰ Between 2002-2006 the number of state-based conflicts - those in which a government is one of the warring parties - dropped from 16 to 7 (54%); the number of non-state conflicts fought between various armed groups—rebels fighting rebels, warlords fighting warlords, and between different ethnic and religious communities has declined from 39 to 19 (46%); and, the number of reported battle deaths in state-based and non-state conflicts consequently fell-off dramatically by 98% and 70%, respectively. Although prone to error by omission, the number of cases of organised violence by governments, rebels and criminals against innocent civilians has also dropped by 67% with one-sixth of the number of civilian fatalities reported. During this period, the African Union and some Regional Economic Communities have increased their involvement in peace and security issues in the continent.

Despite these encouraging trends, in 2008, there are still conflicts in Darfur where the human toll is enormous and with little hope for a swift settlement, as well as considerable number of protracted and lingering conflicts in Algeria, Uganda and the Democratic Republic of the Congo. The illicit spread of small arms and light weapons is still problematic: out of the estimated 500 million in circulation world-wide, 100 million are reportedly in Africa.

1.4.3 Health

One of the major impediments facing African development efforts at the turn of the century was the widespread incidence of communicable diseases, in particular HIV/AIDS, polio, tuberculosis and malaria. The insufficient training of human resources for health in poor countries and the



migration of those who are trained in search of more favourable economic and work conditions has exacerbated the crisis. The Africa Health Strategy 2007-2015 points out that while “Africa has 10% of the world population, it bears 25% of the global disease burden and has only 3% of the global health workforce”. African leaders have recognised this problem and while they have increased their budget allocations to developing the human resources to manage their health systems, the beneficial effects would only be felt in the long term. Unless these epidemics were brought under control quickly, the real gains in human development would remain impossible.

HIV/AIDS

In 2002, approximately 30 million people were living with HIV/AIDS worldwide, of which 70% were in Sub-Saharan Africa.¹¹ It was the leading cause of death on the continent claiming 2.3 million lives annually, disproportionately affecting women and girls under the age of eighteen.¹² With 3.4 million new infections annually, the pandemic was obliterating critical economic, social and health care advances that took decades to achieve. National AIDS strategies were formulated and implemented by the earliest and most affected countries to where now almost 50% are reporting on implementation progress to UNAIDS. Most national epidemics have since stabilized or begun to decline, several countries have significantly reduced their AIDS prevalence rate among adults 15-49 years, and three countries have achieved the goal of treating at least 50% of their AIDS-afflicted population.¹³ While promising advances have been made in AIDS treatment, the costs and logistical complexities associated with these regimes had been prohibitive for most low- and middle income Sub-Saharan countries. Advocacy efforts however have resulted in almost 3.0 million people now receiving antiretroviral medicines. Nevertheless, progress on two key indicators remains relatively unchanged: 67% of people living with HIV worldwide and 72% of all deaths due to AIDS still occur in Sub-Saharan Africa.¹⁴

Polio Eradication

Polio was set to become the first disease of the 21st century and only the second disease in history after smallpox to be eradicated. The number of polio-endemic countries had decreased from 125 in 1988 to just ten at the end of 2001. However, seven of the remaining countries were in Africa: Angola, Ethiopia, Egypt, Niger, Nigeria, Somalia and Sudan. New outbreaks in northern Nigeria contributed to a reversal in the global downward trend with 202 and 355 new cases confirmed in 2002 and 2003 respectively. New polio cases were also being reported throughout west and central Africa in previously polio-free countries, all of which were as a result of imported wild poliovirus genetically linked to the Nigerian strain. The spread of wild poliovirus in Africa has since slowed considerably but is not contained based on the most recent polio virus case count provided by the World Health Organisation.¹⁵ The number of confirmed poliovirus cases in Africa had peaked in 2006 at 1,214 (93% in Nigeria), then dropped to 367 cases in 2007 (78% in Nigeria), only to rise again to 938 cases as of August 2008 (85% in



Nigeria). The spread of the wild poliovirus continues with new cases being reported weekly in Nigeria and neighbouring West African countries.

1.4.4 Agriculture, Water and Environment

Agriculture

Agriculture is critical to overall economic growth, food security and poverty reduction in agriculture-based countries most of which are in Sub-Saharan Africa which account for 89 percent of the world's rural population in agriculture-based countries. Agriculture can be the engine of overall growth in agriculture-based countries and this has, in fact, been the case for Africa where women are producing most of the food that is consumed locally.¹⁶

According to the International Food Policy Research Institute (IFPRI), after two decades of declining per capita incomes, Africa has achieved remarkable economic and agricultural recovery during the past 10 years; the continent's longest period of sustained positive per capita income growth since the 1960s.¹⁷ The recovery process, which started in the late 1990s, has led to average GDP growth rates of 6 percent per year, agricultural growth rates of 4-5 percent, and steadily increasing per capita food production. The recovery is also spreading across the continent; today, 70 percent of Africa's population lives in countries that have had positive per capita income growth in the past decade.

However, while average poverty levels among African countries have declined steadily since the middle of the 1990s, they have not declined quickly enough. In fact, the rate at which poverty is being reduced is well below what is required to meet the first Millennium Development Goal of halving the proportion of hungry people by 2015.¹⁸ The U.N. Food and Agriculture Organization (FAO) noted recently that 20 African countries are in need of food aid as a result of war, floods, crop failures or high domestic food prices.¹⁹ The most notable country is Zimbabwe where an estimated 5.1 million people may need assistance as the country grapples with worsening political and economic governance conditions and an outbreak of cholera. Total ODA to agriculture in Africa increased somewhat in the 1980s, but it is now back to its 1975 level of about \$1.2 billion. Public spending on agriculture in agriculture-based countries is currently less than half the NEPAD target of 10 percent of national budget.²⁰ This decline in attention to agriculture is all the more striking because it happened in the face of rising rural poverty.

Water and Sanitation

The first impression that one has of Africa is that it is blessed with abundant water resources. There are a number of large rivers including the Congo, Nile, Zambezi and Niger Rivers, and Lake Victoria is the world's second largest fresh water lake. But Africa is, in fact, the second driest continent in the world, after Australia, and millions of Africans still suffer from water shortages throughout the year. Africa is also confronted with increased climate variability such



as increasing droughts and floods.

Of the estimated 800 million who live on the African continent, more than 300 million live in a water-scarce environment.²¹ Over fourteen countries in Africa are already experiencing water stress and another 11 countries are expected to join them by 2025 at which time nearly 50 per cent of Africa's predicted population of 1.45 billion people will face water stress or scarcity. But this does not have to be the case. Continentally, less than four per cent of Africa's renewable water resources, 2% in Sub-Sahara Africa, are withdrawn for agriculture, domestic supply and sanitation and industry. More than 80 of Africa's river and lake basins are shared by two or more countries and many countries depend on water flowing from outside their national boundaries. There are, therefore, ample water resources available if they are developed and managed sustainably. Nevertheless, nearly 36% of the population in African countries lack access to a supply of safe water and about 62% per cent lack adequate sanitation.

New partnerships have been created among African riparian countries who have begun to harmonise their national policies through transboundary water resource management structures, for example, the Nile River Basin Initiative, the Volta River Basin Authority, and the Commission Internationale du Bassin Congo-Oubangui-Sangha. However, current levels of overseas aid to the water and sanitation sector are woefully inadequate to meet the MDGs, let alone achieving universal access. It is estimated that on aggregate, US\$ 20 billion per year will be required to achieve the targets of the Africa Water Vision 2025.²²

1.4.5 Trade and Infrastructure

Economic theory and the past successes of emerging economies in Asia suggest a strong causal relationship between economic growth, trade and development. In the context of a globalizing world economy with more open markets and global supply chains, Africa, particularly Sub-Saharan Africa, has not prospered as expected from the liberalisation of world trade.

World Trade

From 1960 to 1990, Africa's share in world trade declined from 6% to 2.9%. It declined further to 2.0% in 2000, but the latest trade statistics show that it has climbed back to 3% in 2007.²³ During this modest resurgence, total exports from Sub-Saharan Africa more than doubled from \$99 to \$220 billion US. Recent progress however is minimal for most African countries, with the exception of oil exporting countries or those that achieved a certain degree of industrialisation and export diversification, such as South Africa, Mauritius and North-African countries. From 1997 to 2007 exports of oil exporting Sub-Saharan countries grew by a factor of 5, while non-oil exporting countries increased by only a factor of 2. While the share of world exports for oil exporting sub-Saharan countries climbed from 0.36% to 1.03%, it declined from 0.49% to 0.43% for non-oil exporting countries.²⁴



In terms of manufactured goods, Sub-Saharan African exports increased by 26% from 2001 to 2007, slightly better than the 22% seen for agricultural products. This modest growth in manufactured exports is explained by the fact that some African countries have taken advantage of the Generalized System of Preferences schemes put in place in favour of least developed countries by the United States, through the African Growth and Opportunity Act (AGOA), and by the European Union, through the Everything but Arms (EBA) initiative. By the end of 2007, manufactured goods still only represented only 9% of total exports, against 11 % for agricultural products. As a proportion of world trade in manufactured goods Sub-Saharan Africa countries excluding South Africa accounted for only 0.23%, against 0.33% for South Africa alone and 32.05% for developed countries. Growth was concentrated in fuels and energy products and in metals and minerals, which increased respectively by 230% and 98%.²⁵ The growth of Africa's fuel exports has been the main factor for the changes in the structure of export destinations.

Trade Partners

The destination of exports for African countries has evolved considerably over time but continues to be more with countries outside the continent. The most important trading partners are the European Union (EU), the United States (US) and China; their average share of Africa's annual exports between 2000-2007 was 43.1% (US \$187,092 M), 18.1% (US \$78,585M), and 6.8% (US \$29,585 M) respectively.²⁶ EU imports from Africa have gradually receded since the 1960s when the same European countries accounted for 66 per cent of Africa's exports reflecting a general trend among African countries to diversify away from Europe.²⁷ US imports have increased significantly between 2005 and 2008 by 71% to \$86.1 billion driven largely by crude oil requirements (79.5% of total), although imports of non-oil products from sub-Saharan countries had doubled under the Africa Growth and Opportunity Act (AGOA)²⁸. China has recently emerged as Africa's third largest single trading partner; its imports also rose by more than 40% between 2001 and 2006. China along with other Asian countries, notably India, has become the destination for over 15% of Africa's exports reflecting the growing importance of the role of emerging markets in the global economy.

The share of intraregional trade in Africa had increased up to the mid 1990s but remained relatively stable at 10% until 2002, when it began to decline. While there are regional variations, African countries exported, on average, only 8% of their goods to each other in 2006, compared with 67% of goods traded between European Union countries.²⁹ Although, the continent has seen the establishment of multiple regional economic communities (RECs) and regional trade agreements (RTAs), regional economic integration remains very low. A possible reason for the recent decline in intraregional trade is the introduction of Generalized System of Preferences by the US and the EU, and China's recent elimination of tariffs on 190 commodities from 25 African countries,³⁰ which have made these international markets relatively attractive over those of Africa. Other supply and demand constraints to intra-African trade also include: economies that are characterised by small market/consignment size, a lack of competition and small-scale



infrastructure; the absence or poor condition of trade-related infrastructure, including trade logistics; lack of macroeconomic coordination, including the multiplicity and inconvertibility of currencies; and other supply-side constraints: weak export promotion, inefficient customs administration, cumbersome international payment mechanism and related trade facilities.³¹

Bridging the infrastructure gap was a key sectoral priority for African leaders in 2002 and the continent has since seen accelerated investment in energy, transportation, telecommunications and water infrastructure projects thanks to the creation of project preparation facilities established in collaboration with the African Development Bank and private sector investors. For example, the newly created NEPAD-Infrastructure Project Preparation Facility has generated at least \$1 billion of potential project funding for the near future.

1.4.6 Information Communication Technology

African access to information communications technology (ICT)³² for development is still very limited compared to other regions in the world and the digital divide remains a reality for millions of Africans.

Mobile Cellular Penetration

Mobile cellular is increasingly dominating the telephone market in Africa where mobile subscribers represent 90% of all (fixed and mobile) telephone subscribers. From 2005-2007 Africa experienced 39% year-over-year growth in mobile cellular, which has brought voice service to more people than was ever originally envisioned. The mobile penetration rate however varies widely across the continent. In 2006 in the top 10 African mobile markets, South Africa had the highest mobile penetration rate of 69.9%, whereas the Democratic Republic of the Congo had a penetration rate of just 4.3%. Despite this growth, mobile penetration in Africa overall remains the lowest of all regions at 27 subscribers per 100 inhabitants, compared to the global average of 49 per 100.³³

Fixed Line Penetration

In 2004, Africa had by far the world's lowest penetration of fixed lines, with a continental average of around 3 main lines per 100 people; six countries (Algeria, Egypt, Morocco, Nigeria, South Africa and Tunisia) accounted for 75% of all fixed lines on the African continent.³⁴ Some progress has since been made in countries, e.g., Nigeria, mainly through fixed-wireless systems. Nevertheless, Africa had only 1.6 million fixed broadband subscribers in 2007, less than any other region.

Internet Penetration

While internet penetration is gradually trending upward since 2004 from 1.8% of the population, to 3% in 2005 and 5% in 2007, it still compares unfavourably to 20% worldwide.³⁵ Africa accounts for only 0.3% of global activity in the internet.³⁶ The development of ICT infrastructure in Africa faces the challenges of low population density, low incomes and a large rural



population. The infrastructure build out is slow and uneven, lagging from other parts of the world placing some African countries at risk of falling further into the digital divide.

2.0 EVALUATION METHODOLOGY

2.1 Evaluation Objectives and Scope

The Terms of Reference for the CFA Summative Evaluation took into consideration the requirements of the Treasury Board of Canada Secretariat Evaluation Policy (2001), the Development Assistance Committee Evaluation Quality Standards of the Organisation for Economic Co-operation and Development, as well as CIDA's Evaluation Policy and Standards. It identified the following evaluation issues that were to be addressed: efficiency, success/results achievement, relevance and sustainability.

It also took into consideration the *Agency Results-Based Management and Accountability Framework* (January 2002), a key policy guidance document which was current when the CFA was launched. It defined in detail two levels of results for which the Agency was fully and partially accountable: enabling and development results respectively. The following four main evaluation questions brought together the evaluation issues and these two levels of results:

Enabling Results

- To what extent did CIDA provide an enabling environment for the **efficient** and **effective** implementation of the Canada Fund for Africa?

Development Results

- To what extent were the CFA funded initiatives successful in their expected outcome level results achievement?
- To what extent did the CFA contribute to NEPAD expected outcomes?
- To what extent were the outcomes achieved relevant and sustainable?

The scope of the evaluation included the following six sector portfolios: Governance; Peace and Security; Health; Agriculture, Water and Environment; Trade and Infrastructure; and Information Communications Technology. Not included in the evaluation scope was the Canadian Investment Fund for Africa initiative, a \$100 million fund that is the object of a stand-alone evaluation since it was only launched in 2005 and is expected to end in 2014. The timeframe for the evaluation included the actual six-year implementation period from fiscal year 2002/3 through to 2007/8, including all disbursements as of March 31, 2008.

2.2 Design and Planning Phase

A design and deliver evaluation methodology was used in close consultation with the CFA Secretariat staff, until its closure in September 2008. An Evaluation Team Leader and six Sector



Experts, each responsible for one of the CFA sector portfolios, constituted the core evaluation team. Key to the quality of the evaluation design was the preparatory research, documentary analysis and planning done on a sector portfolio basis and then unified and standardised in a Consolidated Work Plan which was approved by the CFA Secretariat in July 2008.

2.2.1 Optimising Secondary and Primary Data Collection

An impressive body of evaluation work was conducted on CFA funded initiatives, much by the CFA Secretariat (BFF) and also by the recipient organisations and donors. The challenge was to build on rather than duplicate relevant and credible findings on the achievement of development results. This required a thorough meta-analysis of 21 evaluation reports to determine the relevance of the evaluation mandate, rigor of the methodology used, reporting on enabling and development results, and credibility of the findings, conclusions and recommendations. The objective was to build on this body of secondary evaluation information and avoid unnecessary primary data collection on development results. Using a custom designed meta-analysis template, the Sector Experts documented the evaluation data gaps which provided the basis for designing a cost-effective sampling framework and primary data gathering strategy.

In light of the existing evaluation information available, the sampling of CFA initiatives for field missions and project site data within each portfolio was based on the following criteria to ensure appropriate representation and coverage of CFA programming: investment size (combined total of 60% of disbursements to date); delivery modality and funding arrangements; reach (geographic scope and target beneficiaries); and, maturity of the initiative. A Sampling Table was prepared where the data on the above criteria for each of the CFA portfolios and initiatives is presented in **Annex E** – Table 1. The last column in the Sampling Table identifies the countries where field missions were to be undertaken in order to collect primary evaluation data to fill the gaps identified in the existing evaluation coverage.

2.2.2 Choosing a Contribution Analysis Approach

Evaluating the success and outcome achievement of a strategic policy initiative with the geographic scope and diversity of sectoral initiatives, which characterised the CFA, was challenging. There were significant data problems to contend within, e.g., the absence of relevant baseline data and reliable secondary data on donor aid flows, Millennium Development Goal (MDG) indicators, economic growth, changes in poverty, etc. There were constraints to collecting and using evidence through the use of experimental or quasi-experimental designs, i.e., what would have happened in the absence of these CFA initiatives. In addition, there were the challenges of demonstrating attribution in a development context wherein there were many bilateral donor interventions, a multiplicity of aid delivery channels, joint donor initiatives and national government programmes all with similar development goals and objectives. Demonstrating attribution using the methods for Impact Evaluation³⁷ was considered unrealistic.³⁸



Contribution analysis was a viable and acceptable approach under the circumstances.³⁹ The aim was to reduce uncertainty about the contribution of the CFA, a realistic evaluation strategy given the complexity of the evaluation setting. The approach entailed establishing intended causal linkages using logic modeling, and then using multiple lines of evidence (including the analysis and conclusions from the meta analysis of existing evaluations), estimations of the existence and strength of linkages between projects and the six sectoral themes, to present a credible evidence-based performance story. Figure 1 in the *Supplementary Material—CFA Evaluation*¹ presents the *CFA Summative Evaluation Logic Model* that was included in the approved Consolidated Work Plan to illustrate the expected contribution of the CIDA enabling environment to the successful implementation of CFA funded initiatives, which would in turn contribute to the NEPAD expected outcomes in a relevant and sustainable manner.

2.2.3 Stakeholder Consultation

A stakeholder consultation was held between the evaluation team and the CFA Secretariat staff in early July 2008 to discuss the overall evaluation design as presented in the Consolidated Work Plan which included chapters on the CFA profile, expected outcomes and evaluation logic model, evaluation management and methodology, primary data collection schedule, resource planning and budget. It also included a standard Evaluation Framework (**Annex C**) used by all the Sector Experts as the main tool for data collection and the presentation of findings. Specific expected outcomes and performance indicators for the sampled CFA initiatives in each sector portfolio can be found in the sector evaluation reports.

2.3 Implementation Phase

2.3.1 Primary and Secondary Data Collection

Detailed documentary analysis and primary data collection took place between July and December 2008 in Canada, New York, Geneva, and in seven African countries. All sampled CFA initiative project files, previous evaluation reports and other documentation was analysed and preliminary briefs prepared for discussion. Key implementing partner headquarters were then visited either separately or in conjunction with the field missions to conduct interviews. While the focus countries for the field missions were Ethiopia, Kenya and South Africa, several other countries including Ghana, Nigeria, Senegal and Mozambique were also included by the Sector Experts to ensure that sufficient primary data was collected on CFA initiatives within their sector portfolios. Primary data was collected through face-to-face interviews with CIDA and DFAIT headquarters staff (72), CIDA field staff (18), Canadian and international implementing organisation representatives (154), other donors (38), African beneficiaries (134) and prominent experts (48). Table 7 in **Annex E** presents the number of persons from whom data was collected by sector portfolio.

¹ The *Supplementary Material – CFA Evaluation*, is available upon request from CIDA’s Evaluation Directorate.



2.3.2 Analysis Process

The analysis process involved four steps based on the CFA Summative Evaluation Logic Model (See Figure 1 in *Supplementary Material - CFA Evaluation*). First, the Sector Experts analysed the data collected on enabling results on a portfolio by portfolio basis and used the findings to inform their understanding of the performance of the initiatives in their portfolio. The second analysis was of the achievement of development (immediate) outcomes using the performance indicators of each CFA initiative. Both secondary documentary evidence and primary data was compiled and collected on each of the expected outcome indicators for each of the sampled CFA initiatives for each of the sector portfolios in order to assess the extent of outcome achievement. Data was collected to substantiate that the main alternative explanations for the outcomes' occurring, such as other related development programs or external factors, had been ruled out, or clearly had only a limited influence. The third step examined the extent of the contribution that the CFA portfolio of initiatives had made collectively to the NEPAD expected outcomes, based on the following factors: 1) the leadership position taken in setting the donor agenda on certain development issues and African initiatives; 2) the strategic importance of the funding allocated to any given sector and/or initiative; 3) the extent of outcome achievement for each initiative and for the portfolio; and, 4) the leveraging effect the funding had on other donors. The Sector Experts were required to exercise their evaluative judgement supported by a solid evidence base and strong logical cause-effect arguments which were presented in the "General Conclusions" chapter of their sector evaluation reports. The fourth step in the analysis process involved a determination of the relevance and sustainability of the CFA contribution and the development outcomes achieved. The uptake of CFA initiatives by African governments, institutions and/or other donors was a key factor in this assessment.

2.3.3 Assessing Gender Equality Outcomes

CIDA's 1999 Policy on Gender Equality situated gender equality as a "cross-cutting" theme for all of its development assistance programming with the expectation that its investments would either directly or indirectly generate gender equality outcomes. Gender equality evaluation tools were prepared for the evaluation team to undertake this assessment which included two key tools presented in **Annex D** that were used for primary data collection and reporting by each of the Sector Experts. The evaluation of enabling and development results thus included a mapping and assessment of the extent to which gender equality planning and management was undertaken in each CFA portfolio and initiative, as well as an assessment of the achievement of gender equality outcomes based on previous evaluations and reviews, annual performance reports, and the primary data collected by the evaluation on each initiative. The evaluation findings with regard to gender equality were presented in summary tables in each of the sector evaluation reports.

2.3.4 Synthesis Report Preparation

Subsequent to the closing of the CFA Secretariat in September 2008, the Evaluation Directorate



continued to liaise with CIDA's Eastern and Southern Africa Directorate, which assumed responsibility for the coordination of stakeholder feedback. Presentations and discussions were held with CIDA, DFAIT and Industry Canada stakeholders once the draft reports and the participants became available. Readers are encouraged to refer to the six sector evaluation reports totalling over 750 pages of detailed findings which provide evidence-based conclusions.

The sector evaluation reports and the Evaluation Team Leader's interview notes, as well as additional reference documents were used as primary source documents for the preparation of the Synthesis Report. Document content analysis software (Atlas/ti) was used to code and analyse the evaluation findings, formulate conclusions and lessons learned that cut across all of the CFA portfolios. Graphic logic modeling was employed in conducting the contribution analysis based on the findings and conclusions contained in the sector evaluation reports. Figures 2 and 3 in [Annex F](#) illustrate how many and which CFA portfolios/initiatives made contributions to the NEPAD expected outcomes and gender equality results in terms of advancing women's equal participation with men as decision-makers; realisation of human rights for women and girls; and reducing gender inequalities in access to and control over resources and benefits of development.

2.4 Constraints

The constraints encountered by the evaluation were as follows: the pan-African and thematic scope was challenging in relation to the subject matter expertise required; the complexity of the CFA programming presented some evaluation management challenges; absence of baseline data and limited outcome level quantitative indicator data contained in monitoring or annual progress reports; access to knowledgeable implementing organisation staff and beneficiaries due to the closure of many initiatives; and the closure of the CFA Secretariat caused delays in obtaining coordinated and timely feedback on the draft sector evaluation reports. The above constraints collectively limited the range of data analysis techniques available to the evaluation to complete an impact evaluation of development results, although a variety of qualitative, inferential and comparative data analysis techniques were used to complete the contribution analysis.

3.0 ENABLING RESULTS ACHIEVEMENT

3.1 Appropriateness of Design

CIDA actively engaged African leaders and organisations, as well as other Canadian government departments, in consultations which shaped the design of the Fund. It demonstrated its capacity to create the enabling conditions for the timely launch of the Fund and its 33 initiatives which were all fully coherent with the New Partnership for Africa's Development (NEPAD) sector priorities and relevant to the needs of the intended African beneficiaries. African ownership and



leadership was most evident in the selection and design of the ten initiatives where African institutions were the direct recipients of funding. The selection of large Pan-African and regional initiatives implemented by multilateral and international organisations with absorptive capacity addressed the key design parameters and the time constraints of a sunset programme. The time pressures to launch the Fund and its 33 initiatives within 18 months did however manifest itself in that due diligence requirements were sparsely documented and corporate policies known to improve aid effectiveness, i.e. gender equality and results-based management were given mixed attention during the planning process.

3.2 Governance Structure and Implementation

The governance structures and processes established for the Fund and the CFA Secretariat mobilised valuable resources and enhanced initiative implementation, however they could have been more formalised in order to allow the Fund to fully optimise inter- and intradepartmental synergies for strategic policy guidance and performance oversight. The CFA Secretariat made full use of CIDA's functional and technical support services and did not experience any access or capacity issues, with the exception of gender equality expertise. Oversight by the CFA Secretariat for ongoing performance monitoring and reporting at the Fund level was planned, but faltered in implementation; at the level of the individual initiatives oversight was generally adequate evidenced by regular monitoring missions, although the evaluations of individual initiatives that were conducted (63%) were not always timely since the majority (80%) were completed in the last 18 months of the funding period. The governance structures and processes established by the implementing organisations for their initiatives were generally appropriate, inclusive of African partners and provided adequate oversight with few exceptions.

3.3 Partnership Development and Harmonisation

The creation of the Africa Partnership Forum at the 2003 G8 Summit in Evian provided a vehicle for the international engagement of development partners at a high political level to review progress in specific matters related to development in support of Africa and the NEPAD. Partnerships with important African institutions were both created and strengthened through the Fund, although mutual accountability and transparency in the use of development resources and managing for results could have been improved. The CFA Secretariat staff had success in advocating aid effectiveness principles with its multilateral organisation partners in the context of multi-donor initiatives when they were able to work in concert with other donors through appropriate governance structures and processes; in some cases the Fund assumed a leadership role as the initial sole donor to a multilateral organisation initiative and experienced more challenges when advocating aid effectiveness principles. International organisations stood out for their exemplary demonstration of partnership development and innovative programming on a Pan-African, regional, country and community scale, while at the same time being responsive with respect to implementing the aid effectiveness principles, especially gender equality and



managing for results. The partnership relations that Canadian organisations strengthened with their African partners at the municipal, community and village level were strong and meaningful. They were also very receptive to offers of assistance and suggestions with regard to mainstreaming gender equality and applying results-based management.

A comparative analysis across sector portfolios of successful gender-mainstreaming and quality of results-based reporting, including sex disaggregated data, revealed some patterns. First, those service delivery initiatives working with individuals and communities as targeted direct beneficiaries were the most successful. Secondly, those capacity building initiatives involving enterprises, associations, institutions or networks also had some success but used more qualitative evidence of performance. Finally, those initiatives involving improved governance, broad policy reforms in integrated water management, international trade and market access, and information communications technology had less success.

3.4 Resource Mobilisation

The Fund played a catalytic role in mobilising significant additional resources achieving a 2.5:1 leveraging ratio. It directly leveraged approximately \$950 million in additional aid and co-financing, primarily through timely, bold and innovative multi-donor funded initiatives designed to create African institutional capacities to meet priority development needs. CFA grants to individual multilateral organisations to support their ongoing programming had little catalytic effect except where synergies were intentionally fostered between UN-Habitat and the African Development Bank. There was no evidence to suggest that CFA funding to international and Canadian organisations had any significant catalytic effect in leveraging additional funding, although in-kind contributions were made by some organisations in the context of their initiatives.

3.5 Efficiency

Efficiency was a characteristic of the Fund's design, but not necessarily the programme delivery modalities used. The administrative arrangements between the CFA Secretariat and CIDA was very efficient in containing overhead costs which could not have been accomplished had a new infrastructure been created for a stand alone Fund. Although roles and responsibilities could have been better clarified initially in the Administrative Arrangements with DFAIT and Industry Canada, the CFA Secretariat's operating and management procedures were generally clear, streamlined and flexible for the majority of implementing organisations. The layered implementation modalities employed, particularly the UN Agency "service costs" at 13%, added to the combined overhead and management costs for some CFA initiatives. Consequently, the efficiencies achieved in the Fund's design were largely offset by the additional implementation costs.



4.0 DEVELOPMENT RESULTS ACHIEVEMENT

4.1 Fund Performance

Key to understanding the Canada Fund for Africa is that it was designed as a Fund and not as an integrated development programme with an overall implementation strategy or series of portfolio strategies. The Fund's initiatives were not selected or designed with the intention of complementing one another at an operational level and were thus evaluated as standalone initiatives. An overall assessment of sector portfolio performance was completed and the evaluation concludes that:

1. The **governance portfolio** representing 12% of CFA funding had partial success in achieving its expected intermediate outcomes, which will require sustained support by African partners to optimise the government and civil society capacities that have been developed.
2. The **peace and security portfolio** representing 7% of CFA funding had partial to major success in achieving its expected intermediate outcomes, some of which have since been amplified by African partners and other donors to strengthen African institutional capacities to monitor and mitigate state and non-state conflicts in Africa.
3. The **health portfolio** representing 30% of CFA funding had major success in achieving its expected intermediate outcomes which have created important enabling conditions for the discovery of an AIDS vaccine for Africa and the eventual eradication of polio in the remaining endemic countries.
4. The **agriculture, water and environment portfolio** representing 34% of CFA funding also had major success in achieving its expected intermediate outcomes which have created important enabling conditions for increased agricultural production and integrated water resource management in Africa.
5. The **trade and infrastructure portfolio** representing 8% of CFA funding had partial success in achieving its expected intermediate outcomes, but has nevertheless created important enabling conditions for African institutional capacity in trade policy research and negotiation, as well as in infrastructure development.
6. The **information communications technology portfolio** representing 9% of CFA funding had partial to major success in achieving its expected intermediate outcomes, which will require focussed and sustained support by African partners and donors to optimise the government, civil society and private sector capacities that have been developed.

The Fund was successful in its two major sector portfolios, i.e., health, and agriculture, water and environment, which represented 64% of its disbursements primarily through multilateral and international organisation programmes. It was also successful in strengthening African institutional capacities through multi-donor funds and direct funding for organisational infrastructure, although continued African government and donor support will be required to optimise the achievement of these development results. Other capacity development initiatives



with civil society organisations and communities did not reach their full potential within the fixed timeframe of the Fund, especially in the absence of ongoing funding. Although a handful of initiatives worked effectively with women and women's organisations at the community level, the Fund as a whole contributed marginally to the achievement of gender equality outcomes.

4.2 Sector Portfolios

4.2.1 Governance

In adopting NEPAD, African leaders acknowledged that “development is impossible in the absence of true democracy, respect for human rights and good governance”. The CFA had allocated 12% of its funds to five governance initiatives⁴⁰ which addressed NEPAD development priorities with a broad spectrum of activities at four levels of government (local, national, regional and Pan-African). They were, for the most part, designed to contribute to the cross cutting objective of building capacity to achieve development goals and to strengthening institutions; they also supported regional and sub-regional partnerships within Africa, and between African institutions and global networks. Their expected outcomes were grand in scope and in some cases unrealistic for governance programming where change occurs only incrementally and slowly over time. Nonetheless, the CFA governance initiatives have had many positive and some unintended outcomes; **Annex E** – Table 7 presents the assessment of expected outcomes achievement.

NEPAD African Peer Review Mechanism

The NEPAD African Peer Review Mechanism (APRM) has one of the most ambitious goals of any of the governance initiatives: “Improved governance in APRM signatory countries”. While there is no direct cause and effect relationship that can be established in this evaluation between general measures of improved governance and the APRM reviews, the expected outcomes of the Fund's contribution have been achieved to a major extent.

The NEPAD APRM Secretariat⁴¹ has brought continental and international visibility to governance as an issue that is now owned and largely funded by African countries. As of July 2008, 29 countries⁴² were voluntary signatories to the Memorandum of Understanding, representing slightly more than half of the Member States of the African Union and about 75% of the continent's population; 14 of those countries have formally launched the review process and established national self-assessment structures, seven of these countries⁴³ have completed the “peer review process” and five countries have made their National Plans of Action publicly available, i.e., Algeria, Benin, Ghana, Rwanda and South Africa. While these numbers may at first regard be unimpressive given the years that have passed, the pace of the reviews has increased as several other countries, such as, Egypt, Gabon, Lesotho, Mauritius and Mozambique are expected to complete their reviews in 2010, attesting to the increased capacity of the APRM Secretariat to plan and manage the review process.



The involvement of civil society organizations in the APRM process has varied considerably with Ghana being often cited as an exemplary case, while weaknesses in this regard were identified in the Uganda and South Africa processes.⁴⁴ Nevertheless, the most widely acclaimed achievement of the APRM process,⁴⁵ with which this evaluation concurs, has been the opening up of governance to discourse with civil society in a constructive way. Civil society organizations, including the media and the private sector have found that government information became available through their country peer review process that wasn't available previously, enabling them to engage on critical issues, such as, managing diversity, electoral processes, land management and corruption much more actively.

Text Box 1 – Participatory Approaches to Policy Making

ACBF core funding during start-up stages was vital in allowing one organization to establish itself and build the close relations with government that enabled them to open up the process of budget preparation to civil society. Their credibility was such that when they organized a major conference on budget in 2006, the government assigned several Chief Directors to work directly with them. The Minister, Presidential Advisor and representatives of line ministries attended. The Minister of Youth came with a “canned” speech. Midway through, he ended the speech and sat down to actually engage with youth representatives in the audience, with the result that a real dialogue took place. The Chief Advisor to the President had a time slot of 1 ¼ hours, but ended up spending more than 2 ½ hours talking with participants in a highly engaged fashion. The budget added approximately \$100 million to support youth employment as a result.

- *Beneficiary Testimonial*

Strengthening the African Public Sector (ACBF)

In 2003, the African Capacity Building Foundation (ACBF) received a grant to ‘strengthen the African public sector’. At that time, the ACBF was recognised in a mid-term evaluation as having “a credible reputation for being the premier indigenous institution providing long-term support for the development of professional capacity for policy analysis in Africa.”⁴⁶ The evaluation also critiqued the ACBF Secretariat for being overly ambitious in its development goals and geographic coverage in relation to available resources; views that were echoed in the subsequent two evaluations.⁴⁷ These evaluations have served as important secondary data sources for the current assessment of the extent of expected outcome achievement. Combined with the primary data collected by this evaluation, the findings reflect at least partial to major achievement of expected outcomes across the range of areas in which ACBF supports public sector capacity building, as well as confidence among African leaders in ACBF’s basic capacity building programmes.

ACBF is the only Pan-African institution of its kind, enjoys access to a relatively significant pool of resources and is credited with having “succeeded in reaching vital agencies in the core public sector and among non-state actors to improve the policymaking process; strengthening voice and



promoting a culture and practice of transparency and accountability.”⁴⁸ Two noted features of its programming are its utilisation of African expertise and its continued improvement in policy processes, as reflected in increased participatory policy-making as described in Text Box 1 above, more predictable macro-economic policies, and a sustained commitment to country-led development policies.

With regard to its capacity to design and deliver training and support on public sector policy and programme development, the ACBF is considered to be generating positive output level results based on its own internal evaluations. Its financial and administrative capacity is also regarded by donors to the Trust Fund as deserving of confidence. It does suffer however from two longstanding weaknesses: a lack of capacity and application of results-based management; and a lack of understanding and capacity in the area of gender mainstreaming. While the previous evaluations have cited numerous examples of policy initiatives and legislative changes which are directly attributable to ACBF projects, the lack of readily available and systematically collected outcome level performance data has hampered a more rigorous assessment of the positive development outcomes achieved. While a Knowledge, Evaluation and Learning Department has since been established, this situation had not changed significantly since the 2006 External Evaluation which stated the following:

"There is no obvious way for making a formal measurement of impact (or for determining what percentage of individual project grants have been classified as having satisfactory outcomes), but in light of the original motivation of the initiative, this evaluation judges that the results have been unequivocally superior to that of the vast quantity of resources that have been spent and continue to be spent on technical assistance staffed by international experts."

Africa-Canada Parliamentary Strengthening Programme (ACPSP)

The expected outcomes for the Parliamentary Strengthening programme focussed essentially on the increased capacity of parliamentary committees and action groups to engage effectively in the three areas: poverty reduction, corruption and participation of women. The programming approach was based on the value of sharing of African experience through peer networking. The Poverty Reduction Network, a creation of the project, achieved the expected outcomes to a major extent, especially in Ghana where it was credited by Parliamentarians with having “had a positive impact especially on the Ghana Poverty Reduction Strategy (GPRS) II, as Parliament was more involved in its formulation than they had been in GPRS I.” In Ghana and Uganda it developed pilot projects wherein committees worked with NGOs to evaluate poverty reduction strategy papers; in this process, civil society organisations were educated as to their possibilities to work with parliaments, and doors were opened for access. The network remains active and has expanded to Niger, Benin and Burkina Faso, with participating Parliamentarians from these countries contacting one another to exchange information, share lessons and experiences.



The other two networks suffered from weak management and follow-up in between sponsored events; they have since collapsed in the absence of external funding. The African Parliamentary Network Against Corruption (APNAC), located in Nairobi, was most effective in Kenya, but lacked focus and support in other countries. The Gender Network's significant achievements were more at a personal level than having institutionalized a "greater focus on gender issues in Parliaments". However, by supporting the establishment of the Parliamentary Centre's Accra office, the CFA created what could become the only institution located in Africa and staffed by Africans working in the field of parliamentary strengthening. This was not an intended result of the project, but could with donor support contribute in the long term to more lasting governance networks and structures.

Text Box 2 – Strengthening African Institutions

"FCM was one of the first organizations to come forward and provide financial support to (UCLGA)... Sometimes new associations like ours need an initial injection of funding to take root. Through ALGP, FCM provided that for us."

Source: Crossroads Magazine, Keeping up the Pace.

African Local Governance Project (ALGP)

The expected outcomes for the African Local Governance Project (ALGP) focussed essentially on strengthening the capacity of continental and national associations to be mutually supportive of their respective efforts to strategically promote decentralisation and good governance models and practices. Notwithstanding the overly ambitious design, excessive complexity and numerous expected outcomes, it achieved in part or to a major extent these core expected outcomes.

As described in Text Box 2, the ALGP was instrumental in the launching of the first truly continental association representing local governance, the United Cities and Local Governments of Africa (UCLGA). In November 2007, UCLGA signed a Memorandum of Understanding with NEPAD and is actively working to do the same with the Pan African Parliament focussing on development issues of common concern. At the national level the ALGP also played a key role in the creation of the Mozambican association of local authorities. While these associations might have been created in any case, their access to ALGP resources and expertise clearly increased their visibility, capacity and chances of survival.

More established associations have also benefited from ALGP support. The Association of Local Authorities of Tanzania has developed a knowledge management strategy, training manuals and has undertaken several specific initiatives that are becoming "templates" for their members. South-South knowledge sharing, collaboration and mutual support was also facilitated among established national associations in Ghana, Zimbabwe and Kenya. Improved relations among English, French and Portuguese local government associations and authorities have been an



unexpected outcome of this cooperation, an important contribution to the strengthening of the UCLGA.

The outcomes towards which only limited or no progress has been made may well benefit over the longer term as the results of these core outcome achievements take effect on improvements in local government revenue streams, advocacy and the delivery of services to local populations.

Summary Conclusion: Recognising that some expectations were overambitious to be achieved within the Fund's timeframe, the evaluation concludes that the governance portfolio as a whole can be considered to have had at least partial success in achieving its expected development outcomes which will require sustained support by African partners to realise their full potential.

4.2.2 Peace and Security

The NEPAD peace and security initiative included three components: 1) promoting long-term conditions for development and security, 2) building the capacity of African institutions for early warning, as well as enhancing their capacity to prevent, manage and resolve conflicts; and 3) institutionalising commitment to the core values of the NEPAD through leadership. The CFA had allocated 9% of its funds to eight initiatives which were, for the most part funded at the same level of \$3-4 million each. Their expected outcomes were numerous, complex and ambitious in relation to the magnitude of the peace and security issues being addressed; this was particularly problematic given the delays experienced in designing and launching the Canadian non-governmental organisation (NGO) projects which were faced with a shortened implementation timeframe. The two African partner institutional capacity building initiatives with the African Union (AU) and the Economic Community of West African States (ECOWAS) were Pan-African and regional in scope respectively. While the Fund's contributions to these African institutions were modest, they were also timely and flexible in addressing organisational needs for early warning and conflict resolution capacities which both institutions have since developed to a major extent. The March 2006 evaluation of the UNDP Arms for Development initiative in Sierra Leone highlighted some major issues which reflected poorly on its performance and had limited expected outcome achievement when the CFA funding ended. The remaining five Canadian NGO projects were all multi-country in scope and for all but one, achieved their expected outcomes in a partial to major extent. **Annex E** – Table 8 presents the assessment of expected outcomes achievement for the portfolio.

Strengthening the Peace and Security Capacity of the African Union

The African Union's (AU) institutional capacities for early warning conflict monitoring, diplomacy, peace and security interventions have increased considerably since this initiative was launched in 2003. Its Peace and Security Directorate (PSD) is the Secretariat for the Peace and Security Council (PSC) and is mandated to take actions to prevent, manage and resolve continental conflicts through support to non-military activities such as political mediation, conflict prevention and resolution and peace support missions. Prior to CFA funding it had few



staff and no operating budget. It is now fully staffed with Political Analysts, Special Envoys and technical and communications experts. It also operates a “situation room” and has had the lead role in developing an integrated continental-wide early warning system (CEWS) used in partnership with the Regional Economic Communities (RECs). Development of CEWS has progressed, albeit slowly through the stages of software development and installation, development of data collection tools and most importantly fostering cooperation between the AU and REC representatives from their respective early warning units. The AU CEWS web-based portal is now operational with assistance from other donors.⁴⁹

The Peace and Security Council (PSC) has over the years increasingly demonstrated leadership in its interventions in state and non-state conflicts. By 2007, the United Nations Security Council and the AU PSC agreed to pursue consultations to strengthen cooperation and partnership. Annual meetings have since been held as well as joint peace-building missions.⁵⁰ Political Analysts from the Peace and Security Directorate (PSD) have played an important role in the preparation and conduct of these missions, as described in Text Box 3 below.

The AU has increasingly played a leading role in support of the protection of civilians in armed conflict. An illustrative example is the African Union Mission to Somalia (AMISOM), a regional peacekeeping mission operated by the African Union with the approval of the United Nations. It was created by the African Union's Peace and Security Council in January 2007 with an initial six month mandate that has since been extended to support transitional governmental structures, implement a national security plan, train the Somali security forces, and to assist in creating a secure environment for the delivery of humanitarian aid.⁵¹ While nine battalions of 850 soldiers each were envisaged, only three battalions and a field hospital have been mobilised from Uganda and Burundi contingents, which reflects the challenges AU has had in getting African countries like Nigeria to fulfill their troop pledges.⁵² Nevertheless, the African Union has established a presence in other countries as well, often jointly with UN Security Council peacekeeping forces to engage in conflict resolution efforts while protecting the safety of civilians in armed conflict.⁵³

The AU's record in denouncing violations of International Humanitarian Law and human rights abuses has been mixed over the years. Its Commission on Human and Peoples' Rights was slow to denounce President Robert Mugabe for the "the continuing violations and the deterioration of the human rights situation in Zimbabwe, the lack of respect for the rule of law and the growing culture of impunity",⁵⁴ while the recent decision to ignore the International Criminal Court arrest warrant for Sudan's President Omar al-Bashir has also disappointed many international human rights advocates.

Text Box 3 – Role of the Political Analyst in the Peace and Security Directorate

On a daily basis the Political Analyst follows activities related to his countries of focus on the television (mainly CNN), on the radio (mainly BBC) and via the internet. He prepares weekly situation reports for the PSD Head and the AU Chairperson. Depending on the gravity of the situation, he may also be asked to prepare daily briefings. He frequently visits the countries for



which he is responsible as part of the AU non-military observer missions and prepares the mission reports. When the Peace and Security Council meets, he prepares the briefing material including offering different options for decision making by the Chairman, the Peace and Security Council, the Directorate and other AU organs, as requested.

Source: Beneficiary Testimonial

Economic Community of West African States: Capacity Building

In 2003, the ECOWAS Political Affairs, Defence and Security Department (PADS) was concerned with supporting peace and national reconciliation in Ivory Coast, Sierra Leone and Liberia, as well as monitoring cross border crimes including drug trafficking in most West African countries. It was also looking to operationalise ECOWAS's contribution to the African Standby Force.

CFA support of \$1M enabled the PADS Mission Planning and Management Cell (MCMP) to hire eight additional staff to plan and support peacekeeping missions. It gave a more prominent role to African military strategic planners as previously foreign military advisors had dominated. This new capacity strengthened and enhanced existing collaborations with the African Union's Peace and Security Directorate (PSD) with regard to the African Standby Force and led to greater African integration of operating standards and procedures for intervening in identified conflicts. This enhanced capacity attracted other donors who contributed funding for peacekeeping missions such as the ECOWAS Mission in Liberia and the ECOWAS Mission in the Ivory Coast, as well as through general peace and security programs, e.g., Denmark's development agency (DANIDA) provided \$11M in direct funding support.

CFA support also enabled ECOWAS to establish a PADS Small Arms Unit (SAU) by providing start up and operating costs including four staff positions. The Small Arms Unit developed the institutional structure, legal foundation and a plan to operationalise the SALW Moratorium and provided reporting on its implementation progress to the 15 ECOWAS Ministers of Foreign Affairs. In June 2006, the SALW Moratorium was changed to a Convention to be legally ratified by ECOWAS member States. The Convention takes a "security first" approach and includes integrated measures to control SALW; it is supported by plan of action, which includes cross border and common practises for ECOWAS members. The Parliaments of eight West African countries, i.e. Burkina Faso, Niger, Mali, Senegal, Gambia, Sierra Leone, Togo and Liberia, have since ratified the ECOWAS Convention, although ratification by the seven remaining West African States will be important to ensure a collective regional effort.

The SALW Moratorium was one of the few regional policy decisions that was actually operationalised and monitored for compliance through the establishment of the PADS Small Arms Unit. Compliance with the SALW Convention still needs to be further strengthened through the development of enforcement capacity, public oversight and effective control and reporting mechanisms by the National Arms Commissions and the national police. The opportunity to fully operationalise the Convention may yet still occur through ECOWAS's Small



Arms Control Program (ECOSAP). ECOSAP provides technical and financial support to build the capacity of the National SALW Commissions of the 15 ECOWAS member States, as well as the capacity of the PADS Small Arms Unit. In October 2005, an ECOSAP pledging conference was held which attracted nine donors who collectively contributed US\$31.4M for 2006-2011 to the UNDP administered Trust Fund. Since CIDA declined to attend or contribute funds to secure a seat at this donor table, its contribution to furthering the operationalisation of the SAWL Convention is limited to what can be attributed to the activities of the Small Arms Unit.

West African Police Project

The CFA West African Police Project (WAPP) initiative piloted a new program to help ECOWAS member states train police officers to participate in UN peacekeeping missions. The training courses and instructors to facilitate participation in peacekeeping operations were provided to key training organizations in the West African region. Peace operation training was conducted on a regional basis by three regional training centers with the coordination and involvement by ECOWAS: the Kofi Annan International Peace Training Center, École de Maintien de la Paix in Mali and the Africa Centre for Strategic Research at the National War College in Nigeria. The upgrading of the capacities of national police/gendarmeries forces occurred in six countries; Burkina Faso, Ghana, Mali, Nigeria, Senegal and Sierra Leone. According to the United Nations Department of Peacekeeping Operations (UN DPKO) records, the participation rate of civilian police from West African countries in UN peacekeeping missions had increased 230% since the WAPP initiative started in 2004. It is highly probable that much of this increase is attributable to the initiative however there were other factors that may have contributed as well. From 2005-2008, UN DPKO placed its pre-deployment training courses on line, substantially increasing access. As well, identified non-training barriers to participation may have been addressed by the African forces through their own means. Nevertheless, the success of this project drew the attention of the Germany Ministry of Foreign Affairs which has provided funding for other African countries.

Kofi Annan International Peace Training Centre

The Kofi Annan International Peace Training Centre (KAIPTC) located in Accra, Ghana was funded with the purpose of building African institutional capacity to develop curriculum and deliver peacekeeping training that would be relevant to military, police and gendarmerie and civilian beneficiaries in the Economic Community of West African States. Four courses were designed and developed to improve pre-deployment training for peacekeeping in Disarmament, Demobilization, Reintegration and Rehabilitation (DDRR). Its design and delivery capacity was enhanced so that by 2007/2008 it had taken full ownership of its course material while its staff and local facilitators had 50% of the facilitating responsibilities for its course offerings in: early warning response, negotiations for peace operations, logistics in UN peace operations and DDRR. The success of this program drew the attention of the Canada's Department of Foreign Affairs and International Trade, which has since funded a follow on project to further enhance its



institutional capacity to provide peacekeeping training to the West Africa Region.

Other Peace and Security Initiatives

The UNDP Arms for Development (A4D) and Small Arms and Light Weapons (SALW) initiatives were successful in a limited to partial extent respectively in achieving their expected outcomes intended to contribute to improved security in Sierra Leone, Guinea, Gambia, Guinea-Bissau and Senegal; neither initiative received ongoing funding (see Text Box 4). Their key outcomes were: the collection of illicit arms, the raised awareness of communities of the benefits of arms reduction, and the creation of micro-enterprises in border communities affected by state conflicts. A total of 6,550 small arms were collected and 438 destroyed; and, at least 2,561 individuals benefited from the creation of micro-enterprises, of which 1,788 were women.

The War Affected Youth initiative implemented by Defence for Children International had major success while that of War Child Canada had limited success in achieving their expected outcomes designed to contribute to post conflict reconstruction. The key outcomes of these two initiatives were: they provided legal, psychosocial, education and income generation support to 10,000 war affected youth (male/female) in seven countries: Angola, Burundi, DRC, Kenya, Sudan, Uganda and Sierra Leone. The youth involved benefited from raised awareness of their human rights, improved self-esteem and confidence, exercised leadership roles in peace-building processes, and increased incomes from new skills acquired and income generation activities created.

Text Box 4: Case Study on Small Arms and Light Weapons (SALW) Reduction Efforts

Due to its important work in land mines, Canada was easily recognized as a global leader on small arms issues and was an early proponent of multilateral action on SALW and an active architect of the 2001 United Nations Program of Action to Prevent, Combat and Eradicate the Illicit Trade in Small Arms and Light Weapons in All its Aspects (UN PoA). In March 2005, the OECD-DAC acknowledged that landmine clearance, reintegration and small arms and light weapons control activities are eligible for ODA funding. The DAC guidelines represented an opportunity for CIDA to cooperate with other government departments using a whole of government approach to implement a joint program as a tangible and focused application of Canada's foreign policy priorities in peace and security. Implementing organizations assumed that CIDA was seriously looking for ways to further promote SALW reduction, and that they were pioneering methods for Canada as well as for the Africa communities and governments. It was a great disappointment to them and their African partners that this did not happen. The SALW Project appeared to have fallen between the "organizational cracks" of the whole of government approach. If a program focuses on security, it is clearly recognized as a DFAIT responsibility; if it is focused on development, it is recognized as CIDA's responsibility. But the SALW Project which combined security *and* development was in the end supported by neither department.

*Source: OECD-DAC Web Site,
Implementing Organisation Staff and Prominent Expert Testimonials*



Summary Conclusion: Recognising the rather modest but timely contributions to African institutional strengthening, the evaluation concludes that the peace and security portfolio has for the most part had partial to major success in achieving its expected outcomes, which have since been amplified by African partners and other donors.

4.2.3 Health

The CFA had allocated 30% of its funds to five health initiatives⁵⁵ which addressed NEPAD health sector priorities with a focus on the “struggle against HIV/AIDS and other communicable diseases”. The AIDS vaccine research initiatives were Pan-African in scope although working with national health authorities in selected countries, while the polio eradication initiative was regional in scope with a focus on Nigeria; together they constituted over 90% of portfolio funding. In contrast, the multi-country youth and AIDS initiative worked at the grass-roots community level. Their expected outcomes were ambitious in relation to the magnitude of the health issues being addressed, the scope of the interventions, the timeframe and the allocated resources. Nevertheless, while the CFA health initiatives collectively achieved the majority of their expected outcomes, the discovery of an AIDS vaccine for Africa and the eradication of polio from Africa have remained elusive; **Annex E** – Table 9 presents the assessment of expected outcomes achievement.

International AIDS Vaccine Initiative (IAVI)

The International AIDS Vaccine Initiative is an international organisation with a mission to ensure the development of safe, effective, accessible and preventive HIV vaccines. CFA funding was provided specifically to support its research and development activities in Africa to ensure that the most promising HIV vaccine candidates were identified, developed and clinically evaluated for efficacy in the shortest period of time. The evaluation has determined that the initiative has achieved its expected outcomes to a major extent.

IAVI has been successful in establishing an AIDS research and development infrastructure composed of nine world-class laboratories in East and Southern Africa to test potential vaccines and to promote vaccine research programmes. Trained in Good Clinical Laboratory Practices, the largely African personnel working in these labs have carried out numerous clinical research studies and vaccine trials. Feasibility and immunology trials of preventive vaccine candidates were carried out involving over 7,000 HIV uninfected volunteers including couples. African scientists carried out five trials to date on Africa-specific strains of HIV in the search for an effective vaccine.

IAVI has extended cooperation significantly among the various stakeholders in the HIV/AIDS vaccine field in Africa, including the African AIDS Vaccine Partnership, the Kenya AIDS Vaccine Initiative (KAVI) and the South Africa AIDS Vaccine Initiative, bringing together the public and private sectors both in north-south and south-south dialogues to build increased



support for vaccine research programmes (Text Box 5). It has also brought greater attention to national vaccine research programmes by developing outstanding social service programmes with Community Advisory Boards in the communities where the clinical laboratories are located. It has however had limited success in making vaccine research issues better understood by elected officials and legislators, engaging regulatory agencies or putting it on national AIDS agendas.

While the elusive AIDS vaccine for Africa has yet to be discovered, IAVI continues to improve the likelihood of success through innovation, including: developing a bacteria-based AIDS vaccine candidate that would be inexpensive to manufacture; seeking oral rather than more expensive injection methods; seeking an AIDS vaccine that provides long-lasting protection in one or a few low doses; and studying all HIV vaccines from around the world.

Text Box 5 – Conducting Clinical Trials

IAVI supported KAVI in Kenya which worked with the US National Institutes of Health and IAVI's East Africa office to carry out a large clinical trial in 2006. The clinical trial in Nairobi was a candidate AIDS vaccine designed to prevent HIV/AIDS caused by multiple subtypes of HIV. This novel vaccine was a preventive vaccine to protect uninfected people from getting AIDS. The Nairobi study was a small-scale trial, with a primary aim to evaluate the safety of the product. The vaccine was tested in similar trials in the U.S., and the researchers emphasized the importance of gathering preliminary data on the ability of the candidate vaccine to stimulate immune responses against HIV/AIDS. The trial demonstrated that a study can be launched successfully in Kenya and reflects the high level of cooperation among African and foreign government agencies, local communities, global organizations, and academic institutions.

Source: Beneficiary Testimonial and Site Visit

African AIDS Vaccine Partnership (AAVP)

The objective of the AAVP initiative was to support this nascent organisation in its mission to actively involve African scientists and communities in HIV vaccine development and evaluation, specifically in two activity areas: developing a normative framework (political, legal, regulatory and ethical) for HIV vaccine trials and strengthening sites and infrastructures for clinical trials.

AAVP has had partial success in establishing a normative framework for the conduct of vaccine trials. Although the base has been laid by working through national regulatory authorities and developing national plans, it is not yet fully in place. It has facilitated the drafting of ethics guidelines for including women and adolescents in HIV vaccine trials and fostered dialogue on appropriate policies, laws and access to care and treatment among national governments.

On the other hand, priority countries were progressing on their HIV vaccine preparedness activities, including the development of National AIDS Vaccine Plans, training activities, infrastructure strengthening and/or actual conduct of clinical trials. It has supported the preparation of National AIDS Vaccine Plans in five African countries: Cameroon, Tanzania,



Rwanda, Kenya and Rwanda. From a baseline of two countries, eight additional countries, i.e., Botswana, Kenya, Uganda, Tanzania, Rwanda, South Africa, Zambia and Malawi, have conducted vaccine trials and are preparing national plans. Only three of its priority countries, i.e., Central African Republic, Gabon and Ghana still do not have any HIV vaccine related activities.

AAVP has also strengthened the capacity of the organization to deliver programmes from four new coordinating centers in Africa. Already in operation is the Center for Communication/Media in East Africa, the Ethnic/Law Center in South Africa, and the Biomedical Research Center in West Africa. Efforts continue towards setting up the Regulatory Center in North Africa as well as a new AAVP African based headquarters.

Canadian Coalition on Youth and HIV/AIDS in Africa (CCYAIDS)

The objective of this youth and AIDS initiative was to strengthen highly vulnerable communities and government capacities to reduce the negative impacts of HIV/AIDS upon children and youth. A larger and more ambitious proposal was scaled down to include 11 projects in four African countries: Kenya, Mozambique, Ethiopia and Burkina Faso. Although it was still an ambitious undertaking within a short timeframe, it achieved its key expected outcomes to a major/full extent.

The initiative was found to be very effective in terms of raising awareness. The figures compiled from various reports indicate that more than 500 civil society organizations delivered HIV/AIDS awareness messages and more than 2 million young people were reached in each of project's three years of implementation. In terms changed behaviour among youth that drive the epidemic, condom use increased from a baseline for males of 36% to 65%, while for females the increase was from 30% to 51%.

The initiative also established health and social development systems to enable people living with AIDS (PLWA) and their families to live with dignity and with prolonged family relationships. It assisted 389 civil society organizations and government partners in the four target countries by providing support and technical assistance to deliver better quality HIV prevention services. The number of PLWAs who were receiving services increased substantially from 455 males in all countries in the first year to 222,142 by project termination in year three, while for women the increase was from 1,030 to 325,860.

Although perhaps more limited in reach, socio-economic interventions also improved the quality of life of PLWA and their families; 2,704 households were assisted through community service organisations in establishing small scale income generating activities. This had the effect of increasing self esteem, family savings and the belief by beneficiaries that they could succeed in increasing their family incomes. Despite these efforts, poverty reduction among these households was reduced by 12%.

Polio Eradication Initiative



The CFA grant to the Global Polio Eradication Initiative (GPEI) was made at a time when the initiative was facing a shortfall in donor funding, and the number of wild poliovirus cases was increasing in Africa, particularly in Nigeria. In retrospect, WHO and UNICEF had been overly optimistic in their belief that the poliovirus would be eradicated by 2005 in Africa. The expected outcomes of the Fund's contribution reflected this optimism, including the "certification of polio eradication" in African countries. Consequently, the expected outcomes were achieved only some to partial extent, with the exception of the interruption of poliovirus transmission which did appear to have occurred to a major extent during the CFA funding period (Text Box 6 below).

Text Box 6 - Interruption of Poliovirus Transmission

In 2003, Nigeria had the highest number of polio cases anywhere in the world, accounting for 45% of all confirmed cases globally. From 2003 to 2004, the Polio Eradication initiative had laid the groundwork for a large new immunization campaign targeted at Nigeria and 63 million children in Africa. The GPEI focused on Supplementary Immunization Activities, i.e., social mobilization, planning, logistics and monitoring, carrying out immunization days linked with other health interventions during polio vaccination campaigns and emphasizing enhanced community engagement. Increased involvement of local authorities, including teachers in Muslim schools ensured greater ownership of eradication programmes. By September 2004, **57% of children in Kano State had been immunized.**

The Polio Eradication initiative also slowed imported viruses by focussing on chains of transmission in countries on the verge of eradication. To halt the spread of viruses in Africa, the African Union Ministers of Health working with the GPEI launched the world's largest synchronized polio campaign across 23 countries in west and central Africa in October and November, 2004. The vaccination campaigns reached **80 million children** under the age of 5 in the 23 countries. By the end of 2007, the number of confirmed poliovirus cases in Africa had dropped to 367 cases (78% in Nigeria), returning to the 2003 level. However, the spread of the wild poliovirus continues with new cases being reported weekly in Nigeria and neighbouring West African countries. At present, the target date for polio eradication is 2010.

Source: GPEI and CFA Progress Reports

The 2005 GPEI Annual Report cites the contribution that Canada made through the CFA to polio eradication in Africa. "Canada committed a total of US \$40.57 million for polio eradication. This included an extraordinary contribution of US \$34 million to help stop the polio outbreak in west and central Africa."⁵⁶ CFA funds were directed specifically to Northern Nigeria to support mobilization, planning, logistics and monitoring, recruiting and maintaining critical staff, allowing vaccinations to resume and ensuring containment of this highly infectious disease.

Full certification of all countries and regions is still however a few years away. While 60% of African countries meet Global Alliance for Vaccines and Immunization targets, the goal that no countries in Africa remain polio-endemic is more likely with full containment of the polio outbreak in Nigeria.



Even though oral polio vaccine (OPV) cessation has not taken place, since the poliovirus has not been eradicated, the preparatory work has begun, including: vaccine preparations for post-OPV era; protocols for outbreak response for any strain of polio; environmental sampling for detection and immediate notification of circulating polioviruses; and, contracts for stockpiling OPV.

In terms of mainstreaming, all African countries in polio-endemic areas except four are part of the Global Alliance for Vaccines and Immunizations (GAVI) and have agreed to work with GAVI to develop, approve, disseminate and implement an integrated comprehensive plan. WHO has a lead role in establishing and monitoring certification-standard Acute Flaccid Paralysis (AFP) surveillance and posts the number of cases on its monitoring web site; 26 out of 46 countries in Africa (57%) are now part of this case-based reporting system.

Summary Conclusion: The evaluation concludes that the health portfolio as a whole can be considered to have had major success in achieving its expected development outcomes which have created important enabling conditions for the discovery of an AIDS vaccine for Africa and the eventual eradication of polio in the remaining endemic countries.

4.2.4 Agriculture, Water & Environment

The CFA had allocated 34% of its funds to seven initiatives which addressed NEPAD priorities with a focus on the agriculture and water sectors, in particular: capacity development for agricultural productivity, science and technology; improved national and regional water resource management; and increased access to safe and adequate clean water supply and sanitation for the poor. The agriculture initiatives were Pan-African in scope and constituted 53% of the portfolio, while the water initiatives were for the most part regional or multi-country in scope representing approximately 38% of the portfolio. In contrast, the multi-country (13) youth and environment initiative worked with youth at the grass-roots community level. Four out of the seven initiatives which are presented below achieved to a major extent their expected outcomes; **Annex E – Table 10** presents the assessment of outcomes achievement. The other three initiatives, i.e., African Water Facility, African Water Partnership and Biosciences East and Central Africa, experienced start-up delays and were extended, thus it was still too early to fully assess the achievement of their expected outcomes. Nevertheless, some available outcome information is presented on the Africa Water Facility.

Research on Agricultural Productivity

This initiative supported Africa-specific research undertaken by the Consultative Group on International Agricultural Research (CGIAR) on agricultural productivity, concentrating on the needs of small-scale farmers and women producers across Africa. Strengthened partnerships with National Agricultural Research Institutes (NARIs), whose research and agricultural extension work were supported by the initiative concentrate on the needs of the small-scale farmers and women producers. While the specificity of the expected outcomes of this initiative and the



performance reporting on related indicators could have been better, the evaluation has determined based on the available evidence that it has achieved to a major extent several important outcomes, including: new varieties of staple foods which have improved both nutrition and incomes for rural women and men farmers in Africa: cassava yields have increased by 40% in Ghana and Nigeria, and new bean varieties have boosted household income by 73% in Rwanda and 190% in Tanzania.

A focus on improving the yields of key staple agricultural products with the consequent economic outcomes for poverty reduction is best illustrated in the work undertaken within the African Livelihoods Program of the International Maize and Wheat Improvement Center (CIMMYT) which supported research conducted in Africa and prioritized by African stakeholders. The technology was developed through global cooperation involving CIMMYT, the Kenya Agricultural Research Institute (KARI), the Weizmann Institute of Science in Israel, the BASF Group, private seed companies, and the Rockefeller Foundation. It also involved well over 80 organizations, from farming communities to NGOs, local entrepreneurs including women farmers, agricultural research institutes and investors. Text Box 7 below illustrates the evolution of this CFA funded project and its development outcomes.

Text Box 7: Taming an African Farm Menace

Maize is the most important food crop in eastern and southern Africa. With an annual per-capita consumption of 64 kg, it is a critical pillar of food security, and political and economic stability in the regions where it is grown. In Africa maize grows on some 16 million hectares, with an annual production of 20 million tons (FAO statistics, 2005). A highly invasive parasitic weed, Striga infests 400,000 hectares of Kenya's farmland. Often called 'witchweed', Striga sprouts fasten directly to roots of maize seedlings, sucking nutrients and depleting yields from 50 to 100%. The weed overruns 40% of the arable land in Africa's savannahs, threatening the livelihoods of more than 100 million people who depend on cereal crops for food and income. Kenyan maize farmers lose at least US\$ 50 million annually to Striga. Taking advantage of a natural variation in maize, CIMMYT and partners have conventionally bred varieties that yield well under tropical conditions and withstand imidazolinone, an active ingredient in several herbicides. This imidazolinone-resistant maize is the starting point for an elegant Striga control technique, as CIMMYT agronomist Fred Kanampiu explains: "The resistant maize seed is coated with a low dose of the herbicide, which kills Striga as it germinates, allowing the maize to grow clear of the weed." Besides producing healthy maize plants, over several years the practice helps clear fields of residual Striga seed. This is a boon to farmers, given that a single Striga plant produces up to 50,000 tiny seeds that can remain viable for 20 years or more.

Farmers evaluating the technology were able to plant the new maize using their normal husbandry methods, including intercropping with legumes and root crops. "I've been pulling and burying Striga on my 5-acre farm for the past 17 years and the problem has only grown worse," said Rose Katete, a farmer from Teso; "Ua Kayongo has provided the best crop of maize that I've ever grown!" Katete's observations bear out CIMMYT and partners' findings from several years of field trials: "Under Striga-infested conditions, the new maize hybrids out-yield the others by more than 50%, and provide near-total Striga control," says Marianne Bänziger, Director of the CIMMYT Maize Program.

Four new maize hybrids have been released for marketing in Kenya under the common name Ua Kayongo



(literally “kill Striga”) and farmers are enthusiastic, as their statements in the Nairobi Daily Nation show: “I have already seen major changes in my farm compared to my neighbours”, whose parcels remain covered with the purple flowers of the parasitic weed,” says Zedekiah Onyango of Baridi farm in Nyahera. “My maize yield is many times higher since I started using this maize, and I look forward to even higher yields.” Farmers are also urging the government to promote the technology to arrest the perennial food shortages caused by Striga. “I believe it would be much cheaper for the government to invest money in the technology, so that this menace is cleared once and for all, and the production of various cereals is restored,” says Beatrice Ayoo, another small-scale farmer who is interested in the new practice.

The long term outcomes of the research are promising. Three Kenyan seed companies initiated seed production for imidazolinone-resistant maize and a consortium of NGOs and agricultural extension workers spear-headed by the African Agricultural Technology Foundation initiated wide-spread on-farm demonstrations of this technology in western Kenya. Over the next five years, the new Striga control package will be made available to farmers in Tanzania, Uganda, and Malawi, and eventually, other countries of sub-Saharan Africa with a Striga weed problem, thus contributing to increased agricultural production of maize, food security and poverty reduction in the future.

Source: Adapted from CIMMYT E-news issues: July 2005 and Feb 2006

Support to UN Habitat's Water and Sanitation Trust Fund

The Water and Sanitation Trust Fund (WSTF) assists committed African cities and communities to promote investment in water and sanitation, with a focus on the very poor. It engages governments, stakeholders, and users to increase community awareness on water and sanitation issues and improve the capacities of local water authorities to provide better service. The WSTF initiative has achieved to a major extent its expected outcomes. The CFA Secretariat played an important role in achieving a convergence of interests and programming strategies between UN-Habitat and the African Development Bank. An MOU was signed between these two organizations to facilitate safe water supplies and sanitation in African cities and small urban centers. The program has been successful in engaging 17 cities in 14 African countries on water and sanitation, and improving access to services for 113,450 people. In Ethiopia eight public water points serving 5,000 people have been built and community women have been organized and empowered to manage and operate these facilities. These initiatives which build on UN-Habitat's ability to forge a wide range of partnerships add to the credibility of their work. The Kibera Integrated Water, Sanitation and Waste Management Project presented in Text Box 8 below is an illustration of the partnerships, activities, outputs and outcomes supported by the Fund's resources.

Text Box 8: Kibera Integrated Water, Sanitation and Waste Management Project

Kibera, located in Nairobi, Kenya, is one of the largest informal settlements or slums in sub-Saharan Africa, and has a population estimated at one million. The name "Kibera" is derived from kibra, a Nubian word meaning "forest" or "jungle." Kibera originated in 1918 as a Nubian soldiers' settlement in a forest outside Nairobi, with plots allotted to soldiers as a reward for service in the First World War and earlier wars. Kibera is undergoing an intensive slum upgrading process. The government of Kenya, UN-HABITAT and a contingent of NGOs, notably



Maji na Ufanisi (a Kiswahili name for Water and Development) are supporting a number of development projects in Kibera in an attempt to improve the housing and water and sanitary conditions. One of their projects supported by the UN-Habitat Water for African Cities Programme funded by the Water and Sanitation Trust Fund initiative is in Soweto East, a community of about 71,000 people located within Kibera.

Life in Soweto East is quite difficult by any standard. On average, as many as 1,200 people live on one square hectare, sometimes in shacks as small as three meters square. Consequently, basic necessities such as clean water supply, adequate sanitation and drainage are extremely scant or non-existent and people live in cramped, dirty conditions. Access to water in this settlement is through water vendors which gives way to exploitation of the dwellers by the water vendors and does not provide a sustainable water supply. Characteristically, water kiosks sell water at three or more times the tariff charged by the government. These kiosks are the only source of water for the poor residents despite the high prices and poor quality. Given these awful conditions, problems created by poor environmental sanitation have become acute and water borne/water related diseases such as diarrhoea and epidemics such as cholera and typhoid occur with great frequency.

In Soweto East, the Kibera Integrated Water, Sanitation and Waste Management Project has: 1) supported the building of 8 Sanitation Blocks consisting of latrines, water storage tanks, kiosks and bathrooms with separate facilities for women and men; 2) improved drainage for both storm and wastewater through masonry lined drains; 3) improved the environment through monthly community clean ups; and 4) provided training on hygiene and water management by community members. This project has reached over 700 households, an estimated 2800 direct beneficiaries, whose lives have changed significantly for the better. The development outcomes in terms of changes in the human condition are not easily measured in these conditions, but best characterised by the beneficiaries themselves as improved interpersonal relationships, personal and environmental hygiene, health, and disposable income levels.

Source: Adapted from the Maji na Ufanisi web site, September 2008 Progress Report and a site visit.

Supporting the African Water Facility

The African Water Facility (AWF) initiative provides support for water resources management and water service provision in Africa at the national and regional level. While the AWF initiative was delayed in its start-up and was extended until March 2010, there is some indication of expected outcome achievement. As of May 2008, the AWF had approved 29 projects and strategic regional initiatives for a total investment of \$32M. One of the few examples of synergy across the AWE portfolio is the Kisumu District Primary Schools Water and Sanitation Project in Kenya, a joint AWF and UN-Habitat project. It is building rainwater harvesting systems, ecological sanitation toilets, and solid waste disposal facilities in six schools, and educating students about proper water use, hygiene, and sanitation practices. One of the first regional projects supported by the AWF initiative involved the formal establishment of the Volta Basin Authority (VBA) which facilitated the creation of a convention between six riparian countries of



the Volta. The VBA is now actively promoting and reinforcing cooperation and harmonizing national policies on integrated water resources management and development of the basin. Since then, the AWF initiative has supported three other transboundary projects including the preparation of a strategic action plan for the Congo River Basin described in Text Box 9 below.

Text Box 9: Strategic Action Plan for Integrated Water Resource Management of the Congo River Basin

There are over 60 transboundary lake/river basins in Africa. The African Ministers' Council on Water (AMCOW) and NEPAD have prioritized 10 transboundary lake/river basins and aquifers for development by strengthening regional cooperation and by increasing the effectiveness of water governance necessary for development. The African Water Facility (AWF) has supported 4 transboundary water resource management (TWRM) projects, one of which is Integrated Water Resource Management (IWRM) for the Congo River Basin.

The lack of an institutional framework for transboundary cooperation in the Congo Basin was recognized as a serious weakness for the sustainable development of the Basin. The "Commission Internationale du Bassin Congo-Oubangui-Sangha" (CICOS) was established in 1999, but lacked the necessary mandate to undertake a full range of river basin management actions, and also did not include all riparian states as members - notably Angola, Zambia, Tanzania, Burundi and Rwanda. The four member states (Cameroon, Congo, Democratic Republic of Congo and the Central African Republic) realized this as a serious drawback and hence instigated an amendment to the convention.

With the support of the AWF, CICOS embarked on the preparation of a Strategic Action Plan (SAP). As a first step in this process, the AWF provided initial support for the preparation of a situation assessment and for the formulation of broad Terms of Reference. The AWF was thereafter quickly able to approve a grant of almost 2 million euros for an 18 month project (May 2007 to December 2008) to prepare the Strategic Action Plan for Integrated Water Resource Management of the Congo River Basin. The project drew upon and complemented an ongoing AWF project for the improvement of the capacities of the CICOS for the knowledge and information management on the water resources of the Congo River Basin.

Source: Adapted from the African Water Facility: 2007 Annual Report

Partnership for Africa's Water Development

The goal of the Partnership for Africa's Water Development (PAWD) initiative was to raise awareness, understanding and the application of Integrated Water Resources Management (IWRM) through regional water partnership networks in Africa. It supported five African countries, i.e., Kenya, Malawi, Mali, Senegal and Zambia to manage their water resources in a sustainable manner in order to contribute to poverty reduction, human well-being and the protection of natural resources. The PAWD initiative has achieved to a partial extent its expected outcomes.⁵⁷ Having struggled with roles and accountabilities for half the program, there now appears to be a level of comfort that governments participating in the PAWD initiative are driving the IWRM process with a disposition honouring interdependency and seeking



complementarity. The nascent Country Water Partnerships, supported by the initiative have demonstrated the value of multi-stakeholder participation in policy and planning. The PAWD initiative met the needs and aspirations of the five participating countries which have moved their IWRM agendas forward in unison. It seems very likely that implementation of the IWRM plans will occur as part of these continuing reform initiatives. By all accounts, the philosophy and approaches of IWRM will help equip stakeholders to learn about, mitigate and/or adapt to the effects of climate change.

Africa-Canada Eco-Leadership Program

The Fund's contribution to the Africa-Canada Eco-Leadership Program (ACELP) initiative created a means for young Canadians and Africans to cooperate, contribute and learn together on participatory environmental and community development initiatives, including South-South exchanges. Modelled after the long established youth exchange programs, its expected outcomes are of a "participatory" and "engagement" nature with the participating individuals as the direct beneficiaries. The ACELP initiative was only operational effectively for three years, but nevertheless did achieve its rather modest key expected outcomes to a major extent. A total of 980 youths, two thirds of whom are African, participated in the ACELP initiative. From this number, 579 participants completed community development work placements. While 389 African participants received bursaries to develop small businesses, the initiative had limited success in enhancing their livelihood and employability.

Summary Conclusion: Given the delayed launch of some large and complex initiatives, the evaluation concludes that the balance of the agriculture, water and environment portfolio can be considered to have had major success in achieving its expected development outcomes which have created important enabling conditions for increased agricultural production and integrated water resource management in Africa.

4.2.5 Trade & Infrastructure

The CFA had allocated 8% of its funds to four initiatives which addressed NEPAD priorities with a focus on trade and infrastructure, in particular: trade policy research and negotiation, market access, trade-related technical assistance and infrastructure project preparation. All trade and infrastructure initiatives were Pan-African or multi-country in scope covering a large number of countries across the continent. With the exception of the African Trade Policy Center initiative which achieved two of three expected outcomes to a major extent, the remaining initiatives had partial success. The NEPAD-IPPF had experienced significant start-up delays accounting for its limited outcome achievement to date; **Annex E** – Table 11 presents the assessment of outcomes achievement.

Joint Integrated Technical Assistance Program, Phase II (JITAP)

The JITAP II initiative was a very ambitious and complex program involving three multilateral



organisations aiming to create in 16 countries an institutional framework allowing governments to develop trade policies and negotiation positions in collaboration with the private sector and community service organisations. The assessment that JITAP II achieved its expected outcomes to only a partial extent is not surprising given that the outcomes of institutional capacity building of this scope and complexity take many years to mature.

African countries appreciated the establishment and support of Inter-Institutional Committees (IICs), Reference Centres (RCs), and National Enquiry Points (NEPs) which were clearly capacity building outcomes. Although perhaps initially reticent, African participants in the ICCs eventually adopted a balanced understanding of the pros and cons of liberalization. They became much more aware and informed about the links between trade liberalization and poverty reduction. Using the new resources available to them, IICs collectively advanced 82 negotiating proposals to the World Trade Organisation through their governments, 75% of which were substantially used and incorporated into the positions of the African Group. However, given that in a majority of countries IICs are constrained by the lack of financial resources and technical expertise, discontinuity of membership and absence of legal status in 6/16 countries, they have limited capacity to notify laws in accordance to World Trade Organisation (WTO) rules or to contribute significantly to changes in trade policies. Despite the impressive amounts of training, technical assistance and information resources invested in establishing RCs and NEPs, these advisory and information service facilities in many countries still suffered from serious resource constraints. Another way to gauge the success of JITAP is to ask what would the situation be today had it not been funded. From this perspective there is no doubt that many of the beneficiary countries would be left much in the same situation as they were in 1994, disarmed and impotent actors in WTO negotiations.

Text Box 10: Outputs versus Outcomes

It is difficult to hold substantive discussion on PACT results because, once the available funding of US \$0.45 M per country was divided between ITC and TFOC, and as the agencies generally worked independently, the amounts were very small and further divided between projects which were all short term and very much activity oriented. ...The projects were a drop in the ocean in relation to the needs, so, it is very difficult to identify and measure results at the outcome level, and to talk of sustainability is to go beyond that.

Source: Implementing Organisation Staff Testimonial

Program for Building African Capacity for Trade (PACT)

The objective of the PACT initiative was to enhance the capacity of Africa's private sector and institutions to engage in and support international trade. It delivered technical assistance to eight countries by two separate implementing organisations through short interventions with limited funding and scope, and not necessarily integrated into a wider Canadian trade for development program similar to the US Africa Growth and Opportunity Act. While many outputs were



produced, they led to only partial achievement of the expected capacity building outcomes for trade export which required more continuous mentoring and advice over longer periods (Text Box 10).

The success of the institutional strengthening activities of the PACT initiative was unequal across countries. Effective uptake and use of trade information tools, training for exporters and exporter packaging depended on the human resources of the targeted trade promotion organisation (TPO). It also depended on the number and sophistication of the country's existing and potential exporters. Success was better in the more export oriented countries, i.e., South Africa and Ghana and limited or absent in Ethiopia and Mozambique where the potential uptake and capacity to optimise these resources was less evident without ongoing support.

Although no systematic measure of export readiness was defined by the implementing partners and no baseline had been established, it can be assumed that businesses who participated in trade missions improved their export readiness to justify their selection. In six of the seven countries, 10-20 businesses, i.e., a maximum of 120 businesses, increased their export readiness. Buyer missions served to establish business contacts and identify sales leads. At least half of the interventions led to positive contacts made and approximately 25% of businesses actually made export sales, although amounts were generally modest. For most businesses, the trade missions did not result in sales or business contacts, but in increased awareness of the requirements of the export business in their sector. The major contribution made to the building of institutional capacity by the development of the ACCESS program for women exporters was significant, but its incidence on actual exports was also limited. Unfortunately, the evaluation did not have the data or the resources to undertake a more complete return on investment analysis, which would be a suitable outcome indicator for this trade for development initiative that is meant to “lead to international trade”.

African Trade Policy Center

The African Trade Policy Center (ATPC) initiative was originally funded with the intention to create a new stand alone African institution devoted to trade research and to providing advisory and training services. The ATPC has since been totally merged into the organisational structure of the UN Economic Commission for Africa (UNECA), specifically the Trade, Finance and Economic Development Division since 2006. The principle of mutual accountability for results applies particularly well in this context since UNECA has co-financed and played an important management role in this initiative since its inception. Despite some identified weaknesses, the ATPC initiative has achieved to a major extent the expected outcomes over which it had the most influence. More importantly the initiative is a success because it has developed a credible African capacity in the area of trade policy research which did not previously exist in Africa, but is critical to position African countries on an equal footing in multilateral, regional and bilateral trade negotiations.

With its new found capacity, ATPC has played a leadership role in the formulation of African



negotiation positions on key multilateral trade system (MTS) issues in World Trade Organisation and Economic Partnership Agreement negotiations. Core capacity building has taken place at UNECA and the information dissemination and training work of ATPC has made African trade negotiators and policy-makers better informed about global MTS issues. They now have a more solid analytical framework that they can use for formulating their negotiation positions and trade policies. The role played by UNECA as the intellectual arm of the African Union has greatly facilitated the use of its work in the formulation of common positions for African countries on a number of important trade issues leading to increased coordination and harmonisation. While more resources are needed to further develop the capacities of the Regional Economic Communities and African governments in trade policy and negotiations, many of the enabling conditions and capacities have been put in place through the ATPC initiative.

NEPAD Infrastructure Project Preparation Facility (IPPF)

The objective of the NEPAD-IPPF initiative is to increase the capacity of African countries, of Regional Economic Communities, and of Specialised Organisations to develop quality regional infrastructure project proposals, to submit such projects for financing and to improve the enabling environment for infrastructure. Due to start-up delays the achievement of expected outcomes to date has been limited to partial, although the longer term prospects for full achievement are promising.

As of the end of 2008, the initiative had funded the preparation of 24 projects, out of which 10 had reached an advance stage or were completed, with five of them financed, under implementation or completed for a total investment value exceeding US \$1 billion. NEPAD-IPPF had also built a substantial pipeline of 34 well defined infrastructure projects for which it had received qualifying preparation assistance requests which in total exceeded its current funding capacity. However, project preparation capacity building activities for the Regional Economic Communities (RECS) had only been approved for 2009-10, so that the increase in the number of infrastructure projects approved in 2008 cannot be interpreted as a sign of improved REC capacity attributable to the NEPAD-IPPF initiative. Only five projects in total had achieved financial closure at the time of the evaluation, so the related expected outcomes have yet to materialize in full. Nevertheless, the NEPAD-IPPF initiative has tremendous potential for success because of the steps that have been taken to improve project selection criteria and donor coordination mechanisms, as well as the demonstrated (40%) interest of a growing base of public and private co-financing investors. Global economic conditions permitting, a high rate of regional infrastructure investment can lead to regional integration, increased production and trade, with a significant contribution to poverty reduction.

Summary Conclusion: The evaluation concludes that the trade and infrastructure portfolio as a whole can be considered to have had partial success in achieving its expected development outcomes, but has nevertheless created important enabling conditions for African institutional capacity in trade policy research and negotiation, as well as in infrastructure development.



4.2.6 Information Communications Technology

The CFA had allocated 9% of its funds to four initiatives which addressed NEPAD priorities for investing in Information Communications Technology (ICT), in particular: to improve national, regional and international telecommunications and related ICT regulations and policies; and to support South African entrepreneurs and enterprises in their use of ICTs. With the exception of the Enblis initiative, the application of results-based management was a challenge with limited outcomes documentation available. Nevertheless, the evaluation found that the ICT portfolio as a whole achieved half of its expected outcomes⁵⁸ to a major extent or better; **Annex E** – Table 12 presents the assessment of outcomes achievement.

Connectivity Africa - IDRC

The Connectivity Africa (CA) initiative implemented by the International Development Research Center (IDRC) was successful in achieving most of its expected outcomes to a major or full extent according to beneficiary online survey responses. It helped make African institutions aware of innovative and low cost alternatives for connectivity; significantly contributed to increasing the ICT skills and knowledge in African universities; created collaborative networks to support African institutions and communities in sharing data and knowledge; and, analyzed and disseminated the viability of new technologies in the African context. An area of weakness was in making guidelines and resources on the integration of gender equality issues available, and only anecdotal data was collected on gender outcome achievement.

Connectivity Africa – Open Knowledge Network

This Connectivity Africa initiative implemented by the OneWorld International achieved its expected outcomes to a limited extent. While some of the “hubs” were fully operational, there was little evidence obtained by the evaluation that these hubs had established a significant number of Access Points with community partners. Within the more successful hubs there was some evidence of the exchange of local content with and between Access Points, but supporting elements and new knowledge tools remained undeveloped. Useful small-scale work had been observed by other related evaluations (Text Box 11), but the whole did not end up being greater than the sum of its parts.

Text Box 11 – Limited Results Achievement

In 2006 an independent assessment of CATIA was commissioned by DFID. The final report of this assessment described community information studies carried out for OKN involving interviews and focus group discussions at 4 Kenyan Access Points. The assessment also analyzed data from a CATIA household survey which provided a sample of potential users of Cyberpop cyber cafes operated by the Senegal OKN partner ENDA. The summary conclusion of this evaluation was that there was “no evidence of the step change in internet use that OKN has been seeking – both by its focus on local content and by its support for the cybercafe telecentre model.”

Source: Final Report for CATIA Smaller



e-Policy Resource Network for Africa

The ePol-NET initiative was successful in achieving half of its expected outcomes to major extent despite the short duration of this Pan-African capacity building initiative. African policy-makers became more knowledgeable about the implications of mainstreaming ICTs in development policy and practice which strengthened to a major extent African capacity to develop national e-policies, regulations and e-strategies. It linked people together, developing online content and ensuring greater coordination between countries and regional entities by sharing best practices. Some of these best practices strengthened the understanding and recognition of the social and gender equality implications of e-policy formulation and implementation. The time constraints experienced by this initiative only allowed it to achieve in part the implementation of e-strategies and plans by client governments and partners.

Enablis Entrepreneurial Network

The Enablis Entrepreneurial Network (Enablis) initiative was successful in achieving most of its expected outcomes to a major and full extent. Enablis has effectively increased its initial capital and supports more men and women entrepreneurs. It has implemented a sustainable self-financing model through public-private partnerships that will sustain its activities through to 2012. Comparative analysis of its annual membership survey data also indicate considerable improvement in terms of membership satisfaction: its small, micro and medium enterprise (SMME) membership steadily increased by 67% annually with over 30% women entrepreneurs, 90% of members attended peer-to-peer networking meetings, 93% membership satisfaction with networking events, and 77% were satisfied with Enablis' services overall. It has also increased the sustainability of Enablis supported SMMEs. The 2008 Annual Survey indicated that: 63% had improved capacities in applying new business skills to their environment, 57% had increased year-to-year business growth and profit attributable to Enablis. It did however report a high percentage of members applying to Enablis for funding, but of those who applied only a low percentage reported being somewhat to very satisfied with the funding process. These findings point to the need to manage membership expectations and financial resources. The last outcome, expansion of Enablis into at least one other African country, has clearly been demonstrated by the successful 2008 launch of Enablis in Kenya.

Summary Conclusion: The evaluation concludes that the information communications technology portfolio as a whole can be considered to have had partial to major success in achieving its expected development outcomes, which will require focussed and sustained support by donors and African partners to realise their full potential.

4.3 Gender Equality Outcomes

African leaders recognised the need for a new political will to promote the role of women in social and economic development by reinforcing their capacities and ensuring their participation



in the political and economic life of African countries. While the CFA did not fund a gender equality initiative per se, it did encourage implementing organisations to integrate gender equality (GE) planning and management as a “cross-cutting” theme.

Many implementing organisations used their own internal GE expertise, or contracted outside consultants to assist them in GE planning and management. Some, predominantly the private-public partnerships and Canadian non-governmental organisations, achieved considerable success in generating and documenting gender equality outcomes thus attesting to their existing organisational capacities and willingness to address gender issues. **Annex E** – Table 2² reveals a strong relationship between the presence or absence of gender sensitive planning and the achievement of gender equality outcomes when one examines, for example, the Youth and AIDS (CCYAIDS) and the Water and Sanitation Trust Fund (WSTF) initiatives compared to the Youth Eco-leadership (ACELP) and Polio Eradication (Polio) initiatives. While gender outcomes can still be achieved in the absence of gender sensitive planning and management, which seems to be the case for the African Capacity Building Foundation (ACBF) and the e-Policy Resource Network (ePol-NET) initiatives, the outcomes were more difficult to identify, anecdotal in many cases, modest in scope and inconsistent across the various components of an initiative, or simply unknown to the evaluation.

The evaluation found ample evidence of gender-related outputs of one kind or another “to raise awareness and capacity”, e.g. conferences, research, guidelines and information resource tools, training and networking opportunities, etc., but there was little systematically collected data, quantitative or qualitative, available on actual benefits accrued to women as a logical consequence of this impressive output production. Approximately 39 encouraging and significant GE outcomes distributed across the three main outcome areas were identified based on the available evidence: decision making (31%), human rights (31%), and development resources and benefits (38%). At the next level of granularity across the 10 generic outcome areas, the most common outcomes were related to capacity for participation (18%), public awareness (21%), livelihoods and productive assets (18%) and the institutional capacity of development partners (15%), representing 72% of the total outcomes identified. On the other hand, the evaluation found little evidence of outcomes related to household and individual decision making (5%), response to rights violations (0%), access by women to basic services (3%), or policy change in favour of gender equality (3%). It was not possible to even estimate the number of women that may have benefited directly since most organisations did not collect sex disaggregated data, however the initiatives that did report had a limited reach working at the community level. **Annex E** – Table 13 presents the assessment of gender equality outcome achievement by portfolio and initiative. Text Box 12 below presents some noteworthy gender

² Note Table 2, “Gender Equality Implementation Analysis Table,” and Table 3, “Results-Based Management Implementation Analysis Table,” are included in the *Supplementary Material—CFA Evaluation* document available upon request from CIDA’s Evaluation Directorate.



outcomes achieved.

Text Box 12 – Noteworthy Gender Outcomes Achieved

- Three of the seven APRM Panel members are women; gender-related questions were included in self-assessment tools;
- Active gender caucuses were established in national local governance associations, with Board representation;
- Human rights workshops encouraged 337 girls to seek legal advice and counselling in Burundi and Uganda;
- 1,788 women started or expanded their micro enterprises;
- 50 women joined the Gendarmerie Nationale du Burkina Faso; another 50 women joined the Gendarmerie Nationale of Mali;
- Confidentiality agreements and consent forms were introduced to protect women’s rights in vaccine trials; their participation rate increased 20 to 50%;
- Decisions regarding the design and placement of water services in slum communities were led by women;
- Trade Promotion Organisations implemented new market access programs designed to benefit women entrepreneurs;
- Women entrepreneurs represent 28% of the Enablis membership benefitting from information communications technology support services.

Summary Conclusion: The evaluation concludes that the Fund as a whole contributed marginally to the achievement of gender outcomes, although a handful of initiatives worked effectively with women at the institutional and community level.

5.0 CONTRIBUTION TO NEPAD EXPECTED OUTCOMES

5.1.1 Strengthening Institutions and Governance in Africa

The CFA has contributed to the strengthening of important African institutions with a governance mandate and Pan-African reach. The African Union’s institutional capacity was strengthened for preventive diplomacy, peace and security and it has taken a lead role in the protection of civilians in armed conflict. The African Peer Review Mechanism Secretariat has increased its capacity to plan and manage peer reviews, and foster the equitable involvement of African civil society in the country review preparation and process. The African Capacity Building Foundation has taken greater ownership of its programming which contributed to the strengthened capacity of public sector officials in the areas of policy research and formulation, program development, management and evaluation. The African Trade Policy Center, although now absorbed into the UN Economic Commission for Africa (UNECA), has become a credible trade policy research institution with significant potential to influence economic governance policies across Africa. The United Cities and Local Governments of Africa is now better able to



support national associations of local authorities, and four such national associations are better able to share knowledge and proactively facilitate decentralization and good governance models and practices.

At a regional level the CFA has contributed to the strengthening of important institutions serving the regional needs of West Africa. The Economic Community of West African States (ECOWAS) has strengthened its organisational infrastructure, staff skills and management of peace and security operations with better planning and resource allocations to peace building and conflict management activities in the region. The Kofi Annan International Peacekeeping Training Center has improved its capacity to fulfill its regional training mandate with enhanced institutional knowledge and skills to anticipate and deliver training programs to both military and civilian beneficiaries.

Several of the CFA Water initiatives have contributed to institutional strengthening and governance at the country level. The African Water Facility and the Partnership for Africa's Water Development initiatives have both contributed to the strengthening of national government water authorities to adopt integrated water resource management approaches in a dozen countries, including riparian countries of key river basins. The UN-Habitat Water and Sanitation Trust Fund, through its African Water Cities program has strengthened the capacity of municipal and community authorities to work together in support of the provision of urban water and sanitation services to the urban poor.

5.1.2 Enhanced African Capacity to Achieve Development Goals

The CFA has contributed to the enhancing African capacities across most of the portfolios and initiatives with varying degrees of reach at the Pan-African, regional, country, community, small and medium enterprise and individual levels. However, the most noteworthy and significant are at the Pan-African level where CFA funds were invested in creating important project preparation facilities for the water, sanitation and infrastructure sectors that addressed identified constraints and barriers to development.

The establishment of the African Water Facility has provided the African Ministers Council on Water with a policy instrument to mobilize resources to finance water resources development activities in Africa. Similarly, the NEPAD Infrastructure Project Preparation Facility is another policy instrument that African leaders and Regional Economic Communities can use to mobilise resources to finance infrastructure projects in the energy, transport, water and information communications technology sectors across the continent. Support to UN-Habitat to enhance its capacity to identify and develop water and sanitation projects and the subsequent partnering with the African Development Bank, has created additional capacity to address the development needs of the long neglected urban poor which should increasingly interest African leaders and donors alike. UNECA has taken ownership of the e-Policy Resource Network initiative and has strengthened its capacity to support African governments in formulating and implementing



gender sensitive e-strategies and its capacity to attract ongoing funding from other donors.

Also noteworthy is the contribution that the CFA has made to building African capacity to address the HIV/AIDS epidemic in Africa. The African AIDS Vaccine Partnership and the International AIDS Vaccine Initiative have developed the organisational, human and clinical capacities to support AIDS vaccine research and development in Africa. They have also contributed to countries becoming better prepared to conduct HIV vaccine trials.

5.1.3 Increased African Integration

While African integration was not an explicit expected outcome at the level of the Fund, many initiatives were designed with this in mind and included intermediate outcomes that were intended to contribute to African and/or regional integration. Some of these initiatives however experienced start-up delays or for other reasons the evaluation was unable to fully assess outcome achievement; such was the case for the African Water Facility, Biosciences eastern and central Africa, NEPAD Outreach, NEPAD Infrastructure Project Preparation Facility and the Water Partnership Program. Nevertheless, the Fund made a significant contribution to increased African and/or regional integration.

The African Trade Policy Center initiative, for example, included increased coordination and harmonization of African governments and sub-regional communities among its outcomes which it achieved to a major extent. It provided the trade policy research that enabled the African Group and African countries to formulate better informed and common positions in the Doha Round and Economic Partnership Agreement negotiations. The close relationship between UNECA and the African Union also served to put forward common positions that departed from the orthodoxy of defensive positions which some countries had towards liberalization and North-South agreements.

At a regional level the CFA Peace and Security Portfolio contributed to African integration in West Africa. Coordination between the ECOWAS Mission Planning and Management Cell with the African Union Peace and Security Directorate around the mounting of the African Standby Force has led to greater African integration of operating standards and procedures for Member States. The Small Arms and Light Weapons Unit also played a key role in having the SAWL Convention ratified by ECOWAS Member States and developing a plan of action which includes cross border and common practises. The West Africa Police Project initiative also contributed to increased awareness and commitment by national and regional decision makers to an improved engagement of Civil Police in peace operations and fostered increased commitment and capacity of regional training centers, such as the Kofi Annan International Peacekeeping Training Center, to deliver tactical, operational, and strategic learning services.

In the Agriculture, Water and Environment Portfolio several initiatives were designed to foster regional integration but experienced start-up delays. For example, the African Water Facility initiative was delayed but has nevertheless supported several transboundary projects including



the formal establishment of the Volta Basin Authority, a convention between six riparian countries and the preparation of a strategic action plan for the Congo River Basin. The Partnership for Africa's Water Development achieved to a partial extent its regional water partnership network outcomes which also contributed to regional integration of riparian states.

The CFA made a contribution to African integration through its Information Communications Technology (ICT) initiatives. The ePol-NET initiative identified early on the need for regional approaches to ICT for development focused on the Regional Economic Communities, especially the East African Community. By pointing out the advantages of regional integration and of developing national e-strategies, the RECs acquired a better understanding of the need for invest in “bridging the ICT infrastructure gap” which is also a priority sector for the NEPAD Infrastructure Project Preparation Facility. The Connectivity Africa initiative also published the analysis of African internet traffic, developed alternative business models for African regional internet connectivity, and fostered debate among regulators on the pros and cons of regional internet exchange. This encouraged African countries to improve national, and harmonise regional telecommunications regulations and e-policies.

5.1.4 Reduction in Poverty and Inequality

While a number of CFA initiatives have made a direct contribution to poverty reduction, the dearth of quantitative data makes evaluating the scope and magnitude of the contribution challenging. For example, the contribution could be very significant for the following initiatives. The Polio initiative has likely saved the lives of thousands of children in Nigeria and neighbouring countries through the interruption of poliovirus transmission. Through its African Water Cities programme the WSTF initiative has improved access by the urban poor and urban schools to safe drinking water and basic sanitation. The Research in Agricultural Productivity initiative contributed to food security for rural poor men and women by identifying new technologies and agricultural farming practices to increase the yields of key staple foods, e.g., beans, sweet potato, cassava and maize.

On the other hand, the relative magnitude of the contribution of the following initiatives is more evident. The Coalition for Youth and AIDS initiative contributed to thousands of youth avoiding the situations and behaviours that drive the epidemic, approximately 300,000 males and 200,000 females. The War Affected Youth initiatives contributed to 10,000 youth, predominately female, with increased revenue from new skills and economic activities and increased their sense of self-esteem, confidence, awareness of human rights and sense of belonging within their families and communities. The SALW initiative contributed to better economic development opportunities generated from the services and infrastructures created through community projects; at least 2,561 micro entrepreneurs of which 1,788 were women (70%) started micro-enterprises.

5.1.5 Productive Activities, Competitiveness and Increased Exports

While the CFA made a contribution to enhancing the capacity of some African institutions at the



Pan-African and country level to address this NEPAD priority, the evaluation found little evidence of outcome achievement. The Program for Building African Capacity for Trade had partial success in increasing international trade, i.e., exports; 25% of some 60 businesses actually made export sales. The Joint Integrated Technical Assistance Program Phase II had some success in getting export stakeholders in priority sectors to apply adapted strategies in response to international market requirements and opportunities.

While the Research in Agricultural Productivity initiative increased agricultural production, there is little evidence that this has led to international competitiveness and export outcomes. Similarly, when the Biosciences for east and central Africa initiative is fully operational it will also support research that will contribute to a diversification of productive activities away from traditional crop varieties and may contribute to increased exports through the development of new and improved agricultural products for the international market, but it is still too soon to for such outcomes to have been achieved.

5.1.6 Economic Growth, Development and Increased Employment

While the CFA made a contribution to enhancing the capacity of some African institutions at the Pan-African and country level to address this NEPAD priority, the evaluation found little evidence of outcome achievement other than for one small scale initiative. The Enablis Entrepreneurial Network initiative contributed to the strategic uptake of information communications technology by entrepreneurs in South Africa leading to the improved viability of their small micro- and medium enterprises. It estimates that to date its members have directly created 3,435 jobs. The economic stimulus from these jobs has indirectly resulted in the creation of 17,175 jobs; which has, in the end, created wealth for 84,501 people. The Research in Agricultural Productivity initiative has undoubtedly contributed to some extent to economic growth, development and increased employment by developing new crop varieties and focusing on value-added processing of agricultural and livestock products in Africa. However, the absence of statistical or even qualitative data has impeded the evaluation from assessing the magnitude of the contribution or even its attribution to CFA funding.

Summary Conclusion: The Fund made a noteworthy contribution to the strengthening of key African institutions, particularly in the governance, peace and security and trade portfolios. Its most significant and attributable contributions were in creating and supporting important project preparation facilities for the water, sanitation and infrastructure sectors that addressed identified constraints and barriers to development. While African integration was not an explicit expected outcome at the level of the Fund, several initiatives made a significant contribution to increased African and/or regional integration.

6.0 RELEVANCE AND SUSTAINABILITY OF OUTCOMES

The relevance of the outcomes achieved by the initiatives funded by the Canada Fund for Africa



(CFA) was examined in combination with the prospects for sustainability after the closure of the Fund, but also in light of the scope and beneficiary reach of the initiatives. The attention paid to the selection of initiatives during the design phase of the CFA ensured close alignment and coherence with the NEPAD sector priorities. African leadership and ownership were evident in a number of institutional strengthening initiatives across all of the sector portfolios. The design of the initiatives themselves and the delivery mechanisms employed also, for the most part, adequately addressed the needs of the targeted African beneficiaries. The large Pan-African and regional initiatives implemented by multilateral and international organisations were successful in working with government authorities at various levels, as well as with research institutions and civil society organisations in support of national development plans. Noteworthy exceptions are the Polio Eradication initiative which initially had difficulty in obtaining support of the Nigerian national, state and local authorities, as well as the UNDP Arms for Development initiative which also had difficulty in securing the cooperation of Chiefdom level authorities for the collection of small arms and light weapons. Canadian non-governmental organisations provided relevant capacity development support, but primarily social, economic and health services to disadvantaged populations at the community level, i.e., war-affected youth and their communities, people living with AIDS and their families, women and youth in general.

NEPAD viewed Official Development Assistance as a necessary but insufficient contribution to Africa's sustainable development and complementary to the increased capital flows and other external resources required in the long term. With this in mind, the NEPAD Infrastructure Project Preparation Facility, the African Water Facility and the UN-Habitat Water and Sanitation Trust Fund initiatives all stand out, not only for their intermediate outcomes achievement, but moreover for their future prospects to attract external resources to addresses key constraints to Africa's economic development and trade. While the involvement of the African Development Bank is a common factor, there are already promising indications of private sector and donor interest in financing well designed projects in key development sectors, e.g., water, transport and energy. The Pan-African scope and potential beneficiary reach of these initiatives for farmers, riparian communities and poor urban slum populations makes these initiatives highly relevant with excellent prospects for the sustainability of the outcomes achieved to date.

The initiatives undertaken with key African institutions to strengthen their governance, peace and security and trade policy capacities are undoubtedly relevant to Africa's development. Their institutional sustainability is generally assured through continued support by African governments, some of which have realised increases in their tax revenue base. The sustainability of the outcomes achieved to date and their programming capacity to continue to meet development needs will however depend largely on continued donor support. The African Peer Review Mechanism continues to attract newly acceding countries and has completed more than a half dozen peer reviews, but donor support for the implementation of National Plans of Action will be critical to long term sustainability. Financial support for the African Capacity Building Foundation has chronically fallen short of the pledges and budget estimates hampering its



capacity to sustain African public sector reforms. These risks to the long term sustainability of governance initiatives were reported by the Tokyo International Conference on African Development (May 2008) to the G8 Hokkaido Summit calling for increased capacity building support in public financial management and in public reform and service delivery.

The outcomes achieved by the African Union and Economic Community of West African States initiatives to support peace and security are also sustainable, since the relevant organisational units are now receiving core budget support and their programming capacity has increased substantially with the support of other donors. The institutional sustainability of the African Trade Policy Center is assured since its absorption into the UN Economic Commission for Africa and CIDA's phase two support, but the continued relevance of the outcomes achieved will depend largely on whether the current narrow focus on the trade modelling is expanded, and more capacity developed to provide 'real time' country specific trade policy advice to African leaders faced with complex multilateral and bilateral negotiation issues. Similarly, ownership of the ePol-NET initiative has been taken by UNECA reflecting the perceived relevance of this initiative and assuring some measure of sustainability for the outcomes achieved with ongoing donor support. The one noteworthy exception here may be the African AIDS Vaccine Partnership, which was challenged to absorb the modest CFA funding and yet has expanded its organisational infrastructure. The prospects for sustainability of this initiative and the nascent outcomes achieved to date are tenuous since there is no apparent African government or other donor support for this fledgling organisation. Nevertheless, the outcomes achieved by the other African partner initiatives are sustainable assuming continued African government support for their institutions and donor support for ongoing programme initiatives.

CFA contributions to the programming initiatives of multilateral and international organisations have generated some relevant and significant outcomes for Africa's development, whether they can be sustained or not will depend in large part on the success that these organisations will have in continuing to attract donor funding. Since the closure of the CFA, CIDA has made significant contributions to both the Polio Eradication and AIDS vaccine research initiatives however the substantial funding needed to achieve the long term ultimate outcomes for these initiatives will require other donors, public and private sector partners to continue their financial support. The outcomes achieved by the Research in Agricultural Productivity initiative are clearly sustainable given that the new products and cultivation practices have been tested, disseminated and increased yields demonstrated for key staples. Whether Africa will remain the focus for the CGIAR network of research institutes in terms of institutional capacity building and new product development for export is not clear, especially given shifting geo-political priorities and the absence of continued funding ear-marked for Africa. The Enablis Entrepreneurial Network has also achieved most of its intermediate outcomes, albeit with a limited scope and beneficiary reach; its current business model in South Africa makes the initiative self-financing through to 2012. Further donor support however would reduce the risks associated with the expansion into Kenya and other neighbouring countries until such time that the organisation can replicate the



public-private partnerships in those countries which are essential to its success. Continued donor support with an Africa focus will be required to sustain the outcomes achieved to date by this group of initiatives so as to ensure the ultimate outcome achievement of a healthy, food secure and prosperous Africa.

Canadian non-governmental organisations have achieved relevant and worthwhile outcomes which, for the most part, addressed the needs of disadvantaged populations at the community and individual level. However, the absence of continued CIDA or other donor support for these initiatives now places the onus on their African civil society partners to continue to provide the social and health services which were created or enhanced. Given the resource poor environment in which African civil society organisations operate, the sustainability of the outcomes achieved will be as ephemeral as the initiatives themselves, unless the enhanced service delivery capacities developed by the participating civil society organisations is recognised and utilised by local, regional and national government authorities.

Summary Conclusion: Careful selection of the Fund's initiatives ensured a high degree of relevance of the outcomes achieved to both the NEPAD and African beneficiaries. The prospects for the sustainability of the outcomes achieved and future contribution to ultimate outcomes will however be largely dependent on African governments' support for their own Pan-African, regional and national institutions in conjunction with sustained donor support for key project preparation facilities and other initiatives launched in support of NEPAD.

7.0 KEY LESSONS LEARNED

7.1 Strengthening Aid Effectiveness

Key to understanding the Canada Fund for Africa (CFA) was the emergence of a global consensus at the turn of the new millennium on the most effective ways to promote sustainable development. The now well recognised principles of local ownership, stronger partnerships, improved donor coordination, results-based approach and greater “non-aid” policy coherence were then already part of CIDA’s worldview of development assistance. This framework of ideas, beliefs, values and ethics were evident in CIDA’s policy statement on strengthening aid effectiveness (SAE) issued almost simultaneously with the launch of the Fund.⁵⁹ Its influence on the selection and implementation of the CFA initiatives was evident in this evaluation and some lessons can be drawn from the experience.

There were some expectations that CFA funding would be directed to “selected countries” based on their demonstrated commitment to the NEPAD principles of democracy, sound political and economic governance, as well as the use of the aid effectiveness principles.⁶⁰ This bilateral approach never materialised and was quickly supplanted by the pre-dominant Pan-African and regional delivery modality as one donor among many to ongoing multilateral and international



organisation initiatives. While there are several reasons as to why this occurred, the trade-off in terms of SAE principles between developing country ownership and donor coordination was largely dependent on the implementing organisation. Adherence to aid effectiveness principles was possible when pool-funding mechanisms were employed with key African institutions, e.g., African Peer Review Mechanism and the African Capacity Building Foundation, although developing stronger institutional partnerships depended largely on how the Trust Fund administrator fulfilled its role. Even in the case of the latter initiative where a strong institutional partnership and mutual accountability was developed, the ‘managing for results’ principle also remained problematic.

Lesson Learned #1: In the context of multi-donor initiatives with a Pan-African or regional scope, the selection of the implementing organisation and/or Trust Fund Administrator will have a considerable influence on the extent to which the aid effectiveness principles are addressed in an adequate and balanced manner. Adherence to all the aid effectiveness principles at the same time in any one initiative is obviously challenging and perhaps not realistic. However, integrating the Paris Declaration aid effectiveness principles into its quality at entry decision-making process, taking into account the past performance of implementing organisations and potential Trust Fund Administrators, would be beneficial.

Adherence to CIDA’s SAE principles was most evident in the initiatives which funded African institutions directly to create organisational infrastructure capacities which didn’t exist or were too weak to be effective. African ownership, alignment through stronger partnerships and donor harmonisation were observed in the majority of these initiatives. While the CFA was applauded for the timeliness and flexibility of its funding, it was also criticised for its burdensome administrative procedures and requirements. Cognisant of its fiduciary responsibilities and reflecting some risk adverse tendencies, the CFA had employed contribution arrangements in its initiatives with the African Union and the Economic Community of West African States. Keeping in mind that these contributions represented less than 6% of their operating budgets, this contracting arrangement required tight financial controls, audit trails and mandatory recipient audits resulting in segregated accounting and high transaction costs for both African institutions. There were thus some observable trade-offs between strengthening partnerships and fiduciary risk management. The use of contribution arrangements with their inherent administrative procedures and requirements seemed to be unrealistic under the circumstances and inconsistent with the principles of partnership and mutual accountability. In contrast, the use of grant funding to the African Trade Policy Center and the African Development Bank, combined with pooled funding arrangements didn’t have the same consequences.

Lesson Learned #2: In the context of strengthening African institutions, the selection of aid delivery modalities and contracting arrangements with high transactions costs and low additionality is counterproductive to the development of strong partnerships and mutual accountability. Pooled funding mechanisms based on the findings of joint donor fiduciary risk assessments and



accompanied by institutional strengthening support to key African institutions are more efficient under conditions of low risk tolerance and more effective in terms of development impact.

7.2 Working Horizontally

The Government of Canada response to the NEPAD was shaped with a high degree of collaboration between central agencies and line departments, including the establishment of an Interdepartmental Steering Committee typical of the whole-of-government approach at the time. Although the designation of the Minister of International Cooperation as responsible for the Canada Fund for Africa (CFA) didn't preclude the continued use of this approach, the subsequent Treasury Board submission delimited the role of the other government departments to such an extent that the CFA no longer resembled a horizontal initiative defined by the Treasury Board as "an initiative in which partners from two or more organizations have established a formal funding agreement (e.g. Memorandum to Cabinet, Treasury Board submission, federal-provincial agreement) to work toward the achievement of shared outcomes."⁶¹ Furthermore, it lacked many of the characteristics of shared authority, joint investment of resources, shared risks and common results.⁶² However, some sector portfolios and their initiatives required working horizontally with other government departments who brought considerable value-added in terms of policy guidance, networking, programming experience and technical expertise, especially in non-traditional sectors for CIDA such as in Peace and Security, and Information Communications Technology. The policy and design lead for the West Africa Peace and Security initiatives was assigned to the Department of Foreign Affairs and International Trade, while operational management responsibility for the entire Information Communications Technology (ICT) portfolio was fully delegated to Industry Canada. Administrative agreements were signed with both departments which eventually included provisions for the transfer of funds to fulfill their respective roles and responsibilities. The International Development Research Center was also involved as an implementing organisation for one of the ICT initiatives, while the Canadian Food Inspection Agency provided technical assistance for the Biosciences in east and central Africa initiative. In addition to the departments directly involved in the management of CFA initiatives, several other departments seconded their personnel for training and technical assistance assignments on an ad hoc basis, e.g., Department of National Defence, Justice Canada, Agriculture and Agri-food Canada and Environment Canada, etc.

Challenging issues arose as the portfolios and initiatives were being designed and implemented requiring interdepartmental management as they sought to find common ground. In the absence of senior management governance structures to deal with them effectively, the CFA staff bore the brunt of the ensuing misunderstandings and confusion regarding respective accountabilities and responsibilities, appropriate development approaches to institutional strengthening, as well as expectations and understandings with regard to mainstreaming gender equality and applying results-based management, two key CIDA development policies. While such management



challenges between line departments are typical of the experience of working horizontally,⁶³ they could have been minimised or avoided altogether. More importantly, the overall management of the portfolios, the performance of the individual initiatives and the quality of reporting could have been improved had a few steps been taken to: 1) jointly review the administrative arrangements at appropriately high management level to ensure clarity of roles and responsibilities, as well as expectations for financial and performance reporting; 2) brief the organisational units within participating departments as to best practices in programming development assistance, mainstreaming gender equality and applying results-based management; 3) make pre-departure briefings or training available to “subject matter experts” mobilised by other government departments to ensure effective technical assistance delivery; and 4) create/sustain a regular forum for senior management of the participating departments to manage interdepartmental relationship issues arising and to exercise joint oversight for performance.

Lesson Learned #3: Effective management of a complex Fund involving other federal line departments requires suitable senior level governance structures, processes and coordination to ensure accountability for results. Considerable care and effort are needed when working horizontally with other government departments in order to maintain good interdepartmental relations and optimise the considerable value-added that they have to offer when participating in CIDA led development assistance initiatives.

7.3 Enabling the Development Process

The Canada Fund for Africa (CFA) was a strategic policy initiative originating from the highest levels of government with the inherent political and stakeholder pressures. Nevertheless, CIDA demonstrated its capacity to create the enabling conditions for the appropriate design and timely launch of the Fund. The time pressures to launch the Fund and its 33 initiatives within 18 months did however manifest itself in that due diligence requirements were sparsely documented and corporate policies known to improve aid effectiveness, i.e. gender equality and results-based management were given mixed attention during the planning process.

Insufficient gender equality resources located in the Africa Branch and results-based management resources in the corporate unit can be attributed with the weak integration of these considerations into the original design of many initiatives. While the CFA Secretariat included an Analysis and Performance Unit, its original staff had little previous performance management experience. Results-based management workshops were held with almost half of the initiatives two years after their launch to improve the logframes and performance measurement frameworks with the expectation that this would improve the quality of reporting, considered to be inadequate at the time. The Africa Branch gender specialist did eventually become more actively involved in a small number of initiatives subsequent to the planning phase. The time bound character of the Fund also affected partnership relations and outcome achievement. Despite its well communicated time bound limitations many implementing organisations nevertheless



expected continued support for their nascent initiatives. Disenchantment and confusion regarding the sincerity of CIDA's partnership intentions was openly expressed by a broad range of implementing organisations which did not receive follow-on funding.

Lesson-Learned #4: Experience with the CFA revealed that the imposed time constraints on the design, the launch and implementation of such investments can tax CIDA's capacity to adequately support the implementation of its gender equality and results-based management policies, and also affect the quality and commitment of some partnerships.

A comparative analysis across sector portfolios of successful gender-mainstreaming and quality of results-based reporting, including sex disaggregated data, revealed some patterns. First, those service delivery initiatives working with individuals and communities as targeted beneficiaries were the most successful in providing quantitative evidence of performance; their limited scope, ease of access to beneficiaries and observable indicators facilitated the task. Secondly, those capacity building initiatives involving enterprises, associations, institutions or networks also had some success but used more qualitative evidence of performance; the broader scope, cultural and institutional norms, limited access to key informants and less observable indicators made the task of gender-mainstreaming and results reporting more difficult. Finally, those initiatives involving improved governance, broad policy reforms in integrated water management, international trade and market access, and information communications technology had much less success; the regional or Pan-African scope, complexity of the issues, senior government level involvement, difficulties and costs related to data collection and monitoring, etc. presented some significant challenges to keeping it simple and generating sex disaggregated data. The CFA Secretariat's capacity to adequately support implementing partners across this wide spectrum of initiatives with customised and subject matter relevant policy guidance was very challenging.

Lesson Learned #5: The mainstreaming of gender equality and the application of results-based management is more or less challenging and costly depending on the scope, programming focus and sector. Development Officers without adequate subject matter knowledge and breadth of experience in widely differing circumstances would have difficulty in providing value added support to their implementing partners. Strengthening organisational and technical capacities to provide gender equality and results-based management policy guidance that is appropriately adapted to the scope, subject matter and other specific circumstances of a development initiative is essential.

7.4 African Capacity Development and Utilisation

The capacity building approach has evolved since the early 1980s, taking on new meanings and greater importance as witnessed in the Canada Fund for Africa (CFA). A review of the capacity building experience in the 1990's described the challenge in employing the approach as follows. "The new capacity development challenge for donors is to combine capacity building with capacity utilisation. This means addressing the environment for sustainability from the start of



the donor activity”.⁶⁴ Whether viewed as an end in itself, or as a means to achieving sustainable development, capacity development and utilisation in all its forms was noted in many CFA initiatives working with African institutions and civil society organisations, although sustainability plans were not always developed.

CFA funded initiatives in support of the African Union, NEPAD African Peer Review Mechanism (APRM), African Capacity Building Foundation, African Trade Policy Center, and others demonstrated how support for greater utilisation of African capacities can be a cost-effective and sustainable strategy for achieving a broad range of development outcomes. The important role of the Regional Economic Communities was also demonstrated in the initiative with the Economic Community of West African States which strengthened its regional monitoring capacity for peace and security, contributed to regional integration, as well as Pan-African integration with the African Union. These are important outcomes as the goal of African integration becomes more widely espoused by African leaders and the recognition that improved regional integration with common economic policies, currencies and passports are all key ultimate outcomes.

Lesson Learned #6: The unconventional and innovative funding provided to African institutions for creating or enhancing organisational infrastructure not only generated important outcomes, but played a catalytic role in attracting other donors to support the same or closely related initiatives thereby enhancing the prospects for sustainable development. Bold and innovative steps to strengthen and utilise the capacity of African institutions, in particular the Regional Economic Communities, hold considerable promise for improved cost-effective development.

The CFA also funded initiatives in support of civil society organisations which can also play a key role in the development process when supported with sustainable funding. An example is the strengthening of national parliamentary committees to better fulfill their oversight role in the preparation and monitoring of Poverty Reduction Strategies as demonstrated in the Parliamentary Strengthening Programme initiative. Another is strengthening local governance associations in support of national decentralisation efforts as demonstrated in the African Local Governance Project initiative. Here capacity development clearly incorporates notions about individual capacity building and institutional strengthening into one broad concept based on the principle that individuals require an enabling environment in which they can fully utilise and apply their newly acquired knowledge and skills to generate sustainable outcomes.

Lesson Learned #7: Important and sustainable intermediate outcomes can be achieved when individual beneficiaries have an institutional or organisational environment in which they can apply their newly acquired knowledge and skills. Bold and innovative steps to strengthen and utilise the capacity of African governance bodies, especially civil society organisations, also hold considerable promise for improved cost-effective development.

7.5 Partnering with Multilateral/International Organisations



The Canada Fund for Africa (CFA) provided grant funding to several well known multilateral and international organisation partners that presented both opportunities and challenges in terms of administration, management and mutual accountability for results. Generally, they have clearly defined mandates and well established administration and financial management procedures, as well as the programming knowledge and expertise, networks and partnerships to deliver sound development programming. These organisations were also able to absorb in a rather short period of time large amounts of CFA funds into new and existing programmes for strategic support to Africa all with good prospects for outcome achievement.

Historically, CIDA provided “core” grant funding too many of these multilateral and international organisations with accommodating reporting requirements, i.e. a copy of the annual report that is forwarded to all funders. While this was acceptable at the time, the same practice posed some challenges for very substantial programme specific funding. For example, while the Fund’s \$50 million grant to the Global Polio Eradication Initiative (GPEI) was ear-marked for Africa, the CFA Secretariat received only the GPEI Annual Report with aggregated indicator data at a global level. The same problem can arise with large multi-donor funded international organisations such as CGIAR which only provided an Annual Report with anecdotal references to Africa in return for a \$50 million grant for the Research on Agricultural Productivity initiative. Even when the grant arrangement specifies more specific reporting requirements it’s still not a guarantee that the multilateral organisation will comply. While the UNDP Sierra Leone agreed in its grant arrangement to provide semi-annual and annual narrative reports and a certified financial statement for each calendar year on the Arms for Development initiative, the CFA Secretariat received only one annual report for the 2005 calendar year and no financial reports when the file was closed on June 2, 2008 without further inquiry as to the outcomes.

Lesson Learned #8: The specificity, frequency and quality of reporting on outcomes by some multilateral organizations on “non-core” supplemental funding for programme specific initiatives is a problem that needs to be addressed by CIDA and other donors if they are to get adequate and proper information on development results attributable to specific funding.

While there may be few alternatives when selecting a multilateral or international partner, depending on the programming priority to be addressed, the funding circumstances can have an incidence on performance. When taking the lead as the initial sole donor for some of the trade initiatives, for example, the CFA staff experienced more challenges when trying to ensure the best management and accountability for outcomes or the technical aspects of the programme in terms of mainstreaming gender equality or applying results-based management. On the other hand, some governance initiatives demonstrated that in a multi-donor context, not only was there a sharing of risk among donors, but that collaborations develop and synergies build-up between donors so that there is a sharing of technical expertise and of monitoring and oversight responsibilities. The ability to influence the multilateral or international organisation and/or trust fund administrator through donor collaboration and harmonisation efforts appears to have had



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greater success.

Lesson Learned #9: Working in a multi-donor context can facilitate CIDA's ability to apply the full range of aid effectiveness principles, especially with respect to policy dialogue and mutual accountability that may otherwise prove difficult to realize as a single donor.



Annex A: Canada Fund for Africa Profile

Strategy and Objectives

New Partnership for Africa's Development

During the 1980-90s there were various plans, frameworks, agendas and declarations aimed at promoting Africa's development and, later, democracy.⁶⁵ At an OAU Summit meeting in Lusaka in July 2001 African leaders adopted a document entitled the New African Initiative, designed to end Africa's marginalisation, which they presented to the G8 Summit held in Genoa later that same month, where it was endorsed. What attracted the attention of the G8 members was the governance commitment made by African leaders and its attendant African Peer Review Mechanism (APRM), identified as pivotal to garnering support from the G8. The document was finalised in October 2001, renamed as the New Partnership for Africa's Development (NEPAD)⁶⁶ and had as its objective "to give an impetus to Africa's development by bridging existing gaps in priority sectors in order to enable the continent to catch up with developed parts of the world." In July 2002, the inaugural African Union Summit adopted a Declaration on Democracy and Political, Economic and Corporate Governance and in March 2003 the NEPAD issued a Memorandum of Understanding on the African Peer Review Mechanism. As Chairman of the Kananaskis G8 Summit in 2002, then Canadian Prime Minister Jean Chretien had questioned the announcement that adherence to the APRM would be voluntary.⁶⁷ The NEPAD recognised the important principles of peace, security, democracy, good governance, human rights and sound economic management as conditions for sustainable development. In addition it set out in considerable detail the objectives and actions for six 'Sectoral Priorities' as critical to poverty reduction: Bridging the Infrastructure Gap; Human Resource Development Initiative; Agriculture; The Environment Initiative; Culture; and Science and Technology Platforms.

G8 Africa Action Plan

In Genoa, the G8 members appointed Personal Representatives for Africa who met monthly with African leaders and their representatives to 'sherpa' the Africa focus over the course of the following year. The G8 Africa Action Plan was adopted at the Kananaskis Summit in June 2002, committing \$6.0 billion US to support individual member initiatives loosely corresponding to the NEPAD sector priorities, but falling significantly short of the \$64 billion estimate put forward by African leaders. There were two main principles underlying the G8 Africa Action Plan: 1) a commitment to double Official Development Assistance to Africa, and 2) a commitment to develop long term privileged partnerships with African countries demonstrating adherence to the stated NEPAD commitments toward meeting the basic standards of good governance and democratic behaviour. While there was a recognition that the self-governance process through the African Peer Review Mechanism would take some time, this second basic principle was intended to "reward success, not failure" with increased aid, trade, debt forgiveness and private



capital flows.

In the wake of the 2003 Evian Summit, the African Partnership Forum was established as a way of broadening the existing high-level G8/NEPAD dialogue to encompass Africa's major bilateral and multilateral development partners. Its mission was to strengthen partnership efforts in favour of Africa's development and has focused on strategic, political and socio-economic issues related to African development and the implementation and monitoring of NEPAD programmes. G8 leaders have subsequently addressed issues of importance to Africa's development at subsequent summits. For example, the commitment to double Official Development Assistance to Africa by 2010 was formalised at the 2005 Gleneagles Summit. While NEPAD has since become the focus of sustained international engagement with Africa, particularly among the UN Agencies, the last public report by the G8 on the implementation of the African Action Plan was published in 2005.⁶⁸

Canada Fund for Africa

At the 2002 Kananaskis Summit, the Prime Minister announced the Canada Fund for Africa (CFA), a \$500 million fund to support the NEPAD principles and priority sectors with an emphasis on: Governance; Peace and Security; Health; Agriculture, Water and Environment; Trade and Investment; and Information Communications Technology. At the time of the announcement \$421 million of the CFA funding⁶⁹ had already been strategically allocated to a detailed package of national deliverables that demonstrated the Government of Canada's commitment.

The overall goal of the Government of Canada in creating the CFA was *to achieve increased and sustainable development in Africa, as measured by the Millennium Development Goals*. The CFA was to rely on four key enabling strategies during implementation, including:

- Developing effective partnerships with other Canadian government departments;
- Engaging Canadians through a communications strategy including public outreach;
- Promoting African ownership and building capacity among executing and implementing partners; and
- Promoting donor coordination and harmonization of development programming.

Expected Enabling and Development Results

Policy Context

In the administration of the Canada Fund for Africa the Secretariat would have had access to the policy guidance, scientific and technical services and performance management resources of the Canadian International Development Agency to support its work. There were three corporate documents of key importance which provided guidance with respect to articulating CIDA's accountability for the achievement of enabling and development results.



The first was the Results-Based Management Policy Statement (1996) which identified three kinds of development results: outputs, outcomes and impacts. The second was the Agency Accountability Framework (July 1998) which articulated CIDA's accountabilities as a federal government department for the achievement of results. The framework was a key component of the results-based management (RBM) approach practised in CIDA when the CFA was established. It advanced the principle of “shared accountability” for the achievement of development results within the context of the interdependent partnerships with recipient governments and Canadian, international and local partners. The third key policy guidance document was the Agency Results-Based Management and Accountability Framework (January 2002) which defined both enabling and development results. Figure 4, which can be found in the *Supplementary Material—CFA Evaluation*, illustrates and summarises the logic model when the Canada Fund for Africa was launched.

Performance Expectations

The Canada Fund for Africa Performance Review Plan 2002-2008 was developed to fulfill a commitment to Treasury Board Secretariat to outline the expected results, as well as set out the monitoring, audit, evaluation and reporting strategies. In terms of enabling results, support for African development priorities and sectors identified in the NEPAD was widely considered an appropriate programming orientation. Several time-bound initiatives to predominantly large-scale programs with a Pan-African or multi-country reach were funded, as well as institutional capacity building and community support projects. Four intermediate development outcomes were identified which the CFA was committed to achieving within its timeframe in conjunction with the African partners and implementing organizations involved:

- 1) Enhanced African capacity to achieve development goals;
- 2) Expansion of economic growth in Africa;
- 3) Strengthened institutions and governance in Africa; and
- 4) Fulfillment of G8 Africa Action Plan (2002) commitments to NEPAD.

It was expected that the achievement of intermediate development outcomes would contribute to one long-term development outcome, i.e., increased and sustainable development in Africa.

Programme Description

Governance and Partnership

The Canada Fund for Africa Act, assented to on April 12th, 2002, established the CFA program to provide contributions for the economic and social development of Africa in fulfilment of the objectives set out in the New Partnership for Africa's Development. The Minister of International Cooperation was designated responsible Minister by Order in Council on the same date. While drawing on the full resources of CIDA and Canada's diplomatic missions and aid infrastructure to fulfil its mandate, the CFA was to remain a unique and distinct programme for



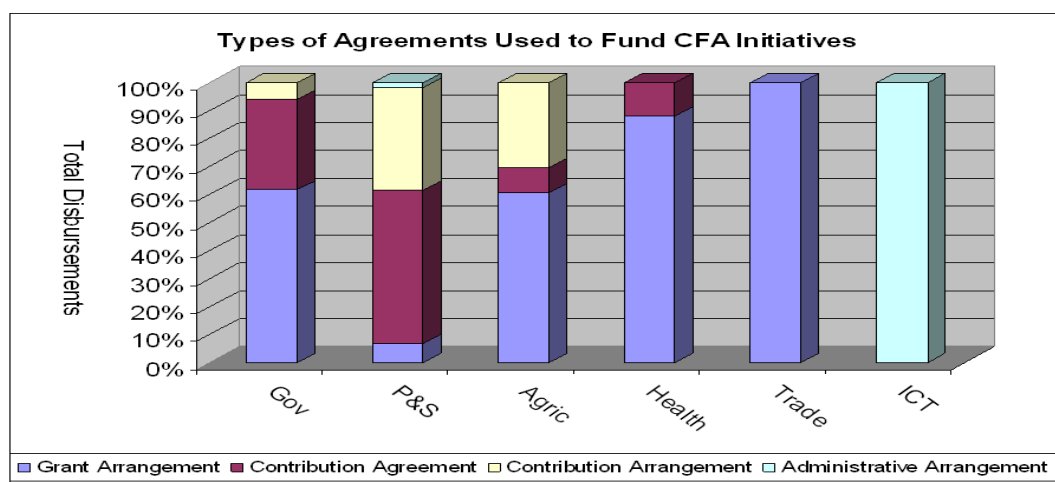
the duration of its existence. Two government departments, the Department of Foreign Affairs and International Trade and Industry Canada agreed to take the lead on five of the CFA initiatives through administrative arrangements.

The CFA was administered by a specially designated Secretariat within CIDA’s Africa and Middle East Branch. It called upon the existing resources of the Agency on a fee for service basis, including, financial management; administrative, legal and contracting services; policy/planning guidance, information and operations management; communications, scientific and technical services; and performance management, to support its work. In this regard it delegated accountability for the management of the Research on Agricultural Productivity initiative, Polio Eradication Initiative and other health sector initiatives to the Agency’s Multilateral Programmes Branch and the International AIDS Vaccine Initiative to the Canadian Partnership Branch.

Funding Arrangements

An analysis of the types of agreements used to fund CFA initiatives indicates: 63% grants vs. 37% contributions. These percentages differ significantly from one CFA portfolio to another; Figure 5 below illustrates this diversity of the types of agreements used. Five initiatives were jointly administered with other government departments: an Administrative Arrangement with the Department of Foreign Affairs and International Trade for two West Africa Peace and Security Initiatives; and an Administrative Arrangement with Industry Canada for three Information Communications Technology initiatives.⁷⁰ See– Table 1 for details by CFA initiative.

Figure 5: Types of Agreements Used By CFA Portfolio



Geographic and Beneficiary Reach

Close to 70% of CFA initiatives were Pan-African or multi-country in geographic scope reaching approximately 50 African countries. The top countries in terms of the number of CFA initiatives with active sub-projects were: Kenya (12), Mozambique (10), Senegal (10), Ghana (9), Mali (9),



South Africa (7), Burkina Faso (7), Tanzania (6), Nigeria (6), Zambia (6) and Uganda (6).

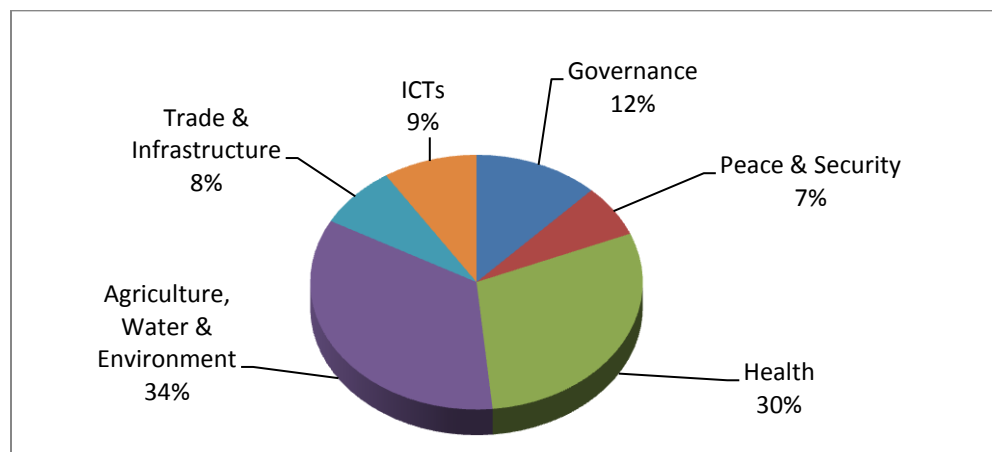
Annex E – Table 1 details both the geographic and the beneficiary reach for each of the CFA initiatives.

Resources and Expenditures

Treasury Board Secretariat of Canada approved a total budget of \$500 M for the Canada Fund for Africa: \$481.8 M in grants and contributions and \$18.2 M in administrative expenses to operate the fund. The CFA budget for grants and contributions, excluding the Canada Investment Fund for Africa, was \$381.8M which was allocated to a total of 33 initiatives. Each initiative responded to one of the six CFA portfolios: 1) Governance; 2) Peace and Security; 3) Health; 4) Agriculture, Water and Environment; 5) Trade and Infrastructure; and 6) Information Communications Technology. Figure 6 below presents the percentage budget allocations by CFA portfolio.

By March 31, 2008, the majority of CFA initiatives were fully disbursed with an overall 92% disbursement rate. The Biosciences eastern and central Africa (BECA) initiative received approval to continue disbursements until September 30, 2009, while extensions of 24 months to March 31, 2010 were approved for four other CFA initiatives: Support to the Economic Community of West Africa States (ECOWAS), the NEPAD Infrastructure Project Preparation Facility, the African Water Facility and the Water Partnership Program. It should be noted that among these exceptions three belonged to the Agriculture, Water and Environment portfolio.

Figure 6: Percentage Budget Allocations by CFA Portfolio



CFA Portfolios and Initiatives

The CFA funded 33 initiatives for which a brief description and tombstone data is provided in Annex B; this does not include the Canada Investment Fund for Africa which is the object of a separate evaluation. An overview of the programming objectives for each of the sector portfolios is presented below.

a) **Governance**



The governance portfolio aimed to build and strengthen human and institutional capacity in the core public sector, develop networks to strengthen democratic parliaments in Africa and provide opportunities for African citizens to engage in the NEPAD process. At the local level, the portfolio aimed to improve and strengthen decentralized local governance policy and structures, and participation. It also provided support to the African Peer Review Mechanism, a key NEPAD initiative in self-assessment to identify best practices in democracy, political, economic and corporate governance.

b) *Peace and Security*

Support to peace and security initiatives aimed to enhance the capacity of the African Union to secure sustainable peace and stability in Africa, strengthen the institutional capacity of the Economic Community of West African States (ECOWAS) to anticipate, manage and resolve conflicts in the West Africa region, and strengthen African organizations' programming for war-affected youth.

c) *Health*

The health portfolio targeted two key diseases: HIV/AIDS and polio by supporting research and development for an HIV/AIDS vaccine for Africa and supporting the Global Polio Initiative. It also focused on mitigating the impact of HIV/AIDS on youth and enhancing war-affected children's development through sport and play in selected refugee & returnee camps.

d) *Agriculture, Water and Environment*

This portfolio aimed to build national and regional capacity within Africa to respond to opportunities offered by biotechnology and contribute to public research aimed at increasing agricultural productivity in Africa. It supported investments in water and sanitation for the poor, regional and Pan-African partnerships in water resource management, as well as opportunities for African and Canadian youth to learn and cooperate on participatory environmental and community development initiatives.

e) *Trade and Investment*

While the \$100 million Canada Investment Fund for Africa (CIFA) dominated this portfolio by the size of its budget, other important trade initiatives supported African governments and other stakeholders to gain new knowledge on trade policy, the multilateral trading system, and increase their access to trade research, training and advisory services. It also supported small and medium size African exporters and aimed to increase infrastructure investments in transport, energy, water and information communication technology services.

f) *Information Communications Technology*

This portfolio of initiatives aimed to "Bridge the Digital Divide" by increasing African governments and institutions' access to e-policy expertise, and supporting increased connectivity, local content and innovative uses of ICT in education, health and economic



Canadian International
Development Agency

Agence canadienne de
développement international

development. It also supported access to ICT for South African small and medium enterprises and entrepreneurs.



Annex B: CFA Portfolio Initiatives

Governance

Support to African Peer Review Mechanism (APRM)

The goal of the APRM is to “foster strengthened governance and development performance in Africa in support of the goals of NEPAD”. It is a voluntary process of self-assessment by countries to identify and apply best practices in political and economic governance. As of June 2008, 28 of the 53 member states of the African Union have acceded to the APRM process. The first review completed, of Ghana, is seen as exemplary although subsequent reviews have received varying assessments. Six countries have completed the process (Ghana, Rwanda, Kenya, Benin, South Africa and Algeria) and three more country reports are to be presented at the 11th AU Summit in July 2008 (Uganda, Burkina Faso and Nigeria)

A Panel of Eminent Persons (APR Panel) was appointed by the Heads of State to oversee the conduct of the APRM process and ensure its integrity. The APR Panel is assisted by the APR Secretariat, which provides the secretarial, technical, co-ordinating and administrative support services for the APRM. In addition, the UN Economic Commission for Africa provides technical assistance for both economic and corporate governance reviews, while the African Development Bank assists with reviews of socio-economic development. Political reviews, including human rights, will be carried out by African Union institutions with responsibility in these areas (e.g. African Capacity Building Foundation; African Commission on Human and Peoples' Rights). UNDP (New York) manage the Trust Fund on behalf of the APRM Secretariat, while the UNDP office in Johannesburg provides advice and guidance on use of the fund and assists with mobilizing support. Canadian funds supported individual country reviews as well as institutional support for the APRM Secretariat.

Program Organization	Program Specifics
Project #	A-032573
Accountability	United Nations Development Program (UNDP) Trust Fund
Budget:	\$ 700,000 (Grant Arrangement)
Implementing Organisation:	NEPAD APRM Secretariat

Strengthening the African Public Sector

The importance of capacity building in Africa and the ACBF’s primary role in strengthening capacity across Africa has been recognized by African Heads of State and Government and by the donor community. ACBF’s mandate is to build capacity in the core public sector, in interface areas with the private sector and civil society, in training and research institutions, and in regional organizations in sub-Saharan Africa. CFA funding was directed in support ACBF’s Strategic Medium Term Plan for 2002-2006 through a World Bank administered Trust Fund. The goal of



the Strengthening Africa Public Sector project was “to build Africa’s capacity to take responsibility for key development challenges and promote the emergence and building of a network of African institutions capable of action on multi-regional or Africa-wide challenges.” Its stated purpose was “to help strengthen public sector competencies and build capacity in African countries and institutions committed to improving governance.” ACBF provides grants to a wide range of partners that work in its six core competency areas: Economic Policy Analysis and Management; Financial Management and Accountability; Strengthening and Monitoring of National Statistics; Public Administration and Management; Strengthening of the Policy Analysis Capacity of National Parliaments; and, Professionalization of the Voices of Private Sector and Civil Society.

Program Organization	Program Specifics
Project #	A-031977
Accountability	World Bank Trust Fund
Budget:	\$ 28 million (Grant Arrangement)
Implementing Organisation	African Capacity Building Foundation

Africa-Canada Parliamentary Strengthening

The goal of the Parliamentary Strengthening program was to “contribute to improved democracy in select African societies through strengthened parliaments.” Its stated purpose was “to strengthen democratic parliaments in Africa via three networks on poverty reduction, anti-corruption and gender equality; to improve interaction between parliaments and the NEPAD process.” The Parliamentary Strengthening program worked through networks clustered around priority policy areas. The program collaborated with policy institutes and civil society groups in Africa to design and deliver programs aimed at building capacity of parliamentary committees in the area of poverty reduction and created a thematic network on this topic. It supported linkages between MPs interested in fighting corruption through national chapters of the African Parliamentary Network Against Corruption (APNAC). It also created a network for women parliamentarians, offering them support in bringing women’s perspective to policy issues. The three networks spanned 20 African countries and includes staff and interns of parliamentary committees as well as parliamentarians. Those countries that have been most involved in the networks were Tanzania, Kenya, Rwanda, Nigeria, Benin, Ghana, Mali, Senegal, Zambia and Uganda. The program also initially targeted regional institutions such as the Parliament of the Economic Community of West African States (ECOWAS), the African Parliamentary Union (APU), the Southern African Development Community Parliamentary Forum (SADC-PF) and the East African Legislative Assembly (ELA). However, ultimately there was not strong focus on these regional bodies for various reasons.

Program Organization	Program Specifics
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Program Organization	Program Specifics
Project #	A-031975
Accountability	Parliamentary Centre, Ottawa, Canada
Budget:	\$ 9 million (Contribution Agreement)
Implementing Organisation	Parliamentary Centre, Accra, Ghana

African Local Governance

The goal of the African Local Governance project was “to support governments and civil society in East, Southern and West Africa in achieving equitable development and sustainable poverty reduction.” Its stated purpose was “to support African associations of local authorities at national, regional and continental levels, in collaboration with civil society and other partners, in their efforts to strengthen, improve and sustain decentralized local governance policy, structures, processes and services in Africa through programs in Ghana, Mali, Tanzania and Mozambique.” This project has been implemented by the Federation of Canadian Municipalities and its African partners, the United Cities and Local Governments of Africa (UCLGA), the Municipal Development Partnership-East and Southern Africa (MDP-ESA), the Partenariat pour le développement municipal (PDM) and national associations of local authorities in Ghana, Mali, Tanzania and Mozambique. The project supported strengthening of local governance through joint training and promotion of information sharing between and among the partners. It placed a heavy emphasis on ensuring government commitment and community participation, especially among the poor and women. The project has sponsored a number of workshops on common themes, most recently on localizing MDGs. A series of pilot projects specific to each country and local area were developed to explore and highlight various challenges in decentralization such as participatory economic planning and budgeting, revenue generation, service delivery, and gathering and monitoring community feedback on programs and services. Lessons learned in these pilots were to be disseminated in other countries through Pan-African organizations, national and municipal governments and research institutions.

Program Organization	Program Specifics
Project #	A-031981
Accountability	Federation of Canadian Municipalities
Budget:	\$ 6 million (Contribution Agreement)
Implementing Organisation:	Federation of Canadian Municipalities

NEPAD Outreach Fund

The goal of the NEPAD Outreach Fund II was to “contribute to cultivating broader African dialogue on and support for improving and implementing the NEPAD.” Its stated purpose was “to provide opportunities for African men & women from civil society, the private and public sectors and institutions to engage in activities that raise awareness of the NEPAD, formulate views and recommendations on, and increase support for and contribute to, NEPAD implementation.” The



NEPAD Outreach Fund II built on the experience of a small, earlier project aimed at increasing engagement of civil society with the institutions of NEPAD. Although intended to be a visible, transparent initiative, NEPAD was not well understood by African citizens and deserved a much higher profile. The Outreach Fund was set up to provide responsive small project type funding for initiatives that would include workshops, conferences, information and capacity building initiatives, media training and support and similar awareness building activities. It was managed from CIDA headquarters but implemented through the CIDA field offices. At the close of the project, the Fund had supported some 52 sub-projects in 19 African countries.

Program Organization	Program Specifics
Project #	A-031968
Accountability	Canada Fund for Africa Secretariat
Budget:	\$ 2.75 million (Contribution Arrangements)
Implementing Organisation:	CFA Secretariat and various African civil society organizations

Peace and Security

Strengthening the Peace and Security Capacity of the Africa Union

The goal of this initiative was to promote peace, security, governance and humanitarian well-being throughout Africa. The initiative assisted in enhancing the capacity of the African Union’s Peace and Security Directorate. Direct assistance contributed to a rapid response mechanism for civil/non-military peace and security activities, institutional capacity building in the African Union and the activities of the Special Representative for the Protection of Civilians in Armed Conflict in the Political and Humanitarian Affairs Directorate.

Program Organization	Program Specifics
Project #	A-032024
Accountability	African Union
Budget:	\$4.0 million (Contribution Arrangement)
Implementing Organisation:	African Union, Peace and Security Directorate and the Political & Humanitarian Affairs Directorate

Economic Community of West African States – Capacity Building:

The goal of this initiative was to contribute to greater individual and community security in West Africa. This four year initiative, extended to six years, was designed to strengthen the institutional capacity of ECOWAS to anticipate, manage and resolve conflicts in the region. Support was provided for the Small Arms Unit, the Conflict Planning and Management Cell as well as contribution to the ECOWAS Peace Fund and the Scholarship Fund. The geographic scope covered the 15 ECOWAS Member Countries: Benin, Burkina Faso, Cape Verde, Ivory



Coast, Gambia, Ghana, Guinea, Guinea-Bissau, Liberia, Mali, Niger, Nigeria, Senegal, Sierra Leone and Togo.

Program Organization	Program Specifics
Project #	A-031988
Accountability	Economic Community of West African States (ECOWAS)
Budget:	\$4.2 million (Contribution Arrangement)
Implementing Organisation:	The Political Affairs, Defence & Security Department (PADS) of the ECOWAS Secretariat, more specifically the Small Arms Unit (SAU) and the Mission Planning & Management Cell (MPMC). In 2008, PADS was renamed the Political Affairs, Peace and Security Department (PAPS).

Kofi Annan International Peacekeeping Training Centre

The goal of this initiative was to enhance the capacity of the new KAIPTC in Accra, Ghana to deliver peacekeeping training that is relevant to military, police and gendarmerie and civilian beneficiaries in ECOWAS and consistent with the wider regional and international peacekeeping context. This three year initiative involved support to KAIPTC to develop and implement training programs for military personnel and civilians participating in peace support operations. The KAIPTC trained Africans on military and civilian aspects of peacekeeping and peace support operations adapted to the needs of West Africa, with a focus on the ‘training of trainers.’ PPC supported course development of KAIPTC’s training capacity. The geographic scope covered the 15 ECOWAS Member Countries: Benin, Burkina Faso, Cape Verde, Ivory Coast, Gambia, Ghana, Guinea, Guinea-Bissau, Liberia, Mali, Niger, Nigeria, Senegal, Sierra Leone and Togo.

Program Organization	Program Specifics
Project #	A-031988
Accountability	Pearson Peacekeeping Centre
Budget:	\$3.45 million (Contribution Agreement)
Implementing Organisation:	Pearson Peacekeeping Centre

West African Police Project

The goal of this initiative was to strengthen West African capacity to provide leadership to civilian police missions within peace support operations (PSOs). This three and one half year program was designed to strengthen West African capabilities to train and deploy men and women civilian police officers/gendarmes with the necessary core competencies to effectively



participate in ECOWAS, African Union or United Nations peace support operations. The PPC partners with KAIPTC in Accra, Ghana and the École de Maintien de la Paix in Koulikoro, Mali. Training and technical assistance/advisory services were provided in six West African countries: Burkina Faso, Ghana, Mali, Nigeria, Sierra Leone and Senegal. Participants from the other nine West African countries were included in training courses.

Program Organization	Program Specifics
Project #	A-031988
Accountability	Pearson Peacekeeping Centre
Budget:	\$3.1 million (Contribution Agreement)
Implementing Organisation:	Pearson Peacekeeping Centre

War Affected Youth: War Child Canada

The goal of this initiative was to ensure that the rights of young people (M/F) in conflict/post-conflict situations in Africa are respected and fulfilled through their active participation in the social reconstruction of the societies. This \$3M/3 year project aimed to address the challenges of war-affected youth in five African countries in conflict: Congo, Uganda, Sudan, Burundi and Sierra Leone. Specific activities included: School Rehabilitation and Revitalization Project (DRC); The former Child Soldier Rehabilitation Project (Sierra Leone); South Sudan Youth Development Project (Sudan); and Northern Uganda Child Legal Defence Project (Uganda)

Program Organization	Program Specifics
Project #	A-032199
Accountability	War Child Canada
Budget	\$3.0 million (Contribution Agreement)
Implementing Organisation	Various African civil society organisations

War Affected Youth: Defence for Children International

The goal of this initiative was to ensure that the rights of young people (M/F) in conflict/post-conflict situations in Africa are respected and fulfilled through their active participation in the social reconstruction of their societies. This \$3M/3 year project aimed to address the challenges of war-affected youth and communities in four African countries in conflict: Angola, Burundi, Uganda and Kenya. Specific activities included: Mother-Daughter Club: Support for Girl Mothers & their Children (Northern Uganda); Support for Young Female Victims of Violence (Burundi); Education & Advocacy for Youth Civil Rights (Angola); & Inter-country Program Leadership & Capacity Building Project (Kenya).



Program Organization	Program Specifics
Project #	A-032199
Accountability	Defence for Children International
Budget:	\$3.0 million (Contribution Agreement)
Implementing Organisation:	Various African civil society organisations

Small Arms and Light Weapons – Sub-Regional Program

The goal of this initiative was to address the proliferation of small arms and light weapons through activities aimed at enhancing local and national willingness and capacity to reduce their availability. The 3 ¾ year project activities supported national and local capacity for arms collection and destruction programs in exchange for community development projects in Senegal, Gambia, Guinea-Bissau and Guinea.

Program Organization	Program Specifics
Project #	A-031988
Accountability	Consortium – CECI/ Montreal and Oxfam UK
Budget:	\$2.1 million (Contribution Agreement)
Implementing Organisation:	Consortium – CECI/ Montreal and Oxfam UK

UNDP Arms for Development

The goal of this initiative was to improve human security through the collection of illicit small arms and light weapons. This CFA project contributed to a US\$5M/5yr. multi-donor initiative implemented by UNDP which aimed to remove SALW voluntarily from 145 chiefdoms in Sierra Leone in exchange for community development projects. There was also assistance provided to the Sierra Leone police for capacity building for the National Arms Commission.

Program Organization	Program Specifics
Project #	A-031988
Accountability	UNDP Sierra Leone
Budget:	\$1.5 million (Grant Agreement)
Implementing Organisation:	UNDP Sierra Leone

Health

International AIDS Vaccine Initiative

The objective of this investment was to support IAVI in its mission to ensure the development of safe, effective, accessible and preventive HIV vaccines. The IAVI research and development (R&D) goal was to ensure that the most promising HIV vaccine candidates are identified, developed and clinically evaluated for efficacy in the shortest period of time. It implemented a



major part of its research, policy, and advocacy programs in nine developing countries around the world, where 95% of new HIV infections were occurring. In Africa, it has been sponsoring HIV vaccine trials in Kenya, Rwanda, South Africa, Uganda, and Zambia, and collaborating with local partners to collect epidemiological data and to build capacity for future large-scale trials. To maximize the potential for achieving its mission, IAVI established Vaccine Development Partnerships (VDPs) and forged a consortium of laboratories focused on designing candidate vaccines that stimulate effective neutralizing antibodies against the diverse isolates of HIV. It also established core laboratories and reagent production capabilities to optimize immunologic evaluations of multiple AIDS vaccines from different clinical trials and non-human primate studies. The IAVI R&D agenda complemented ongoing public/private-sector initiatives, and was predicated on effective management of multiple partnerships – all engaged in the primary goal of developing, licensing and delivering safe and effective AIDS vaccines as rapidly as possible.

Program Organization	Program Specifics
Project #	S-062127-001
Accountability	Canadian Partnership Branch, CIDA
Budget:	\$ 45 million (Grant Arrangement)
Implementing Organisation:	International AIDS Vaccine Initiative

African AIDS Vaccine Partnership

The objective of this investment was to support the African AIDS Vaccine Partnership (AAVP) in its mission to actively involve African scientists and communities in HIV vaccine development and evaluation, specifically in two activity areas: developing a normative framework (political, legal, regulatory and ethical) for HIV vaccine trails and strengthening sites and infrastructures for the conduct of HIV vaccine clinical trials. AAVP worked with 17 priority African countries (Botswana, Cameroon, Central African Republic, Côte d’Ivoire, Ethiopia, Gabon, Ghana, Kenya, Malawi, Nigeria, Rwanda, Senegal, South Africa, Tanzania, Uganda, Zambia, Zimbabwe) in accordance with their level of vaccine preparedness. Since the AAVP was not directly involved in the development of any specific candidate vaccines, its role was to ensure that the best candidate vaccines were tested in the most appropriate sites. To that effect AAVP established close working relationships with all agencies and parties working on HIV vaccine research and development in Africa.

Program Organization	Program Specifics
Project #	M-011592-001
Accountability	Multilateral Programs Branch, CIDA
Budget:	\$ 5.0 million (Grant Arrangement)
Implementing Organisation:	World Health Organization – Initiative for Vaccine Research and African AIDS Vaccine Partnership (AAVP)



Canadian Coalition on Youth and HIV/AIDS in Africa

The objective of this investment was to contribute to the *Canadian Coalition on Youth and HIV/AIDS in Africa* in its efforts to strengthen highly vulnerable communities, CBOs, FBOs, and government’s capacities to reduce the negative impacts of HIV/AIDS upon children and youth using a multi-sectoral and continuum of care approach, from prevention to care and support, to treatment, to impact mitigation. Internationally recognized programming principles guided the design. This Youth and HIV/AIDS programme regrouped eleven projects in four countries: Kenya - four projects; Mozambique – two projects; Ethiopia – three projects; and Burkina Faso – two projects. In each country the Coalition was to promote local solutions and ownership. Programming was to be multi-sectoral using a continuum of care approach, from prevention to care and support, to treatment, to impact mitigation. The design emphasized integrated community based approaches with links to local networks through partnerships with local NGOs. The major development partner in each country was to be the National HIV/AIDS Committee or Authority; one or more of the Coalition partners are sitting members in all proposed countries.

Program Organization	Program Specifics
Project #	A-032294-001
Accountability	Canadian Coalition on Youth and HIV/AIDS in Africa
Budget:	\$ 12 million (Contribution Agreement)
Implementing Organisation	CARE Canada, Oxfam, World Vision, Foster Parents Plan, Save the Children Canada

Polio Eradication Initiative: World Health Organisation

The objective of this investment was to support WHO in fulfilling its role in the Global Polio Eradication Initiative. In 2003, there were only 6 countries in the world that were still polio-endemic: Nigeria, India, Pakistan, Niger, Afghanistan and Egypt, however 51 cases of polio were reported in 8 previously polio-free countries: Benin, Burkina Faso, Cameroon, Central African Republic, Chad, Côte d’Ivoire, Ghana and Togo. All cases were as a result of imported poliovirus which was genetically linked to Nigeria which appeared to be the epicentre of the outbreak. WHO, through its headquarters, regional and country offices, provided the overall technical direction and strategic planning for the management and coordination of the GPEI. In collaboration with UNICEF and other partner organisations, WHO developed “The Global Polio Eradication Initiative Strategic plan 2001-2005” and was responsible for ensuring that all components of the strategic plan are technically sound and well implemented. It had a key role in monitoring and evaluating all aspects of the plan as well as coordinating operational/basic science research, operational support to ministries of health and training/deployment of human resources.

Program Organization	Program Specifics
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Program Organization	Program Specifics
Project #	M-011523-001
Accountability	Multilateral Programs Branch, CIDA
Budget:	\$ 34 million (Grant Arrangement)
Implementing Organisation:	World Health Organization

Polio Eradication Initiative: UNICEF

The objective of this investment was to support UNICEF in fulfilling its role in the Global Polio Eradication Initiative. UNICEF was a lead partner in procurement and distribution of vaccines and cold chain equipment through its supply division in Copenhagen and provided logistic support through its field presence at national and sub-national level. Through its network of communication officers at country, regional and headquarters level, UNICEF provided support to social mobilization and advocacy efforts to increase demand for immunization and promote surveillance. It provided technical assistance to national coordinators in developing action plans and securing logistics to access hard-to-reach areas and children affected by conflict. Experienced emergency officers in UNICEF country offices have established networks for distribution of supplies and vaccines, through sub-offices located in strategic areas, to support implementation of health activities.

Program Organization	Program Specifics
Project #	M-011518-001
Accountability	Multilateral Programs Branch, CIDA
Budget	\$ 16 million (Grant Arrangement)
Implementing Organisation	UNICEF

Childhood Development through Sport in Refugee Camps

The objective of this investment was to contribute to Right to Play (formerly Olympic AID) in its efforts to support the healthy development of refugee, internally displaced persons and returnee populations, particularly children and women, affected by civil war. Right to Play’s primary initiative was the SportWorks Program the purpose of which was to provide children living in refugee, IDP and returnee communities worldwide with the opportunities to engage in play, recreation and sport that would have been otherwise unavailable to them. The program aimed to ensure that all children feel confident about and enjoy the experience of physical activity. With this in mind, the first guiding programme principle of inclusion required that the opportunity to participate in programming be extended to all children within the community. This included children who may have been marginalized for a variety of reasons including gender, religion, ability, ethnicity, disability or social background. A second guiding programme principle was the establishment of local sustainability. The SportWorks Program ensured sustainability by training local adult volunteers as coaches and working with local leadership to



build the community’s capacity to take full ownership of the program following the completion of a three-year program.

Program Organization	Program Specifics
Project #	M011353; M011355; M011819; M012042; M011810
Accountability	International Humanitarian Assistance Division, CIDA
Budget:	\$1.25 million (Grant Arrangement)
Implementing Organisation	Right to Play

Agriculture, Water and Environment

Research on Agricultural Productivity

This initiative supported Africa-specific research by the Consultative Group on International Agricultural Research (a network of 15 research centres around the world) on agricultural productivity, concentrating on the needs of small-scale farmers and women producers. The areas of focus included support to specialized programs that ensured gender-sensitive research in plant breeding and the management of crops and natural resources, improved livestock-feed resources and natural resource management in crop-livestock agriculture, improve biodiversity conservation and natural research management, and developed alternative income-earning opportunities in mountainous areas.

Program Organization	Program Specifics
Project #	M011550
Accountability	Multilateral Programs Branch, CIDA
Budget:	\$ 40 million (Grant Arrangement)
Implementing Organisation:	Consultative Group on International Agricultural Research

Biosciences Eastern and Central Africa

This initiative supported the establishment of a center of excellence in biosciences for agriculture, which served as a focal point for African scientists to develop the capacity to conduct, drive and fund advanced biosciences research programs in development areas such as agriculture and food security and their intersections with human health and nutrition, and the sustainable use of Africa’s natural resources. Extensive environmental assessments had to be conducted for this initiative which, in addition to other unforeseen circumstances, delayed its scheduled end date until March 2010. The initiative consists of two distinct phases totalling \$30M.

Program Organization	Program Specifics
Project #	A-032229
Accountability	International Livestock Research Institute



Program Organization	Program Specifics
Budget:	\$ 30 million (Contribution Arrangement)
Implementing Organisation:	International Livestock Research Institute and the NEPAD Secretariat

Partnership for Africa's Water Development

The goal of this initiative was to support the Global Water Partnership (GWP) which is a global network of multi-stakeholder partnerships which focuses on awareness, understanding and application of Integrated Water Resources Management (IWRM) and the sharing of knowledge and experience through regional water partnership networks in Africa. It also assisted in the preparation of national IWRM frameworks and the integration of water issues into Poverty Reduction Strategy Papers (PRSPs) in a select number of countries.

Program Organization	Program Specifics
Project #	A-032232
Accountability	Global Water Partnership
Budget:	\$10 million (Contribution Arrangement)
Implementing Organisation:	Global Water Partnership

Support to UN Habitat's Water and Sanitation Trust Fund

The Trust Fund assisted committed African cities and communities to promote investment in water and sanitation, with a focus on the very poor. UN Habitat's support included: public awareness-raising on water and sanitation; sanitation and hygiene education; the development of pro-poor urban water governance frameworks; the strengthening of regional, country and city level capacities for integrated water and sanitation management, etc.

Program Organization	Program Specifics
Project #	A-032232
Accountability	UN Habitat
Budget:	\$15 million (Grant Arrangement)
Implementing Organisation:	UN Habitat

Supporting the African Water Facility

In partnership with the African Development Bank (AfDB), the Facility provided grant investment support for water resources management and water service provision in Africa at the national and regional level. Support has been extended until March 2010.

Program Organization	Program Specifics
Project #	A-032232



Accountability	African Development Bank
Budget:	\$ 20 million (Grant Arrangement)
Implementing Organisation:	African Water Facility, African Development Bank

Water Partnership Program

The program assisted the African Development Bank in promoting integrated water management policies and practices at regional, sub-regional and country levels and to support the application of its Integrated Water Resources Management Policy and promote best water management practices in the RMCs. Support has been extended until March 2010.

Program Organization	Program Specifics
Project #	A-032232
Accountability	African Development Bank
Budget:	\$5 million (Grant Arrangement)
Implementing Organisation:	Water Partnership Program, African Development Bank

Africa-Canada Eco-Leadership Program

The program's overall objective was to create a means for young Africans and Canadians, through exchanges, to cooperate, contribute and learn together on participatory environmental and community development initiatives, including South-South exchanges. These learning exchanges have been designed to address a range of environmental issues in conjunction with African partners.

Program Organization	Program Specifics
Project #	A-032253
Accountability	Canada World Youth
Budget:	\$ 12 million (Contribution Agreement)
Implementing Organisation:	Canada World Youth

Trade and Investment

Joint Integrated Technical Assistance Program, Phase II (JITAP)

The objective of JITAP was to build and strengthen the capacity of selected African countries to integrate into the Multilateral Trading System (MTS). The strategy followed was to provide funding to the International Trade Centre for delivering a new phase of JITAP to 16 African countries, 8 of which had already benefited from a first phase of the program. JITAP aimed to develop national capacity to understand and address the implications of the new Multilateral Trading System (MTS); to build the capacity to implement legislation and take the needed measures to conform to undertakings under the MTS; and to enhance the readiness of national



exporters to take advantage of trading opportunities. For achieving these objectives, ITC delivered, directly or through its two member agencies (UNCTAD, WTO), 6 capacity building modules.

Program Organization	Program Specifics
Project #	A032029
Accountability	International Trade Centre
Budget:	\$ 8 million (Grant Arrangement)
Implementing Organisation:	International Trade Centre

Program for Building African Capacity for Trade (PACT)

The objective of PACT was to enhance the capacity of Africa’s private sector and institutions to engage in and support international trade. The strategy followed was to establish a partnership agreement between ITC and the Trade Facilitation Office of Canada to develop a toolbox integrating guiding principles (self-evaluation, client ownership, coordination with other TRTA, gender equality) for program conception to be used as a reference for country and regional programming. The country specific projects, developed with the toolbox for 7 countries, targeted small and medium-sized enterprises and their support institutions through technical assistance in 4 areas: development of national export strategies, strengthening of institutional infrastructure, enterprise competitiveness and promotion of business opportunities. A program specifically aimed at providing export support services to women exporters was implemented in 8 African countries.

Program Organization	Program Specifics
Project #	A031976
Accountability	International Trade Centre (ITC)
Budget:	\$ 7 million (Grant Arrangement)
Implementing Organisation:	International Trade Centre

African Trade Policy Centre (ATPC)

The objective of ATPC was to strengthen the capacity of African Governments to formulate, analyze, and implement sound trade policies and programs and participate more effectively in bilateral and multilateral negotiations; and to support and facilitate effective involvement of the private sector and civil society in this process. The strategy followed was to establish the ATPC within the United Nations Economic Commission for Africa (UNECA) in Addis Ababa, and to develop the capacity of the Centre to produce and disseminate trade research, to train African trade negotiators and other trade stakeholders, and to provide advisory services and support to countries, RECs and negotiators participating in WTO negotiations.

Program Organization	Program Specifics
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Program Organization	Program Specifics
Project #	A032093
Accountability	United Nations Economic Commission for Africa
Budget:	\$ 5 million (Grant Arrangement)
Implementing Organisation:	United Nations Economic Commission for Africa

NEPAD Infrastructure Project Preparation Facility (IPPF)

The objective of NEPAD-IPPF was to assist African countries and RECs to prepare high quality, viable infrastructure project proposals in energy, transport, ICTs and water that would be ready to solicit financing from public and private sources within a conducive environment that would attract investment on regional infrastructure projects.

Program Organization	Program Specifics
Project #	A032245
Accountability	African Development Bank
Budget:	\$ 10 million (Grant Arrangement)
Implementing Organisation:	African Development Bank

Information Communications Technology

E-Policy Resource Network for Africa (ePol-NET)

ePol-NET aimed to provide African national e-policy makers with information, expertise and mentoring to create, improve and strengthen information and communication technology (ICT) strategies, policies and regulations in Africa, in order to support an ICT enabling environment. ePol-NET was bringing together partners from government, private sector, civil society and international organizations around the world to provide knowledge and expertise to developing countries on a demand basis. CFA's contribution to ePol-NET consisted of the creation of a Secretariat (Canadian e-Policy Resource Centre), a national centre of expertise operating out of the Canada School of Public Centre, and funding for an African Secretariat (the African regional centre, housed at the UN ECA)

Program Organization	Program Specifics
Project #	A-0311980
Accountability	Industry Canada
Budget:	\$ 10 million (Administrative Arrangement)
Implementing Organisation:	Canadian e-Policy Resource Centre in the Canadian School of Public Service (\$8M) and the UN Economic Commission for Africa (\$2M)



Connectivity Africa

The Connectivity Africa Program consisted of two complementary undertakings: Connectivity Africa implemented by the International Development Research Centre (CA-IDRC) which formed the major component, and the Connectivity Africa Open Knowledge Network (CA-OKN), implemented by OneWorld International. The program aimed to support increased community access to ICTs, based on local demand from African partners, and the creation of local content and applications in Africa particularly as it related to education, health and community development.

Program Organization	Program Specifics
Project #	A-031983
Accountability	Industry Canada
Budget:	\$ 15 million (Administrative Arrangement)
Implementing Organisation:	International Development Research Centre (\$12.0M) and OneWorld International (\$3.0M)

Enablis Entrepreneurial Network

Enablis focused on supporting South African entrepreneurs and enterprises that were helping to drive economic development in their local community and maximizing the business use and societal impact of ICTs, thereby encouraging the wider take-up of digital opportunities. Enablis provided a combination of seed money and mentoring/coaching assistance to help businesses link up with suppliers of ICT products and services and with organizations that support business development.

Program Organization	Program Specifics
Project #	A-032031
Accountability	Industry Canada
Budget:	\$ 10 million (Administrative Arrangement)
Implementing Organisation	Enablis Entrepreneurial Network: a not-for-profit organization formed as a partnership between Accenture (UK), Hewlett Packard (USA) and Telesystem (Canada).



Annex C: Evaluation Framework for the Canada Fund for Africa

Evaluation Criteria: Enabling Results	Evaluation Indicators	Data Sources	Data Collection and Analysis Techniques	Responsibility
Appropriateness of Design	<p>Extent to which consultations were held with key stakeholders regarding the design of CFA initiatives.</p> <p>Extent to which current organizational assessments were available / or conducted prior to finalizing contract arrangements with implementing organisations.</p> <p>Extent to which the CFA initiatives were coherent with NEPAD/G8 AAP sector priorities.</p> <p>Extent to which African ownership and leadership was reflected in the selection of CFA initiatives.</p> <p>Extent to which a time bound initiative presented challenges for implementation.</p> <p>Extent to which CIDA's policies and practices regarding gender equality and the environment were taken into consideration in the design of CFA initiatives.</p>	<p>African partners</p> <p>CIDA staff</p> <p>Prominent experts</p> <p>Implementing partners HQ, regional and in-country staff</p>	<p>- Site visits: F2F or tel. interviews</p> <p>- F2F or telephone interviews</p> <p>- F2F or telephone interviews</p> <p>- Site visits: F2F or tel. interviews</p>	<p>Sector Experts and Team Leader</p>
Governance Structure and Implementation	<p>Extent to which the governance structure was appropriate for a whole of government initiative.</p> <p>Extent to which the governance structure was suited to the delivery modalities of CFA initiatives.</p> <p>Extent to which appropriate oversight was exercised on CFA initiatives.</p> <p>Extent to which oversight and decision-making authority was appropriately delegated to implementing partners.</p> <p>Extent to which African Partners played a significant role in governance structures and steering committees at the CFA initiative level.</p>	<p>African partners</p> <p>CIDA staff</p> <p>Prominent experts</p> <p>Implementing partners HQ, regional and in-country staff</p>	<p>- Site visits: F2F or tel. interviews</p> <p>- F2F or telephone interviews</p> <p>- F2F or telephone interviews</p> <p>- Site visits: F2F or tel. interviews</p>	<p>Sector Experts and Team Leader</p>



Evaluation Criteria: Enabling Results	Evaluation Indicators	Data Sources	Data Collection and Analysis Techniques	Responsibility
	<p>Extent to which women and men played a significant role in governance structures and steering committees at the CFA initiative level.</p> <p>Extent to which the CIDA's policy, planning, legal, financial, communications, technical and performance management resources, were called upon to assist in the management of CFA initiatives.</p> <p>Extent to which CIDA's specialist resources on gender equality were called upon to advice on CFA initiatives.</p>			
<p>Partnership Development and Harmonisation</p>	<p>Extent to which partnerships were created or strengthened with African development partners.</p> <p>Extent to which partnerships were created or strengthened with Canadian and international implementing partners.</p> <p>Extent to which the CFA engaged and informed Canadians in related development issues.</p> <p>Extent to which the CFA initiatives represent innovative approaches to forging partnerships at the regional/country level.</p> <p>Extent to which multi-donor funded initiatives presented opportunities and/or challenges for administration and accountability.</p> <p>Extent to which the implementing organizations integrated or mainstreamed gender equality principles and practices.</p> <p>Extent to which the implementing organizations adopted and applied RBM principles and practices.</p> <p>Extent to which the implementing organizations used common arrangements and procedures with other donors for: regional or country-level programming, procurement of goods and consulting services and conducting missions.</p>	<p>African partners CIDA staff Prominent experts Implementing partners HQ, regional and in-country staff</p>	<p>- Site visits: F2F or tel. interviews - F2F or telephone interviews - F2F or telephone interviews - Site visits: F2F or tel. interviews</p>	<p>Sector Experts and Team Leader</p>



Evaluation Criteria: Enabling Results	Evaluation Indicators	Data Sources	Data Collection and Analysis Techniques	Responsibility
	Extent to which CFA initiatives complemented (not duplicated) other CIDA and donor programming in Africa.			
Resource Mobilisation	<p>Relative proportion of CFA initiative funding to implementing organisations compared to funding received from other sources.</p> <p>Relative proportion of implementing partner planned and actual contributions (financial and non-financial resources) to the funds received.</p> <p>Relative importance in terms of scale and scope of CFA initiatives compared to other government and donor initiatives.</p> <p>Extent to which the CFA initiatives had a catalytic effect in leveraging additional government and donor support.</p> <p>Extent to which synergies were created with CIDA, Canadian and international partner programming in Africa.</p>	Financial statements, reports CIDA Staff Implementing partners HQ, regional and in-country staff	<p>- documentary content analysis</p> <p>- F2F and telephone interviews</p> <p>- F2F and telephone interviews</p>	
Efficiency	<p>Proportion of CFA Secretariat costs attributable to the administration of initiatives.</p> <p>Proportion of implementing organisation costs attributable to the CFA initiative administration.</p> <p>Variance between CFA sector initiatives' planned and actual cash flow, and disbursement reconciliation.</p> <p>Extent to which the selected delivery modalities facilitated the administration of CFA initiatives.</p> <p>Extent to which operating and management procedures were clear, streamlined and flexible enough to meet the needs of the CFA initiatives.</p> <p>Extent to which roles and responsibilities were clearly communicated within CIDA and with implementing partners.</p>	Financial statements, reports CIDA Staff	<p>- documentary content analysis</p> <p>- F2F and telephone interviews</p>	Sector Experts and Team Leader



Evaluation Criteria: Enabling Results	Evaluation Indicators	Data Sources	Data Collection and Analysis Techniques	Responsibility
	<p>Extent to which performance monitoring and evaluation were used to inform management decision making at the initiative level.</p> <p>Extent to which CFA initiatives met the needs of intended beneficiaries in a timely manner.</p> <p>Lag time between recipient receipt of funding and reporting on results achieved.</p>			

Evaluation Criteria: Development Results	Evaluation Indicators	Data Sources	Data Collection and Analysis Techniques	Responsibility
<p>Success / Results Achievement</p>	<p>Extent to which CFA initiatives for each CFA priority areas achieved their expected outcomes.</p> <p>Extent to which the collective outcomes of CFA sector initiatives contributed to the NEPAD/CFA expected outcomes.</p> <p>Extent to which gender equality results were achieved in terms of decision-making, rights, or development resources and benefits.</p> <p>Presence or absence of unintended positive or negative results attributable to the CFA initiatives.</p>	<p>Annual Progress Reports; Special Studies, Audit/ Evaluation Reports</p> <p>Responsible CFA/CIDA staff and scientific and technical services</p> <p>Implementing Partner HQ managers, staff, Board and Committee members</p> <p>Prominent experts in sector</p>	<p>- documentary content analysis</p> <p>- F2F and telephone interviews</p> <p>- F2F and telephone interviews</p> <p>F2F and telephone interviews</p> <p>- Review of data output files</p> <p>- Site visits: F2F or tel. interviews</p> <p>- Site visits & F2F or tel. interviews</p>	<p>Sector Experts and Team Leader</p>



Evaluation Criteria: Development Results	Evaluation Indicators	Data Sources	Data Collection and Analysis Techniques	Responsibility
		Implementing Partner performance tracking system Implementing Partner regional and country staff and representatives African partners: government, civil society and private sector		
Relevance	Extent to which the CFA sector initiative outcomes achieved are relevant to the MDGs. Extent to which the CFA sector initiative outcomes achieved are coherent with evolving NEPAD/G8 AAP sector priorities. Extent to which the CFA sector initiative outcomes achieved took into account CIDA's Policy on Gender Equality. Extent to which the CFA sector initiative outcomes achieved are relevant to the needs of the intended beneficiaries direct and indirect. Extent to which African partners exercised leadership and ownership of CFA initiatives at the regional, sub-regional and national levels.	NEPAD Framework, G8 AAP, CIDA Policies and Action Plans Implementing partners HQ, regional and in- country staff African partners	- documentary content analysis - Site visits: F2F or tel. interviews - Site visits: F2F or tel. interviews	Sector Experts and Team Leader



Evaluation Criteria: Development Results	Evaluation Indicators	Data Sources	Data Collection and Analysis Techniques	Responsibility
Sustainability	<p>Extent to which the sustainability of activities and results was taken into consideration in the design of the initiative.</p> <p>Extent to which Canadian audiences have a sustained interest and engagement in the development issues resulting from the CFA outreach function.</p> <p>Proportion of initiatives that received ongoing African government, community or private sector support to sustain related activities.</p> <p>Proportion of initiatives that received ongoing financial support from CIDA or other donors to sustain related activities.</p> <p>Extent to which the CFA sector initiative outcomes achieved are sustainable and/or present a good potential of sustainability after the termination of funding.</p>	<p>Implementing partners HQ, regional and in-country staff African partners</p>	<p>- Site visits: F2F or tel. interviews - Site visits: F2F or tel. interviews</p>	<p>Sector Experts and Team Leader</p>



Annex D: Gender Equality Assessment Tools

Gender Equality Implementation Processes Interview Protocol / Data Analysis Table

Gender Equality Assessment Criteria/ Areas of Inquiry By Sector/Name of Initiative: 1. Gender Sensitive Analysis and Initiative Planning	Yes/No	Comments
(i) Was a gender analysis of the intended beneficiaries conducted before the initiative was approved to assess specific needs?		
(ii) Was a gender specialist involved during the initiative's design?		
(iii) Were gender sensitive data collection methods and data sources identified in the performance measurement framework?		
(iv) Was a gender strategy/action plan developed for the initiative's implementation plan?		
(v) Does the initiative have partnerships or linkages with organizations and institutions that work in the area of gender equality or promotion of women's participation?		
(vi) Does the initiative have partnerships or linkages with the gender equality mechanisms at the NEPAD Secretariat?		

Gender Equality Assessment Criteria/ Areas of Inquiry By Sector/Name of Initiative: 2. Performance Reporting and Assessment	Yes/No	Comments
(i) Is there sex disaggregated information reported on the beneficiaries, trainees, recipients, clients, leaders and decision makers?		
(ii) Is there sex disaggregated information reported on the staffing of partner organizations (executing & partners)?		
(iii) Is there sex disaggregated data reported annually and cumulatively at the impact, outcome and output level results?		
(iv) In cases where monitoring was undertaken, were gender equality issues and results examined in the report?		
(v) In cases where an evaluation was undertaken, were gender equality issues and results examined in the evaluation?		



Gender Equality Assessment Criteria/ Areas of Inquiry By Sector/Name of Initiative: 3. Gender Based Performance Improvements	Yes/No	Comments
(i) Is there evidence of actions taken to modify/change the initiative's implementation due to data gathered from gender sensitive monitoring practices or from the gender issues raised in an evaluation, research paper or lessons learned summary?		
(ii) Is there evidence of changes in the project/program arising from the recommendations of the August 2006 CFA Mid Term Analysis of Gender Equality Report?		

Gender Equality Assessment Criteria/ Areas of Inquiry By Sector/Name of Initiative: 4. Institutional Gender Capacity (where available)	Yes/No	Comments
(i) Do the partner organizations (executing & implementing) have an institutional gender equality policy?		
(ii) Do the partner organizations (executing & implementing) have the human and financial capacity to integrate gender into programming?		
(iii) Do the partner organizations (executing & implementing) have the adequate expertise, financial resources, operational manuals and tools to ensure that gender equality is integrated into its policies, programs and projects		
(iv) If the answer to # iii was no, was the existing capacity supplemented/strengthened by actions/resources of the funded initiative?		
(v) Is the partner organization (executing & implementing) working towards gender balance/employment equity in its staffing at all levels?		



Gender Equality Results Assessment Tool

Gender Equality Results Categories	Gender Equality Results Sub-Categories	First Question About Each Investment: Results in any of these areas? If yes, what was the result achieved?	Second Question About Each Investment: Evidence of results? (qualitative and/or quantitative)	Third Question About Each Investment: Significance of results? Applicable rating
Category 1: Decision Making	1.1 Capacity for Public Participation. Increased capacity of women & women's organizations for advocacy & for participation in public life & decision making.			
Category 1: Decision Making	1.2 Representation among Decision Makers. Increased representation of women in democratic processes & in decision making positions in the partner institution, target sector, partner community.			
Category 1: Decision Making	1.3 Household & Individual Decision Making. More equal power relations between women & men at the household level, increased decision making capacity of individual women.			



Gender Equality Results Categories	Gender Equality Results Sub-Categories	First Question About Each Investment: Results in any of these areas? If yes, what was the result achieved?	Second Question About Each Investment: Evidence of results? (qualitative and/or quantitative)	Third Question About Each Investment: Significance of results? Applicable rating
Category 2: Rights: Women & girls more able to realize their full human rights	2.1 Legal System: Strengthened promotion & protection of the human rights of women & girls in law & the action of police, prosecutors, judges, courts.			
Category 2: Rights: Women & girls more able to realize their full human rights	2.2 Public Awareness: Increased knowledge & recognition by the general public (women & men) & decision makers of the human rights of women & girls.			
Category 2: Rights: Women & girls more able to realize their full human rights	2.3 Response to Gender Specific Rights Violations. Improved services & mechanisms responding to gender-specific constraints on rights or rights violations (e.g., violence against women/girls, trafficking, sexual violence in conflict zones)			



Gender Equality Results Categories	Gender Equality Results Sub-Categories	First Question About Each Investment: Results in any of these areas? If yes, what was the result achieved?	Second Question About Each Investment: Evidence of results? (qualitative and/or quantitative)	Third Question About Each Investment: Significance of results? Applicable rating
Category 3: Development Resources & Benefits	3.1 Livelihoods & Productive Assets. Increased control by women over productive assets (land, capital/credit, technology, skills) & increased access to decent work.			
Category 3: Development Resources & Benefits	3.2 Institutional Capacity: Increased capacity of partner institutions, governments & civil society organizations to design & implement policies, programs & projects that reflect the priorities & interests of both women & men.			
Category 3: Development Resources & Benefits	3.3 Policy Change: Adoption of policies supporting gender equality by institutions that manage development resources & benefits (i.e., policies responding to the different priorities & interests of women/men, girls/boys)			
Category 3: Development Resources & Benefits	3.4 Well-being and Basic Needs. Access by women to basic & appropriate services that support well being & quality of life.			



Rating Scale for Significance of Gender Equality Results

Rating	Definition
Significant	Meets ALL the following criteria: (i) Gender equality result is relevant to the main results of the investment (i.e., not a peripheral or marginal outcome). (ii) There is adequate evidence to back the claim on results achieved on gender equality (qualitative and/or quantitative indicators demonstrate change). (iii) The reach/target of gender equality is significant.
Encouraging	Meets the relevance criterion: (i) Gender equality result is relevant to the main results of the investment (i.e., not a peripheral or marginal outcome). AND meets ONE of the other criteria of SIGNIFICANT: (ii) There is adequate evidence to back the claim on results achieved on gender equality (qualitative and/or quantitative indicators demonstrate change) OR; (iii) The reach/target of gender equality is significant. (While the gender equality result is relevant, there is EITHER weak evidence but good reach OR adequate evidence but poor reach).
Modest	Meets the relevance criterion: (i) Gender equality result is relevant to the main results of the investment (i.e., not a peripheral or marginal outcome) BUT DOES NOT meet the other criteria of SIGNIFICANT so that: (ii) There is only partial evidence of results achieved or evidence that is not fully persuasive to back the claim on results achieved on gender equality (qualitative and/or quantitative indicators demonstrate change); (iii) The reach/target is more limited. (While the gender equality result is relevant, there is NEITHER adequate evidence nor significant reach).
Weak	(i) A gender equality result can be identified that is relevant to the main results of the investment, but evidence of results achievement is weak, anecdotal or non-existent; OR (ii) A gender equality result is identified but is peripheral or marginal to the main results achieved; OR (iii) Reach is very limited. (Note: Achievements that relate only to staff hired by the executing agency to manage or deliver the project do not qualify as a gender equality result.)
None	No gender equality result identified.



Annex E: Data Analysis Tables

Table 1: Sampling Table

Initiative and Sub-Project: Governance	Investment \$ CAN (millions)	Delivery Modality (funding type)	Reach (geographic and beneficiaries)	Maturity of Initiative (start-end dates)	Selected Sub- Project Site Visit (country)
APRM—NEPAD APRM Secretariat, supported by UNDP (Trust Fund), UNECA (technical assistance), ACBF (technical assistance), AU (political and technical assistance)	\$0.7	Grant Arrangement	Geographic: Signatory countries in Africa (presently 28) Direct: governments and leaders of 28 acceding countries of 53 AU member states Indirect: citizens of acceding states	Start: 29-10-2004 End: 30-12-2005	Ghana, South Africa (NEPAD Secretariat HQ), Mozambique
Strengthening the African Public Sector – African Capacity building Foundation (ACBF)	\$28.0	Grant Arrangement	Geographic: Pan-African Direct: partner organizations across Africa; Indirect: country governance institutions, public servants, politicians, citizens	Start: 27-03-2003 End: 30-03-2007	To be determined
Africa-Canada Parliamentary Strengthening—Parliamentary Centre	\$9.0	Contribution Agreement	Geographic: 20 countries across Africa Direct: Network participants (parliaments, parliamentarians, parliamentary staff) Indirect: civil society	Start: 28-11-2003 End: 31-05-2007	Ghana (PC HQ), South Africa, Mozambique
African Local Governance—FCM, UCLGA, MDP-ESA, PDM, national associations in Ghana, Mali, Tanzania, Mozambique	\$6.0	Contribution Agreement	Geographic: Ghana, Mali, Tanzania, Mozambique Direct: continental association of local government authorities, two regional associations and four national associations; Indirect: local authorities, civil society	Start: 30-03-2004 End: 31-05-2007	



Initiative and Sub-Project: Governance	Investment \$ CAN (millions)	Delivery Modality (funding type)	Reach (geographic and beneficiaries)	Maturity of Initiative (start-end dates)	Selected Sub- Project Site Visit (country)
UCLGA			Continental association headquartered in South Africa		South Africa
NALAG			National association of local authorities in Ghana		Ghana
ANAMM			National association of local authorities in Mozambique		Mozambique
NEPAD Outreach Fund - 52 partner organizations in 19 countries; (52 small projects)	\$2.75	Contribution Arrangements	Geographic: 19 countries across Africa Direct: Civil society, networks, citizens	Start: 20-12-2002 End: 31-03-2008	Not required

Initiative and Sub-Project: Peace and Security	Investment \$ CAN (millions)	Delivery Modality (funding type)	Reach (geographic and beneficiaries)	Maturity of Initiative (start-end dates)	Selected Sub- Project Site Visit (country)
Strengthening the Peace and Security Capacity of the African Union	\$4.0	Contribution Arrangement	Pan-African: All 53 members countries, through their regional pillar organizations Direct: AU Peace & Security Directorate; AU Political & Humanitarian Affairs Directorate - the Special Representative for the Protection of Civilians in Armed Conflict; AU Strategic Planning, Policy, M&E Division	Start: 02-07-2003 End: 31-03-2007	Ethiopia (AU HQ)
ECOWAS: Capacity Building	\$4.2	Contribution Arrangement	West Africa Regional: 15 ECOWAS Countries Direct: The Political Affairs, Defence and Security Department (PADS) of the ECOWAS Secretariat, more specifically the Small Arms Unit & a Mission Planning & Management Cell of PADS.	Start: 09-03-2004 End: 31-03-2010	Nigeria (ECOWAS) Cancelled: Sierra Leone



Initiative and Sub-Project: Peace and Security	Investment \$ CAN (millions)	Delivery Modality (funding type)	Reach (geographic and beneficiaries)	Maturity of Initiative (start-end dates)	Selected Sub- Project Site Visit (country)
Kofi Annan International Peacekeeping Training Centre (KA IPTC) – Pearson Peacekeeping Center	\$4.1	Contribution Agreement	West Africa Regional: 15 ECOWAS Countries Direct: KA IPTC including KA IPTC in house and adjunct faculty & staff as well as a wider network of regional trainers; KA IPTC trainees and students; the Ghanaian Ministry of Defence (as the host entity of KA IPTC) and the other relevant national institutions in the region, including Defence Ministries, police; sub-regional and regional arrangements with a focus on ECOWAS.	Start: 12-06-2003 End: 30-09-2007	Not required
West African Police Project – Pearson Peacekeeping Center	\$3.0	Contribution Agreement	West Africa Regional: Burkina Faso, Ghana, Mali, Nigeria, Sierra Leone, Senegal Direct : Regional training centers in Ghana (KA IPTC) and Mali - École de maintien de la paix (EMPK) & École de la Gendarmerie Nationale Balla Kone (EGNB). Indirect: Regional and sub-regional leaders responsible for security sector activities, specifically police, national ministries and senior officials from police/gendarmerie organizations within ECOWAS	Start: 03-02-2005 End: 30-09-2008	Not required
War Affected Youth - War Child Canada	\$3.0	Contribution Agreement	Multi-Country: Democratic Republic of Congo, Sudan, Sierra Leone, Uganda Direct: Local NGO Partners; Indirect: Youth, ages 14-35, particularly women	Start: 31-05-2004 End: 30-09-2008	Sierra Leone (cancelled)
War Affected Youth - Defence for Children International	\$3.0	Contribution Arrangement	Multi-Country: Angola, Burundi, Kenya and Uganda Direct: Local NGO Partners; Indirect: Youth, ages 14-35, particularly women	Start: 31-05-2004 End: 30-09-2008	Not required
Small Arms & Light Weapons,	\$2.0	Contribution	West Africa Regional: Gambia, Guinea, Guinea-Bissau,	Start: 10-12-2004	Not required



Initiative and Sub-Project: Peace and Security	Investment \$ CAN (millions)	Delivery Modality (funding type)	Reach (geographic and beneficiaries)	Maturity of Initiative (start-end dates)	Selected Sub- Project Site Visit (country)
Sub-Regional Program - CECI , OXFAM GB		Agreement	Senegal Direct: Movement Against Light Arms in West Africa (MALAO - Senegal); West Africa Network for Peace building (WANEP - Gambia); ABC Development (Guinea) Indirect: Civil society including local, national and regional citizens, women's organizations; communities & their diverse members (leaders, women, youth, ethnic groups etc); State machineries: National structures & police, security customs & the army.	End: 30-08-2008	
UNDP Arms for Development - UNDP	\$1.5	Grant Agreement	West Africa: Sierra Leone Direct: 145 Chiefdoms, 145 Chiefdom Community-Based Organisations, The Office of National Security, Ministry of the Interior, Ministry of Foreign Affairs, the National Commission Against Small Arms, the SL Police Force, the Customs Department, the Ministry of Youth and Sports Indirect: All 4.9 million citizens	Start: 16-02-2004 End: 31-03-2006	Sierra Leone (cancelled)
Foreign Affairs Canada Admin Arrangement - DFAIT	\$.39	Administrative Arrangement	N/A	Start: 15-04-2003 End: 31-12-2007	Not required

Initiative and Sub-Project: Health	Investment \$ CAN (millions)	Delivery Modality (funding type)	Reach (geographic and beneficiaries)	Maturity of Initiative (start-end dates)	Selected Sub- Project Site Visit (country)
International AIDS Vaccine	\$45.0	Grant	Multiple African countries, especially: South Africa, Uganda,	Start: 02-01-2003	Kenya , South



Initiative and Sub-Project: Health	Investment \$ CAN (millions)	Delivery Modality (funding type)	Reach (geographic and beneficiaries)	Maturity of Initiative (start-end dates)	Selected Sub- Project Site Visit (country)
Initiative - IAVI		Arrangement	Kenya and Rwanda Direct: Nation Indirect: PLWA, general population in countries at risk	End: 31-03-2007	Africa
African AIDS Vaccine Partnership – WHO - AAVP	\$5.0	Grant Arrangement	Multiple African countries, especially: Tanzania, Nigeria, Cameroon, Kenya, Uganda, Botswana and South Africa Indirect: PLWA, general population in countries at risk	Start: 14-05-2003 End: 01-12-2007	Kenya, South Africa
Canadian Coalition on Youth and HIV/AIDS in Africa	\$12.0	Contribution Agreement	Kenya, Ethiopia, Burkina Faso and Mozambique Direct: PLWA, youth, women and girl children	Start: 01-04-2004 End: 30-06-2007	Kenya
Polio Eradication Initiative - UNICEF	\$16.0	Grant Arrangement	Multiple African countries, especially: Angola, Egypt, Ethiopia, Niger, Nigeria, - Somalia and Sudan Direct: Children and general population in countries at risk	Start: 06-02-2003 End: 01-05-2007	Nigeria
Polio Eradication Initiative - WHO	\$34.0	Grant Arrangement	Multiple African countries, especially: Angola, Egypt, Ethiopia, Niger, Nigeria, - Somalia and Sudan Direct: Children and general population in countries at risk	Start: 06-02-2003 End: 01-05-2007	Nigeria
Childhood Development through Sport in Refugee Camps – Right to Play	\$1.3	Grant Arrangement	Multi-Country: Guinea, Kenya, Angola and Sierra Leone. Direct: Community-Based Organisations; Indirect: Refugee, internally displaced persons and returnee populations, particularly children and women	Start: 02-01-2002 End: 31-05-2006	Not required



Initiative and Sub-Project: Agriculture, Water and Environment	Investment \$ CAN (millions)	Delivery Modality (funding type)	Reach (geographic and beneficiaries)	Maturity of Initiative (start-end dates)	Selected Sub- Project Site Visit (country)
Research on Agricultural Productivity - CGIAR	\$40.0	Grant Arrangement	Pan-Africa in scope. Direct : CGIAR Centres; Indirect: Farmers and general population	Start: 20-03-2003 End: 31-12-2005	Kenya
Biosciences East and Central Africa (BECA) - CGIAR, ILRI, NEPAD Secretariat	\$30.0	Contribution Arrangement	Sub-Regional: Kenya, Mozambique, Zambia, Uganda, Ethiopia, Cameroon, Rwanda, DRC, Zimbabwe, Mauritius, Burundi, Malawi, Somalia, Eritrea, CAR, Chad, S. Tome, Madagascar, Djibouti, Gabon, Eq. Guinea, Congo, Tanzania, Egypt, South Africa and Senegal. Direct: Scientists from national and regional research institutions, African universities, and the broader scientific community; Indirect: Farmers and finally, consumers	Start: 31-03-2004 End: 31-03-2009	Kenya (ILRI HQ), Ethiopia
Partnership for Africa's Water Development (PAWD) – Global Water Partnership	\$10.0	Contribution Arrangement	Multi Country: Kenya, Senegal, Mali, Zambia, Malawi Direct: Government, National and sub-regional	Start: 30-12-2003 End: 31-03-2008	Not required
Support to UN-Habitat's Water and Sanitation Trust Fund	\$15.0	Grant Arrangement	Multi-Country: Kenya, Mozambique, Senegal, Mali, Ghana, Burkina Faso, Nigeria, Zambia, Uganda, Ethiopia, Cameroon, Rwanda, Cote d'Ivoire Direct: UN Habitat and Human Settlements Foundation Indirect: Gov – Local and National; urban poor	Start: 31-10-2003 End: 31-03-2008	Kenya, Ethiopia
Supporting the African Water Facility – AfDB	\$20.0	Grant Arrangement	Pan-Africa in scope. Direct: AfDB Indirect: Government, National and sub-regional	Start: 31-03-2006 End: 31-03-2010	Tunis (AfDB HQ), Kenya, Ethiopia



Initiative and Sub-Project: Agriculture, Water and Environment	Investment \$ CAN (millions)	Delivery Modality (funding type)	Reach (geographic and beneficiaries)	Maturity of Initiative (start-end dates)	Selected Sub- Project Site Visit (country)
Water Partnership Program - AfDB	\$5.0	Grant Arrangement	Pan-African in scope Direct: AfDB Indirect: government, National and sub-regional	Start: 16-03-2006 End: 31-03-2010	Not required
Africa-Canada Eco-Leadership Program – Canada World Youth	\$12.0	Contribution Agreement	Multi Country: Kenya, Mozambique, Senegal, Mali, Ghana, South Africa, Burkina Faso, Tanzania, Benin, Botswana, Togo Direct: Canada World Youth Indirect: Youth	Start: 17-12-2003 End: 31-05-2007	Kenya

Initiative and Sub-Project: Trade and Investment	Investment \$ CAN (millions)	Delivery Modality (funding type)	Reach (geographic and beneficiaries)	Maturity of Initiative (start-end dates)	Selected Sub- Project Site Visit (country)
Joint Integrated Technical Assistance Program, Phase II (JITAP) - ITC, WTO, UNCTAD	\$7.0	Grant Arrangement	Phase I countries extended from 2003 to 2005: Benin, Cote d'Ivoire, Burkina Faso, Ghana, Kenya, Tanzania, Tunisia, Uganda. Phase II countries from 2003 to 2007: Botswana, Cameroon, Malawi, Mali, Mauritania, Mozambique, Senegal, Zambia. Beneficiaries: Government ministries involved in trade policy, promotion; Technical services for exporters; Export promotion agencies, academia, Business associations, Civil Society Organisations	Start: 31-03-2003 End: 30-09-2007	Not required



Initiative and Sub-Project: Trade and Investment	Investment \$ CAN (millions)	Delivery Modality (funding type)	Reach (geographic and beneficiaries)	Maturity of Initiative (start-end dates)	Selected Sub- Project Site Visit (country)
Program for Building African Capacity for Trade (PACT) – International Trade Center, Canadian Trade Facilitation Office	\$8.0	Grant Arrangement	Phase I: from 2003 to 2005: Ghana, Senegal, South Africa, Tanzania. Phase II: mid-2005 to end 2007: Ethiopia, Mali, Mozambique. Beneficiaries: Ministries of Trade, Ministry of Industry, export promotion agencies, business organisations, exporters, women exporters ACCESS! sub-programme for women Mid-2005: Ethiopia, Ghana, South Africa, Tanzania, Uganda Mid-2006 to mid 2007: Cameroon, Mali, Senegal, Burkina Beneficiaries: Same as above, plus: women cooperatives, associations, disadvantaged groups	Start: 11-04-2003 End: 31-03-2008	South-Africa, Ethiopia, Senegal
African Trade Policy Centre (ATPC) - UNECA	\$5.0	Grant Arrangement	All African countries: trade policy makers, trade negotiators incl. delegations to Geneva, Brussels, academia, business sector, Regional Economic Communities, regional monetary institutions	Start: 23-06-2003 End: 30-04-2007	ECA HQ, Addis-Ababa, Ethiopia
NEPAD Infrastructure Project Preparation Facility (IPPF) – AfDB	\$10.0	Grant Arrangement	Regional Infrastructure Services Entities Regional Economic Communities	Start: 03-12-2003 End: 31-03-2010	Tunis (AfDB HQ)

Initiative and Sub-Project: Information Communications Technology	Investment \$ CAN (millions)	Delivery Modality (funding type)	Reach (geographic and beneficiaries)	Maturity of Initiative (start-end dates)	Selected Sub- Project Site Visit (country)
Enablis – Industry Canada	\$10.0	Administrative Arrangement	South Africa Direct: Private sector, small and medium enterprises	Start: 09-04-2003 End: 31-03-2008	South Africa (Enablis Regional Office)



Initiative and Sub-Project: Information Communications Technology	Investment \$ CAN (millions)	Delivery Modality (funding type)	Reach (geographic and beneficiaries)	Maturity of Initiative (start-end dates)	Selected Sub- Project Site Visit (country)
E-PolNet – Industry Canada, UNECA	\$10.0	Administrative Arrangement	Pan-African in scope Direct: General population, institutions and civil society	Start: 09-04-2003 End: 31-03-2008	Ethiopia (UNECA HQ)
Connectivity – Industry Canada, IDRC, OneWorld International	\$15.0	Administrative Arrangement	Pan-African in scope: Egypt, Kenya, Mozambique, Senegal, Zambia, etc. Direct: National governments and institutions Indirect: Civil society and individuals	Start: 09-04-2003 End: 31-03-2008	South Africa



Table 4: Evaluation Coverage and Assessment

CFA Governance Initiative	Report Description	Client	Status and Date	Utility Rating
African Peer Review Mechanism	Special Study	CIDA	Completed May 2006	80%
Strengthening the African Public Service	Meta-evaluation	CIDA	Completed Aug. 2007	46%
Strengthening the African Public Service	Summative Evaluation	ACBF	Completed June 2006	78%
Strengthening the African Public Service	Mid-Term Evaluation	World Bank	Completed June 2003	73%
Parliamentary Strengthening Program	Mid-Term Evaluation	BFF	Completed Dec. 2006	57%
African Local Governance Initiative	Mid-Term Evaluation	BFF	Completed Dec. 2006	77%
NEPAD Outreach Fund	Summative Evaluation	BFF	Completed April 2008	87%

CFA Peace and Security Initiative	Report Description	Client	Status and Date	Utility Rating
African Union Peace and Security	N/A	N/A	N/A	N/A
ECOWAS	N/A	N/A	N/A	N/A
KAIPTC	Summative Evaluation	BFF	Completed April 2006	67%
West Africa Civilian Police Project	End-of-Project Evaluation	BFF	Completed Feb. 2008	65%
War Affected Youth – DCI/WCC	N/A	N/A	N/A	N/A
Small Arms & Light Weapons	N/A	N/A	N/A	N/A
UNPD Arms for Development	N/A	N/A	N/A	N/A
FAC Admin. Arrangement	N/A	N/A	N/A	N/A

CFA Health Initiative	Report Description	Client	Status and Date	Utility Rating
International AIDS Vaccine Initiative	N/A	N/A	N/A	N/A
African AIDS Vaccine Partnership	External Programme Review	WHO/UNAIDS	Completed June 2005	64 %
Coalition on Youth and HIV/AIDS	End-of-Project Monitoring Report	BFF	Completed Dec. 2006	59%
Polio Eradication Program	N/A	N/A	N/A	N/A
Childhood Dev. Sport in Refugee Camps	N/A	N/A	N/A	N/A



CFA Agriculture, Water and Environ Initiative	Report Description	Client	Status and Date	Utility Rating
Research on Agricultural Productivity	N/A	N/A	N/A	N/A
Biosciences Eastern and Central Africa	Mid-term Evaluation	BFF	N/A	N/A
Partnership for Africa's Water Development	Summative Evaluation	BFF	Completed May 2008	96%
UN Habitat Water Sanitation Trust Fund	Mid-Term Evaluation	Advisory Board	Completed July 2007	67%
Supporting the Africa Water Facility	Review of AfDB Water Initiatives	Joint Donor	Completed Mar. 2007	43%
Water Partnership Program	Organisational Evaluation	Joint Donor	Completed Mar. 2008	77%
	Review of AfDB Water Initiatives	Joint Donor	Completed Mar. 2007	47%
Africa Water Week	N/A	N/A	N/A	N/A
Africa-Canada Eco-leadership Program	N/A	N/A	N/A	N/A

CFA Trade and Investment Initiative	Report Description	Client	Status and Date	Utility Rating
Joint-Integrated Tech. Assist. Program	Mid-term Evaluation	Board	Completed Aug. 2006	75%
PACT	Mid-term Evaluation	Steering Ctee	Completed Oct 2006	41%
African Trade Policy Center	Summative Evaluation	UNECA	Completed July 2007	45%
NEPAD-IPPF	N/A	N/A	N/A	N/A

CFA Information, Communication and Technology Initiative	Report Description	Client	Status and Date	Utility Rating
Enablis	Mid-Term Evaluation	BFF/IC	Completed Feb. 2006	75%
E-PolNet	Mid-Term Evaluation	BFF	Completed Oct. 2007	63%
Connectivity Africa	Special Study – External Review	IDRC	Completed May 2007	47%



Table 5: Number of Individuals Interviewed by Portfolio and Type of Respondent

CFA Portfolio	CIDA HQ DFAIT HQ	CIDA Field Staff	Donors	Implementing Organizations	Beneficiaries	Prominent Experts	Total
CFA General	14	0	0	0	0	2	16
Governance	10	1	3	19	23	5	61
P&S	10	6	12	12	22	2	64
Health	11	3	6	32	38	11	101
AWE	10	5	2	28	33	7	85
Trade	11	3	14	28	15	7	78
ICT	6	0	1	35	3	14	59
Total	72	18	38	154	134	48	464



Table 6: CFA Catalytic Effect in Leveraging Additional Funds

CFA Initiative	Funding Type	CFA Allocation (\$M CAN)	Other-Donors Amount (\$M CAN)	Other Donors Source	Government Sector Amount (\$M CAN)	Government Sector Source	Co-financing Amount (\$M CAN)	Co-financing Source	Total Amount (\$M CAN)
ACBF	Multi-donor	28.0	179.55	4 IFIs, 12 donors	140.98	29 countries	0		320.53
ECOWAS-SAU	Sole donor start-up	4.2	24.46	Denmark, EU, Sweden	0		0		24.46
WAPP	Sole donor start-up	3.0	1.7	Germany	0		0		1.7
AWF	Sole donor start-up	20.0	158	Donor Pledges	0.1	Senegal	0		158.1
WSTF	Joint donor start-up	15.0	0		12.0	National Gov'ts.	368.4	AfDB and World Bank	380.4
IPPF	Sole donor start-up	10.0	34.4	AfDB & donors ⁴	1.7	Countries	18.5	DBSA Others	54.60
Enablis	Sole donor Start-up	10.0	0		5.7	Khula	4.7	Partners	10.40
Total		\$90.2							\$950.2



Table 7: Governance Portfolio Expected Outcome Achievement

The following five point Lichert Scale was used to assess the extent of outcome achievement based on the available evaluation data, with “partial extent” representing the mid-point on the scale. Quantitative and qualitative definitions for all five points on the scale are provided.

- Full extent = 100% - all aspects of the expected outcome have been achieved;
- Major Extent = 75% - complete achievement on most aspects of the expected outcome;
- Partial extent = 50% - significant progress achieved on most aspects of the expected outcome;
- Limited Extent = 25% - some progress observed on some aspects of the expected outcome;
- No Extent = 0% - no progress achieved on any of aspects of the expected outcome; and
- N/A = inadequate data to assess outcome achievement.

Expected Outcomes of Governance Portfolio: NEPAD – African Peer Review Mechanism (APRM) Initiative Strengthening African Public Sector (ACBF)	Extent of Expected Outcome Achievement
<ul style="list-style-type: none"> • Increased capacity of APRM to plan and manage process reviews. 	Major Extent
<ul style="list-style-type: none"> • Increased capacity of African Civil Society involvement (<i>sic</i>) in the Review preparation and process. 	Major Extent

Expected Outcomes of Governance Portfolio: Strengthening African Public Sector (ACBF) Initiative	Extent of Expected Outcome Achievement
<ul style="list-style-type: none"> • Strengthened capacity of public sector officials in the areas of policy development, management, and evaluation. 	Major Extent
<ul style="list-style-type: none"> • Improved program development, management, and evaluation capacity of public sector officials. 	Partial Extent
<ul style="list-style-type: none"> • Increased public sector financial management and accountability. 	Major Extent
<ul style="list-style-type: none"> • Greater leadership and decision making capacity of public sector officials. 	Partial Extent
<ul style="list-style-type: none"> • Enhanced public sector ability to interact with civil society and the private sector to promote participatory approach to public sector service delivery. 	Limited Extent



<ul style="list-style-type: none"> Increased ACBF capacity to design and deliver training and support public sector policy and program development, including poverty reduction programs. 	Major Extent
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Expected Outcomes of Governance Portfolio: Africa-Canada Parliamentary Strengthening Programme (ACPSP) Initiative	Extent of Expected Outcome Achievement
<ul style="list-style-type: none"> Increased capacity of poverty-related Parliamentary committees to work towards poverty reduction, and monitor poverty actions. 	Major Extent
<ul style="list-style-type: none"> Increased Parliamentary strength on anti-corruption efforts, spurred by Parliamentary Action Groups involved in the African Parliamentarians Network Against Corruption (APNAC). 	Limited Extent
<ul style="list-style-type: none"> Increased capacity and role for women in Parliaments and in governance. 	Limited Extent
<ul style="list-style-type: none"> Improved oversight by Parliamentary Committees on Governance Priorities. 	Partial Extent
<ul style="list-style-type: none"> Improved parliamentary understanding of and participation in NEPAD. 	Limited Extent

Expected Outcomes of Governance Portfolio: African Local Governance Project (ALGP) Initiative	Extent of Expected Outcome Achievement
<ul style="list-style-type: none"> Increased recognition and strengthened capacity of national associations to strategically promote decentralization and good local governance and to support/represent the interests of their members. 	Partial Extent
<ul style="list-style-type: none"> Strengthened continental and regional institutions that are better able to strategically support national associations of local authorities, foster innovative approaches and facilitate South-South knowledge sharing and collaboration to promote decentralization and improve governance at local levels. 	Major Extent
<ul style="list-style-type: none"> More effective local governance structures, institutions and sustainable development processes that are better able to incorporate participatory, transparent and accountable policy development, planning, resource mobilization, management and accessible, equitable services. 	Limited Extent
<ul style="list-style-type: none"> Enhanced participation and influence of civil society (citizens, institutions, private sector, etc.) in local governance processes and decision-making. 	Limited Extent



<ul style="list-style-type: none"> • More effective local governance strategies to achieve gender equality and combat the effects of endemic diseases (HIV/AIDS, malaria, etc.) and to have these systematically integrated into policy development, planning, management and service delivery. 	Limited Extent
<ul style="list-style-type: none"> • Strengthened African network for good local governance, encompassing national, regional and continental representation that is better able to share knowledge and proactively facilitate decentralization and good governance models and practices. 	Major Extent
<ul style="list-style-type: none"> • Improved enabling frameworks, institutions and government-civil society partnerships that effectively support decentralization and local governance. 	Limited Extent

Expected Outcomes of Governance Portfolio: NEPAD Outreach	Extent of Expected Outcome Achievement
<ul style="list-style-type: none"> • Increased Pan-African, national & regional and local dialogue in Africa on the NEPAD and its implementation. 	N/A
<ul style="list-style-type: none"> • Increased public awareness of, support for & involvement in NEPAD initiatives among African women and men, especially from civil society. 	Major Extent
<ul style="list-style-type: none"> • Participants in Outreach Fund sub-projects disseminate the project findings, suggestions & recommendations to peers, the public, governments and NEPAD authorities. 	Partial Extent



Table 8: Peace and Security Portfolio Expected Outcome Achievement

The following five point Lichert Scale was used to assess the extent of outcome achievement based on the available evaluation data, with “partial extent” representing the mid-point on the scale. Quantitative and qualitative definitions for all five points on the scale are provided.

Full extent = 100% - all aspects of the expected outcome have been achieved;
 Major Extent = 75% - complete achievement on most aspects of the expected outcome;
 Partial extent = 50% - significant progress achieved on most aspects of the expected outcome;
 Limited Extent = 25% - some progress observed on some aspects of the expected outcome;
 No Extent = 0% - no progress achieved on any of aspects of the expected outcome; and
 N/A = inadequate data to access outcome achievement.

Expected Outcomes of Peace and Security Portfolio Initiatives: Strengthening the Peace and Security Capacity of the African Union (AU)	Extent of Expected Outcome Achievement
Strengthened AU's institutional capacities for preventive diplomacy, peace and security.	Major Extent
The AU plays a leading role in support of the protection of civilians in armed conflict.	Major Extent
The AU denounces violations of International Humanitarian Law by its member status.	Partial Extent

Expected Outcomes of Peace and Security Portfolio Initiatives: ECOWAS: Capacity Building	Extent of Expected Outcome Achievement
Improved management of Peace and Security Operations in West Africa.	Major Extent
Improved planning and coordination of Small Arms Control initiatives in West Africa.	Partial Extent
Improved planning and resource allocation to peace building and conflict management activities in the region.	Major Extent
Improved skills of ECOWAS/PADS and member states to respond to peace and security efforts in West Africa.	Major Extent
Improved Capacity to plan, manage and monitor projects supported by partners of ECOWAS.	N/A

Expected Outcomes of Peace and Security Portfolio Initiatives: Kofi Annan International Peace Training Centre (KAIPTC)	Extent of Expected Outcome Achievement
An effective and comprehensive curriculum and training program which is sensitive to gender issues and cooperation with	Major Extent



Expected Outcomes of Peace and Security Portfolio Initiatives: Kofi Annan International Peace Training Centre (KAIPTC)	Extent of Expected Outcome Achievement
civilian components of PSO's, includes both military and civilian beneficiaries and fulfills the KAIPTC's regional training mandate.	
Enhanced institutional knowledge and skills within the KAIPTC to anticipate training priorities.	Major Extent
KAIPTC staff has increased ownership of the design, development, and/or delivery of courses.	Major Extent
Effective, increasingly independent implementation of KAIPTC training programs to military and civilian actors, including women, from across West Africa	Major Extent
Increase institutional capacity in managing the Centre's activities.	Limited Extent
Increase in training delivered by KAIPTC faculty and West African regional specialists, incl. women and civilians.	Major Extent
Enhanced bilingual capacity to deliver training for francophone participants.	Partial Extent
Trained course participants are more effectively engaged in peace and security operations.	Partial Extent

Expected Outcomes of Peace and Security Portfolio Initiatives: West African Police Project (WAPP)	Extent of Expected Outcome Achievement
Increased awareness and commitment by national and regional decision makers to an improved engagement of CIVPOL in peace operations (PO).	Full Extent
Increased ECOWAS capacity to integrate CIVPOL in peace operations.	Partial Extent
Increased commitment and capacity of regional training centers to deliver tactical, operational, and strategic learning services.	Full Extent

Expected Outcomes of Peace and Security Portfolio Initiatives: War-Affected Youth: War Child Canada (WCC)	Extent of Expected Outcome Achievement
Strengthen capacity of African partners/institutions to develop and implement gender-sensitive programming in support of war-affected youth – both males and females.	Limited Extent
Economic, educational, psychological and social barriers facing war-affected youth are addressed through community driven interventions that emphasize gender equality.	Limited Extent
African Institutions work collaboratively in support of war-affected youth.	Limited Extent



Expected Outcomes of Peace and Security Portfolio Initiatives: War-Affected Youth: War Child Canada (WCC)	Extent of Expected Outcome Achievement
Ex-combatants (with a focus on girls) are supported in rehabilitation and reintegration processes in targeted areas.	N/A
Adult communities have an improved understanding of the rights of young people (M/F) and the value of their participation in the conflict transformation process.	N/A
War-affected youth (M/F) have an improved understanding of their rights and causes of violations.	N/A
Strengthened capacity and competence of the legal profession to assist youth (M/F) in conflict with the law.	Partial Extent

Expected Outcomes of Peace and Security Portfolio Initiatives: War-Affected Youth: Defence for Children International (DCI)	Extent of Expected Outcome Achievement
War-affected young people (predominately female youth) generate increased revenue from new skills and economic activities.	Major Extent
War-affected young people (predominantly females) increase their sense of self-esteem, confidence and belonging within their families and communities.	Major Extent
The status of war-affected youth (M/F) with an emphasis on girls) improves within their communities. War-affected young people (M/F) are able to make rights claims to appropriate duty bearers. These claims focus primarily on issues affecting youth in post-conflict reconstruction and include a gender analysis of war's different effects on female and males.	Major Extent
Adult duty bearers have an improved understanding of the rights and needs of young people (M/F) in conflict/post-conflict situations.	Limited Extent

Expected Outcomes of Peace and Security Portfolio Initiatives: Small Arms and Light Weapons (SALW)	Extent of Expected Outcome Achievement
Improved Security and safe communities in targeted areas.	Partial Extent
Better economic development opportunities in the targeted communities / Number of users, per gender, age group, of the services and infrastructures created.	Major Extent
Dialogue and collaboration between partners, including those representing the interests of women.	Partial Extent



Expected Outcomes of Peace and Security Portfolio Initiatives: UNDP – Arms for Development	Extent of Expected Outcome Achievement
Strengthen public security, civil protection and policing in Sierra Leone and Mano River Union border areas.	N/A
Sustainable disarmament of the people of Sierra Leone.	Limited Extent
Stemmed circulation of SALW in the Mano River Union Basin.	N/A
Reduction of SALW-related incidents in communities (including violence against women).	Limited Extent



Table 9: Health Portfolio Expected Outcome Achievement

The following five point Lichert Scale was used to assess the extent of outcome achievement based on the available evaluation data, with “partial extent” representing the mid-point on the scale. Quantitative and qualitative definitions for all five points on the scale are provided.

Full extent = 100% - all aspects of the expected outcome have been achieved;
 Major Extent = 75% - complete achievement on most aspects of the expected outcome;
 Partial extent = 50% - significant progress achieved on most aspects of the expected outcome;
 Limited Extent = 25% - some progress observed on some aspects of the expected outcome;
 No Extent = 0% - no progress achieved on any of aspects of the expected outcome; and
 N/A = inadequate data to access outcome achievement.

Expected Outcomes of Health Portfolio Initiatives: International AIDS Vaccine Initiative (IAVI)	Extent of Expected Outcome Achievement
Research and development of AIDS vaccines has become effective for use in Africa.	Full Extent
Partnerships between public and private sectors have become effective in supporting vaccines research in Africa.	Major Extent
AIDS vaccine research and development issues are better understood by key audiences including legislators, elected officials and civil society.	Limited Extent
National AIDS vaccine research programs receive greater attention in Africa.	Full Extent

Expected Outcomes of Health Portfolio Initiatives: African AIDS Vaccine Programme (AAVP)	Extent of Expected Outcome Achievement
A normative political, legal, ethical and regulatory framework is established.	Partial Extent
Priority countries have progressed on their HIV vaccine preparedness activities.	Major Extent

Expected Outcomes of Health Portfolio Initiatives: Polio Eradication Initiative (Polio)	Extent of Expected Outcome Achievement
Interruption of poliovirus transmission.	Major Extent
Certification of global polio eradication.	Limited Extent
Preparation for OPV cessation.	Partial Extent



Expected Outcomes of Health Portfolio Initiatives: Polio Eradication Initiative (Polio)	Extent of Expected Outcome Achievement
Mainstreaming GPEI in affected countries.	Partial Extent

Expected Outcomes of Health Portfolio Initiatives: Canadian Coalition on Youth and HIV/AIDS in Africa (CCYAIDS)	Extent of Expected Outcome Achievement
Enhanced capacity, especially among youth (both males and females) to avoid the situations and behaviours that drive the epidemic.	Full Extent
Health and social development systems are developed to enable people living with AIDS (PLWAs) and their families to live with dignity and with prolonged family relationships.	Major Extent
Increased proportion of households with a greater sense of well being.	Partial Extent



Table 10: Agriculture, Water and Environment Portfolio Expected Outcome Achievement

The following five point Lichert Scale was used to assess the extent of outcome achievement based on the available evaluation data, with “partial extent” representing the mid-point on the scale. Quantitative and qualitative definitions for all five points on the scale are provided.

- Full extent = 100% - all aspects of the expected outcome have been achieved;
- Major Extent = 75% - complete achievement on most aspects of the expected outcome;
- Partial extent = 50% - significant progress achieved on most aspects of the expected outcome;
- Limited Extent = 25% - some progress observed on some aspects of the expected outcome;
- No Extent = 0% - no progress achieved on any of aspects of the expected outcome; and
- N/A = inadequate data to access outcome achievement.

Expected Outcomes of Agriculture, Water and Environment Portfolio Initiatives: Research on Agricultural Productivity (RAP)	Extent of Expected Outcome Achievement
Africa-specific research and research-related activities in food crops, forestry, livestock, irrigation management, aquatic resources and related policies, as well as providing services to national agricultural research systems that concentrate on the needs of small-scale farmers and women producers.	Major Extent

Expected Outcomes of Agriculture, Water and Environment Portfolio Initiatives: UN-Habitat Water and Sanitation Trust Fund (WSTF)	Extent of Expected Outcome Achievement
Enabling environment in human settlements created, particularly in urban areas to facilitate pro-poor, gender sensitive water and sanitation investment.	Major Extent
Enhanced participatory involvement of local authorities and communities in WATSAN (water and sanitation) activities.	Major Extent
Increased access to safe drinking water and basic sanitation with special emphasis on the urban poor in participating countries.	Major Extent

Expected Outcomes of Agriculture, Water and Environment Portfolio Initiatives: Partnership for Africa’s Water Development (PAWD)	Extent of Expected Outcome Achievement
National frameworks for sustainable water resource management and service provision are in place for the selected countries.	Major Extent
Ownership of the National Frameworks and the process is developed by all stakeholders.	Major Extent
Improved water resource management and water service delivery.	Limited Extent



Expected Outcomes of Agriculture, Water and Environment Portfolio Initiatives: Partnership for Africa's Water Development (PAWD)	Extent of Expected Outcome Achievement
Stronger collaboration with potential relevant financing institutions.	Limited Extent
Strengthened regional and country-level partnerships in selected countries and functioning as an effective multi-stakeholder platform.	Partial Extent
Water issues are integrated into PRSPs for a selected number of African countries.	Partial Extent

Expected Outcomes of Agriculture, Water and Environment Portfolio Initiatives: Africa-Canada Eco-Leadership Program	Extent of Expected Outcome Achievement
Enhanced capacity of African youth to help formulate strategies for, contribute to and participate in the sustainable development of their communities and protection of their environment	Major Extent
Enhanced livelihood, employability and knowledge and tools for African youth	Limited Extent
Enhanced engagement of participants and participating organizations in development challenges with a particular focus on environmental issues and themes	Major Extent
Enhanced South-South collaboration and cooperation among youth and youth-led/youth serving organizations on environmental issues and initiatives	Partial Extent
Increased capacity of African youth participants and the organizations they participate in (post-program) to dialogue on and advocate for environmental/sustainability issues	Major Extent



Table 11: Trade and Infrastructure Portfolio Expected Outcome Achievement

The following five point Lichert Scale was used to assess the extent of outcome achievement based on the available evaluation data, with “partial extent” representing the mid-point on the scale. Quantitative and qualitative definitions for all five points on the scale are provided.

Full extent = 100% - all aspects of the expected outcome have been achieved;
 Major Extent = 75% - complete achievement on most aspects of the expected outcome;
 Partial extent = 50% - significant progress achieved on most aspects of the expected outcome;
 Limited Extent = 25% - some progress observed on some aspects of the expected outcome;
 No Extent = 0% - no progress achieved on any of aspects of the expected outcome; and
 N/A = inadequate data to assess outcome achievement.

Expected Outcomes of Trade and Infrastructure Portfolio Initiatives: Joint Integrated Technical Assistance Program, Phase II (JITAP II)	Extent of Expected Outcome Achievement
Inter-institutional committees (IICs) and their membership support the development of trade negotiation positions and strategies, and related policy formulation, as well as implementation of WTO agreements	Major Extent
Trade stakeholders and IICs rely on or use the support of a trained network of MTS professionals and draw upon more accessible information resources provided by NEPs, RCs, and through the exchange of experiences among countries	Partial Extent
Export stakeholders in priority sectors apply adapted strategies in response to international market requirements and potentials	Limited Extent
Trade and development stakeholders demonstrate improved ability to formulate, manage, and/or coordinate trade development programmes	Partial Extent

Expected Outcomes of Trade and Infrastructure Portfolio Initiatives: Program for Building African Capacity for Trade (PACT)	Extent of Expected Outcome Achievement
Increased capacity of public and private service providers in recipient countries to support existing and emerging exporters.	Partial Extent
Improved export readiness of targeted enterprises, including from women exporters and disadvantaged groups.	Major Extent
Increased business linkages between African countries and major markets, leading to international trade.	Partial Extent



Expected Outcomes of Trade and Infrastructure Portfolio Initiatives: African Trade Policy Center (ATPC)	Extent of Expected Outcome Achievement
National Outcome: African governments have increased the integration of trade into their development policies	Limited Extent
Multilateral Outcome: Enhanced African capacity to develop global technical trade proposals and generate consensus on trade negotiating positions in multilateral forums..	Major Extent
Regional/Bilateral Outcome: African governments and sub-regional communities demonstrate increased coordination and harmonization	Major Extent
Expected Outcomes of Trade and Infrastructure Portfolio Initiatives: NEPAD Infrastructure Project Preparation Facility (IPPF)	Extent of Expected Outcome Achievement
African countries, RECs and implementing agencies of NEPAD programs have increased their capacity to finalize the design of their infrastructure project proposals and ensure quality at entry.	Partial Extent
Viable infrastructure projects in energy, transport, ICTs and water sectors are submitted for financing to national and international private and public financing institutions, as well as other donors.	Partial Extent
An improved enabling environment, based on best practices, in place for improved functioning and competitiveness of infrastructure projects.	Partial Extent



Table 12: ICT Portfolio Expected Outcome Achievement

The following five point Lichert Scale was used to assess the extent of outcome achievement based on the available evaluation data, with “partial extent” representing the mid-point on the scale. Quantitative and qualitative definitions for all five points on the scale are provided.

Full extent = 100% - all aspects of the expected outcome have been achieved;
 Major Extent = 75% - complete achievement on most aspects of the expected outcome;
 Partial extent = 50% - significant progress achieved on most aspects of the expected outcome;
 Limited Extent = 25% - some progress observed on some aspects of the expected outcome;
 No Extent = 0% - no progress achieved on any of aspects of the expected outcome; and
 N/A = inadequate data to access outcome achievement.

Expected Outcomes of ICT Portfolio Initiatives: e-Policy Resource Network for Africa (ePoI-NET)	Extent of Expected Outcome Achievement
African policy-makers are more knowledgeable of implications of mainstreaming ICT in development.	Major Extent
Strengthened African capacity to develop national e-policies, regulation and strategies related to ICT.	Major Extent
Global transfer of knowledge to senior African government officials on ICT and e-policy development.	Partial Extent
Strengthened understanding and recognition of social and gender implications of e-policy and awareness of strategies to ensure all social groups have equal opportunity to benefit.	Major Extent
Increased global resources available on e-policies, strategies and programs.	Partial Extent
More focused approaches to implementing e-strategies and plans by the clients.	Partial Extent

Expected Outcomes of ICT Portfolio Initiatives: Connectivity Africa – IDRC	Extent of Expected Outcome Achievement
Sustainable and early adoption of innovative ICTs by African institutions.	Full Extent
Internet connectivity at the local and community level and/or at the organisational level.	Partial Extent
Regional ICT traffic in Africa improved through an established Internet exchange point.	Partial Extent
Strengthened capacity in African institutions for innovation and research in ICTs through an established a robust African university network.	Full Extent



Expected Outcomes of ICT Portfolio Initiatives: Connectivity Africa – IDRC	Extent of Expected Outcome Achievement
Strengthened capacity of Africans to act collectively and share knowledge through improved regional linkages.	Major Extent
Increased participation of women in African research and innovation in ICTs and sharing of knowledge.	Partial Extent

Expected Outcomes of ICT Portfolio Initiatives: Connectivity Africa – Open Knowledge Network	Extent of Expected Outcome Achievement
Valued local knowledge of African communities reinforcing its creation, communication and exchanges.	Limited Extent
Strengthened capacity of local communities and organizations to create, communicate and exchange their knowledge using ICT-based systems.	Limited Extent
Improved skills and aptitudes of local organizations and communities needed to synthesize and adapt global knowledge for their own use.	Limited Extent

Expected Outcomes of ICT Portfolio Initiatives: Enablis	Extent of Expected Outcome Achievement
Entrepreneurs (men and women) have strengthened their capacities through increased strategic uptake of ICTs.	Major Extent
Increased sustainability of Enablis supported SMMEs.	Partial Extent
Empowered entrepreneurs (men and women) contribute to shaping their policy environment.	Partial Extent
Enablis has effectively increased its initial capital and supports more entrepreneurs (men and women).	Major Extent
Expansion of Enablis into at least one other African country.	Full Extent



Table 13: Gender Equality Outcomes Mapping

GENERIC GENDER EQUALITY OUTCOMES	#	%
Decision Making 1.1 Capacity for Public Participation. Increased capacity of women & women’s organizations for advocacy & for participation in public life & decision making.	7	18%
Decision Making 1.2 Representation among Decision Makers. Increased representation of women in democratic processes & in decision making positions in the partner institution, target sector, partner community.	7	8%
Decision Making 1.3 Household & Individual Decision Making. More equal power relations between women & men at the household level, increased decision making capacity of individual women.	2	5%
Human Rights 2.1 Legal System. Strengthened promotion & protection of the human rights of women & girls in law & the action of police, prosecutors, judges, courts.	5	10%
Human Rights 2.2 Public Awareness. Increased knowledge & recognition by the general public (women & men) & decision makers of the human rights of women & girls.	8	21%
Human Rights 2.3 Response to Gender Specific Rights Violations. Improved services & mechanisms responding to gender-specific constraints on rights or rights violations (e.g., violence against women/girls, trafficking, sexual violence in conflict zones)	1	0%
Development Resources 3.1 Livelihoods & Productive Assets. Increased control by women over productive assets (land, capital/credit, technology, skills) & increased access to decent work.	5	18%
Development Resources 3.2 Institutional Capacity. Increased capacity of partner institutions, governments & civil society organizations to design & implement policies, programs & projects that reflect the priorities & interests of both women & men.	8	15%
Development Resources 3.3 Policy Change. Adoption of policies supporting gender equality by institutions that manage development resources & benefits (i.e., policies responding to the different priorities & interests of women/men, girls/boys)	1	3%
Development 3.4 Well-being and Basic Needs. Access by women to basic & appropriate services that support well being & quality of life.	1	3%



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Annex F: Contribution Analysis

Figures 2 and 3, which reinforce the contribution analysis, can be found in the *Supplementary Material—CFA Evaluation* document.



Annex G: Endnotes

- ¹ The Millennium Development Goals in Africa: Promise and Progress, UNDP and UNICEF, 2002.
- ² *Mutual Review of Development Effectiveness in Africa: Promise and Performance*, a joint report by the Economic Commission for Africa (UNECA) and the Organisation for Economic Co-operation and Development was prepared in close consultation with the NEPAD Secretariat (2009).
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- ¹⁶ Gender in Agriculture, Agricultural and Rural Development, World Bank, FAO, IFAD, 2008.
- ¹⁷ *The IFPRI Forum, March 2008*, International Food Policy Research Institute, 2008.
- ¹⁸ Ibid
- ¹⁹ Boston Globe, December 18, 2008
- ²⁰ *World Development Report 2008: Agriculture for Development*, The International Bank for Reconstruction and Development / The World Bank, 2007.
- ²¹ *Water in Africa: Management Options to Enhance Survival and Growth*, NEPAD Support Unit, Economic Commission for Africa, September 2006.
- ²² Ibid
- ²³ WTO Trade Policy Reviews
- ²⁴ These statistics were compiled from WTO data and presented in the sector evaluation report.
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- ²⁶ *Assessing Regional Integration in Africa IV: Enhancing Intra-African Trade*. United Nations Economic Commission for Africa, 2010. These percentages were calculated from figures presented in Table 4.3 which were compiled from IMF DOTS, February 2009.
- ²⁷ *Economic Development in Africa 2008*. United Nations Conference on Trade and Development, 2008, page 22.
- ²⁸ *2008 Comprehensive Report on U.S. Trade and Investment Policy Toward Sub-Saharan Africa and Implementation of the African Growth and Opportunity Act*, prepared by the Office of the United States Trade Representative, May 2008.
- ²⁹ *Economic Development in Africa 2008*. United Nations Conference on Trade and Development, 2008.
- ³⁰ *Assessing Regional Integration in Africa III: Enhancing Intra-African Trade*. United Nations Economic



31 Commission for Africa, 2008, page 35.
32 *Assessing Regional Integration in Africa IV: Enhancing Intra-African Trade*. United Nations Economic
33 Commission for Africa, 2010.
34 ICT consists of the hardware, software, networks and media for the collection, storage, processing,
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36 traditional technologies (telephones, radio and TV) and newer technologies (such as computer and the
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40 International Telecommunications Union Statistical Database,
41 <http://www.itu.int/wsis/tunis/newsroom/stats/>
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46 See [EES Statement on the importance of a methodologically diverse approach to impact evaluation](#).
47 See [ODI Opinion \(March 2009\). The 'gold standard' is not a silver bullet for evaluation](#).
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51 The NEPAD Outreach initiative is not discussed in this report due to its relatively small size and
52 importance to the portfolio.
53 [Regular updates on the work of the NEPAD APRM Secretariat](#) and progress monitored by the [Anti-
Corruption Resource Center and Transparency International](#)
54 Member countries include Algeria, Angola, Benin, Burkina Faso, Cameroon, Djibouti, Egypt, Ethiopia,
55 Gabon, Ghana, Kenya, Lesotho, Malawi, Mali, Mauritania, Mauritius, Mozambique, Nigeria, Republic of
56 Congo, Rwanda, Sao Tome & Principe, Senegal, Sierra Leone, South Africa, Sudan, Tanzania, Togo,
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58 *Africa's development needs: state of implementation of various commitments, challenges and the way
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79 the Darfur Peace Agreement (DPA) in May 2006; November 2004 – Authorization of the South African
80 Force for the protection of political figures in Burundi; May 2006 – Darfur Peace Agreement; and
81 November 2006 – Agreement on UN Support to AMIS. Source: CFA Progress Reports.
82 African leaders break silence over Mugabe's human rights abuses, Guardian Press, January 4, 2006, pp 14;



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55 The Childhood Development Through Sport in Refugee Camps initiative was not included in the evaluation sample due to its relatively small size and importance to the portfolio.

56 GPEI 2005 Annual Report, p. 39

57 This assessment was based largely on the May, 2008, Final Evaluation Report which concluded that by and large, the PAWD initiative was a success, delivering substantially on two of its six program outcomes.

58 The ICT Sector Report makes the distinction between immediate, intermediate and long term outcomes, which in CIDA's terminology at the time corresponded to outputs, outcomes and impacts. Consequently, this assessment is based on the achievement of intermediate outcomes.

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60 Ibid, pp 26.

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62 *The Development of Results-based Management and Accountability Frameworks for Horizontal Initiatives*, Treasury Board of Canada Secretariat, June 2002

63 *The Horizontal challenge: Line Departments, Central Agencies and Leadership*, Herman Balvis and Luc Juillet, Canada School of Public Service, 2004.

64 *Building capacities in the developing world: A review of experience in the field of education*. Kenneth King, Occasion Papers No. 31, 1991 (pp23). Edinburgh, UK: Center of African Studies, Edinburgh University.

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67 NEPAD – Toward Africa's Development or Another False Start? by Ian Taylor 2005, pp. 66.

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70 It should be noted that while the Connectivity Africa initiative had one project account, it was composed of two distinct initiatives implemented by different implementing partners: the International Development Research Center and OneWorld International.