

JOINT IMPACT ASSESSMENT OF CTA'S SUPPORT TO CaFAN



(2004-2012)

Cleve Scott and Shantal Munro

INCLUDING:

- Brief on the Capacity-centred Impact Pathway Analysis (CciPA) model
- Abstracts on nine studies

Ibrahim Khadar, Tarikua Woldetsadick, Jan Brouwers and Eunike Spierings

About CaFAN

CaFAN was established in 2004 as a regional network of farmers' organisations within the Caribbean region. The network now represents over 500,000 small farmers within 20 farmers' organisations across 13 Caribbean countries. With a secretariat in St Vincent and the Grenadines, CaFAN aims to improve the quality of life for small farm families throughout the Caribbean region and to gain economic empowerment and sociopolitical independence in the agricultural sector. One of CaFAN's guiding philosophies is that a sound education in food and nutrition security can help develop attitudes and values which can lead to a reduction in food importation.

About CTA

The Technical Centre for Agricultural and Rural Cooperation (CTA) is a joint international institution of the African, Caribbean and Pacific (ACP) Group of States and the European Union (EU). Its mission is to advance food and nutritional security, increase prosperity and encourage sound natural resource management in ACP countries. It facilitates access to information and knowledge; supports evidence-based, multi-stakeholder development of agricultural policies and strategies; promotes inclusive value chain development and use of ICTs; and strengthens the capacities of agricultural and rural development institutions and communities. CTA pursues these goals through two programmes -- Policies, Markets and ICTs (PMI) and Knowledge Management and Communication (KMC) and a unit responsible for promoting organisational learning -- the Learning, Monitoring and Evaluation (LME) Unit.

About the Joint Impact Assessment Reports

CTA initiated this joint impact study with the aim of promoting learning for development impact with its long-term ACP partner organisations and networks. The study has been carried out in two phases between October 2012 and June 2015, with the first phase that was completed in 2014, involving nine partners: CaFAN and CARDI in the Caribbean region, and ANAFE, EAFF, FANRPAN, IPACC, KENAFF, RTN and RUFORUM in Africa. The second phase, which was launched in 2014, concerned five partners: NARI and SPC in the Pacific region, and AFRACA, PROPAC and WOUGNET in Africa. Close to 50 ACP and EU experts participated in the study.

A key achievement of the joint impact study is that the LME Unit has successfully spearheaded the development and application of an innovative impact assessment methodology, referred to as the Capacity-centred Impact Pathway Analysis (CcIPA) model, with support from CDI-WUR, ECDPM, and MDF and the nine ACP partner organisations and networks involved in the first phase. The study has provided baseline information for future impact studies and also identified opportunities for organisational capacity development. CTA and its partners are committed to sharing the lessons from this joint study widely. The joint impact study represents one of the various forms of evaluations and impact assessments which CTA undertakes to generate information necessary for learning, accountability and decision-making.



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CAPACITY-CENTRED IMPACT PATHWAY
ANALYSIS (CcIPA): 2004-2012

Full Report of the Findings of the Study: Cleve Scott, Shantal Munro

INCLUDING:

- Brief on the Capacity-centred Impact Pathway Analysis (CcIPA) model
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Contacts

Dr Cleve Scott

Address:

P.O Box 827, New Montrose, Kingstown
St. Vincent & the Grenadines, West Indies

Tel: 784-453-1004

Fax: 784-453-1239

Ms Shantal Munro

Address:

P.O Box 827, New Montrose, Kingstown
St. Vincent & the Grenadines, West Indies

Tel: 784-453-1004

Fax: 784-453-1239



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Acronyms

ACP	African, Caribbean and Pacific Countries	FAO	Food and Agriculture Organization of the United Nations
ANAFE	The African Network for Agriculture, Forestry and Natural Resources Education	GAS	Grenada Agricultural Society
ASTT	Agricultural Society of Trinidad and Tobago	GRPA	Guyana Rice Producers Association
BAS	Barbados Agricultural Society	IICA	Inter American Institute for Cooperation on Agriculture
CaFAN	Caribbean Farmers Network	JAS	Jamaica Agriculture Society
CARDI	Caribbean Agriculture Research and Development Institute	IPACC	The Indigenous People of Africa Coordinating Committee
CARICOM	Caribbean Community	KENAFF	Kenyan National Federation of Agricultural Producers
CED	Centre for Enterprise Development	LME	Learning, Monitoring and Evaluation
CDB	Caribbean Development Bank	MAFF	Ministry of Agriculture, Forestry and Fisheries
CDEMA	Caribbean Disaster Emergency Agency	MNIB	Marketing and National Importing Board
CHF	Canadian Hunger Foundation	MOA	Ministry of Agriculture
CIDA	Canadian International Development Agency	NCDs	Non-communicable Diseases
COTED	Council of Trade and Economic Development	NGOs	Non-governmental organisations
CTA	Technical Centre for Agricultural and Rural Cooperation	NEFO	North East Farmers Organization
EAFF	Eastern African Farmers Federation	OECS	Organization of Eastern Caribbean States
EC	European Commission	PROPEL	Promotion of Regional Opportunities for Produce through Enterprises and Linkages
ECTAD	Eastern Caribbean Trading Agriculture and Development Organization	RTN	Rwanda Telecentres Network
EU	European Union	RUFORUM	Regional Universities' Forum for Capacity Building in Agriculture
FANRPAN	Food, Agriculture and Natural Resources Policy Analysis Network	SVG	St Vincent and the Grenadines
		UWI	University of the West Indies
		WTO	World Trade Organization

Executive Summary

The Caribbean Farmers Network Inc. (CaFAN) is a registered not-for-profit organisation representing about 500,000 small-scale farmers in 15 Caribbean countries. The organisation's secretariat is located in Kingstown, St. Vincent and the Grenadines. CaFAN conducted this joint impact study, commissioned by the Technical Centre for Agricultural and Rural Cooperation (CTA), to examine in-depth the impact of CTA funding and programme support to CaFAN. The findings are to contribute to learning for development impact within CTA and its ACP partner organisations and networks.

The study was conducted between October and December 2013 by internal and external consultants as well as research assistants. The objective of the research was to obtain deeper insights of the impact of CTA funding on CaFAN's capability to act and commit, as well as the capability to relate. The approach this study employed was to examine the nature and impact of the various activities funded by CTA on these two capabilities utilising a variety of data collection methods. The questions asked in this study were guided by the impact categorisation table supplied by CTA.

While various persons speak to the impact, it was very difficult to quantify impact because insufficient information at the CaFAN and CaFAN membership level was available. Hence, the information received was highly anecdotal. Nonetheless, the study found that the human resourcing approach was serving the organisation well. The current approach has avoided the need for a recurrent budget for staff, a fact which has sunk many Caribbean NGOs.

CTA's support of CaFAN's activity with a partnership dating back to the early years of CaFAN in 2004 and valued at close to 550,000 Euros in the areas of capacity building, outreach and mobilisation and information dissemination has benefited farmers.

On the capability to act and commit, the in-depth study showed that CaFAN structures functioned efficiently with available resources; and that although CaFAN possessed limited financial, institutional and human resources, it had committed and stable, inspiring and action-oriented . Executive structures had a legal basis to make binding commitments but seemed concerned about how to update the structures to respond to the changing environment. In relation to the capability to relate to external stakeholders, the study found that CaFAN continues to build and maintain networks with external actors such as governmental structures, private sector parties, civil society organisations (CSOs) and many players in the agricultural sector and related services.

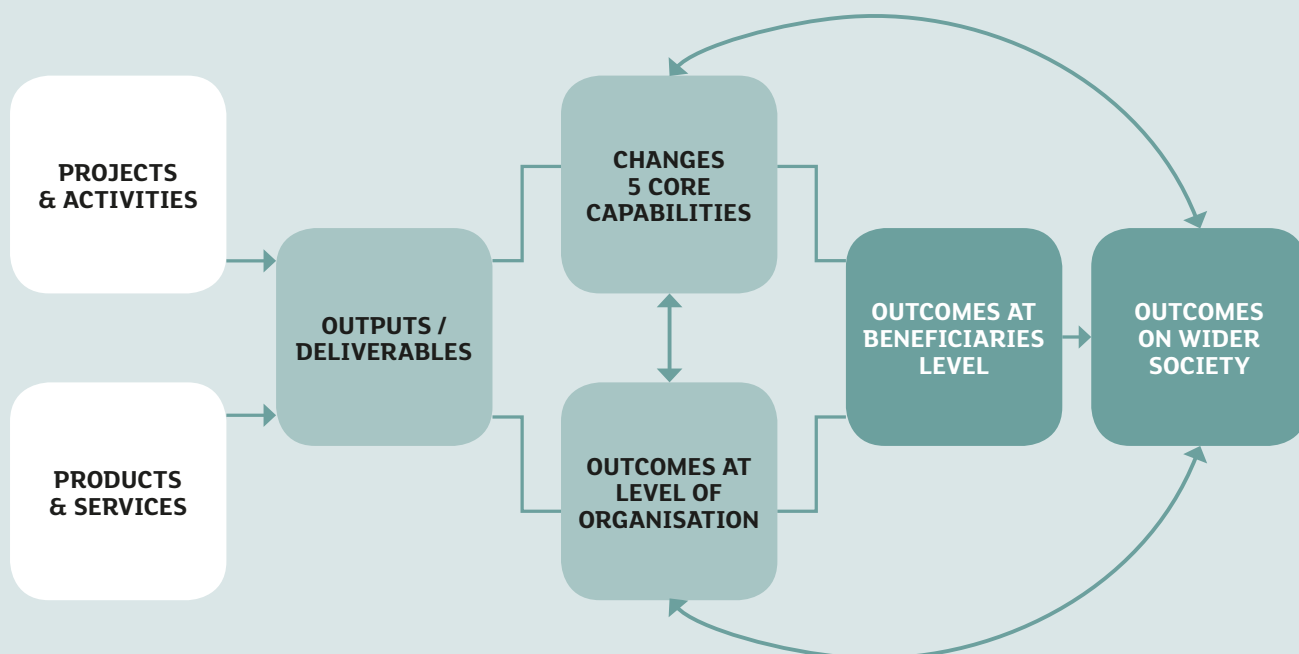
The study found that CaFAN had competencies to build and maintain networks with domestic actors, had the ability to build and maintain relationships within its own setup/structures using effective communication, and had significantly increased its political legitimacy, social credibility and reputation. Among the key recommendation that the findings of the study throws up are as follows: CaFAN should develop internal official policies on key issues such as the use of volunteers; CaFAN should improve its monitoring and evaluation to allow it to more effectively quantify impact; CaFAN should build on its institutional base to improve its financial sustainability.

“... valued at close to 550,000 Euros in the areas of capacity building, outreach and mobilisation and information dissemination has benefited farmers.”



PART A: JOINT IMPACT ASSESSMENT OF CTA'S SUPPORT TO CaFAN

The Capacity-centred Impact Pathway Analysis Model







INTRODUCTION & BACKGROUND

1

1.1 About CaFAN

It was in Trinidad in 2002 at a workshop organized by CTA and the Caribbean Agricultural Research and Development Institute (CARDI) that the idea of a regional farmers' network was suggested. Two years later, in 2004, the Caribbean Farmers Network (CaFAN) was started as a regional network of farmers' associations and non-governmental organisations (NGOs). CaFAN now represents over 500,000 farmers in 15 countries.

CaFAN has succeeded in unifying older and bigger farmers' organisations with newer smaller ones. The more prominent farmers' organisations in the Caribbean are associations that have operated as statutory organisations, associations, groups or NGOs, as well as private associations. Some of these groups may represent commodity groups or function as umbrella groups for other associations at the national level. The Agricultural Society of Trinidad and Tobago (ASTT), the Barbados Agricultural Society (BAS) and the Jamaica Agricultural Society (JAS) are examples of umbrella associations representing a number of farmers' groups, and have been in existence for over 100 years. The Guyana Rice Producers Association (GRPA) is an example of a commodity group. Other farmers associations and commodity associations mainly concerned with traditional commodities, e.g. bananas, operate in the Windward and Leeward Islands.

With a secretariat in St Vincent and the Grenadines, CaFAN has been working to strengthen small farmers' capacity to contribute to the achievement of food and nutrition security. CaFAN also insist that efforts should be made to build interest in agriculture at all levels of the formal education system, i.e. from elementary to tertiary. One of CaFAN's guiding philosophies is that a sound education in food and nutrition security can help develop attitudes and values which can lead to a reduction in food importation. The figure below outlines the governance structure of CaFAN.

Table 1: CaFAN register of affiliates

Country	No	Organisation name & key contact person/experts
Antigua and Barbuda	1.	Team Fresh Produce Cooperative Mrs. Pamella Thomas, President
	2.	Gilberts Agriculture and Rural Development Centre Mrs. Roberta Williams, Coordinator
Bahamas	3.	Grand Bahamas Farmers Agriculture Co-operative Ltd Mr. Henry Duncombe, Chairman
Barbados	4.	Barbados Agriculture Society (BAS) Mr. James Paul, Chief Executive Officer
Belize	5.	Orange Walk Farmers Organisation Mr. Felipe Blanco, President
	6.	Belize Agro Productive Sector Mr. Jose' Alpuche, President
Dominica	7.	Nature Island Pineapple Producers Association Dr. Vivian Moise, President
	8.	Dominica Hucksters Association Mr. Cecil Joseph, President
	9.	National Association of Youth in Agriculture Inc Mr. Delroy Williamns, President
	10.	Dominica Export Import Agency Dr. Nadia Pacquette, Development Officer
Grenada	11.	North East Farmers Organization (NEFO) Mr. Evans Gooding, President
	12.	Marketing and National Importing Board (MNIB) Mr. Fitzroy James, General Manager
Guyana	13.	Guyana Agricultural Producers Association Mr. Steve Mangal, Coordinator
	14.	Guyana Rice Producers Association (GRPA) Dharamkumar Seeraj, General Secretary
	15.	Pomeroon Women's Agro-Processors Association Mrs. Vilma De Silva, Chairperson
	16.	Kuru Kururu Farmers Crop and Livestock Association Mrs. Denise Thomas, President
Haiti	17.	PROMODEV Mr. Donnay Robert Viaud, President
Jamaica	18.	Jamaica Agriculture Society (JAS) Mr. Norman Grant, President
	19.	Christiana Potato Growers Cooperative Association Ltd Mr. Alvin Murray, President
	20.	Kevoy Community Development Institute Mr. Arthur Green, Finance Director
Montserrat	21.	Montserrat Farmers Association Mr. Claude Brown, President
St Kitts and Nevis	22.	St. Kitts Farmers' Cooperative Society Ltd. Mrs. Arabella Nisbett, President
	23.	Nevis Growers Cooperative Society Ltd. Mrs. Emontine Thompson, President
St Lucia	24.	Belle Vue Farmers Co-operative Society Ltd. Mr. Mark Remy, President
	25.	Black Bay Small Farmers Cooperative Society Ltd.
St Vincent and the Grenadines	26.	Eastern Caribbean Trading Agriculture and Development Organisation (ECTAD) Mr. Jethro Greene, Chief Coordinator
Suriname	27.	Foundation Women in Agriculture Mrs. Gerda Beckles-Kajuffa
Trinidad and Tobago	28.	Agricultural Society of Trinidad and Tobago (ASTT) Mrs. Dhano Sookoo, President
	29.	Mt. St. George Farmers Association Mr. Orwin Dillon, President
	30.	Tobago Agricultural Society Mr. Orwin Dillon, President

1.2 CaFAN organisational structure

Since the decline in production of traditional commodities such as bananas, rice and sugar, the Caribbean region has been largely dependent on tourism and services. But CaFAN insists this focus should not lead to the death of agriculture as a sector. Tourism, CaFAN says, provides an excellent opportunity for boosting agriculture. CaFAN's views the current gains in agriculture as largely the result of the contribution of small-scale farmers, of which more than half of them are women. Over the last 10 years or so, small-scale farmers have found solace in vegetable, fruit and root crop production. These farmers have refocused their efforts to supplying domestic markets and sending surplus to regional markets. In so doing, they have been playing a key role in moving the Caribbean territories closer to achieving food security.

In targeting domestic and regional markets, CaFAN sees a role for small farmers as a group, which it divides into three categories:

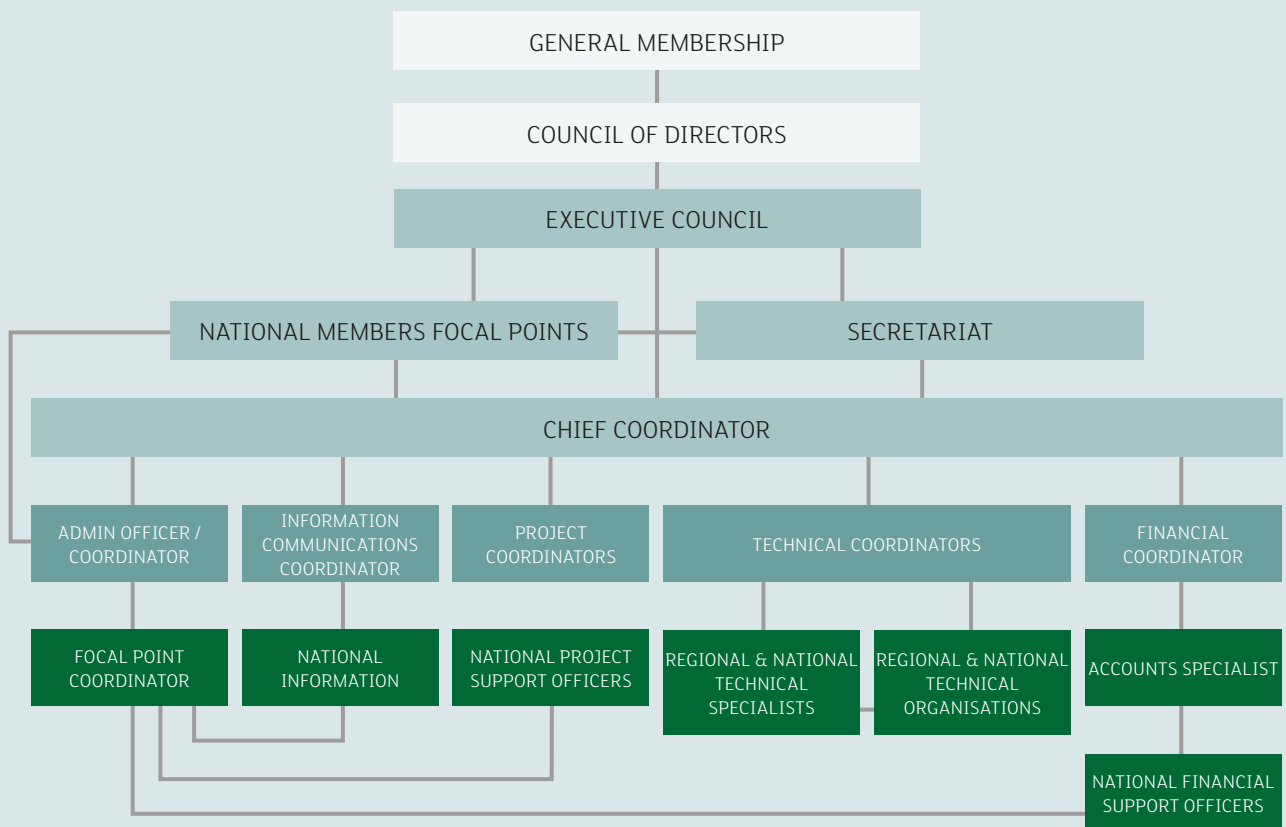
1 commercial, **2** semi-commercial and **3** subsistence. CaFAN maintains that commercial and semi-commercial small farmers are part of the private sector. However, we advocate for the building of sustainable business partnerships between all small farmers and the traditional private sector. In St Lucia, for example, farmers groups have been producing fruits and vegetables for supermarkets as well as for hotels. One supermarket chain, CFL, has provided greenhouses and inputs to ensure farmers can supply quality produce in sufficient quantities.

CTA was the first source of funding for the organisation in 2006 but also remained the primary funder over the period from 2006-2014. CaFAN has also received funding from FAO, Oxfam, the Centre for Enterprise Development (CED), the Caribbean Development Bank (CDB) and most recently a major grant from the Canadian International Development Agency (CIDA) and the Canadian Hunger Foundation (CHF) through the Promotion of Regional Opportunities for Produce through Enterprise and Linkages (PROPEL).

CaFAN has also increased its range of key partners which are strategic to the organisation's further development. Among its main partners are FAO, CARDI, COLEACP, CHF, Instituto Interamericano de Cooperación para la Agricultura (IICA), Ministries of Agriculture, the Organization of Eastern Caribbean States (OECS), the Caribbean Community (CARICOM), the Caribbean Disaster Emergency Agency (CDEMA), COADY and the University of the West Indies (UWI).

CaFAN has worked with agencies such as CTA, IICA and FAO over the last few years to build small farmers' commitment to seeing farming as a business. This paradigm shift by small farmers has seen a greater focus on strengthening farming enterprises and a shift from the traditional poverty alleviation model.

Figure 1: The governance structure of CaFAN



All coordinators & management positions are either members of existing member organisations, or technically skilled volunteers who offer both paid & voluntary services

“CTA was the first source of funding for the organisation in 2006 but also remained the primary funder over the period from 2006-2014”

1.3 Objectives of the Joint Impact Assessment

This evaluation was initiated by CTA with the aim of contributing to learning for development impact within CTA and its ACP partner organisations and networks like ANAFE.

The overall expected results from this study were:

- Learning opportunities identified for improving organisational capacity
- development practices in CTA and its partners (i.e. concrete/practical lessons).
- Inputs obtained for immediate use in the project cycle management practices (e.g. baseline data for future impact studies and formulation/revision of CTA's partnership strategy).
- An adapted and easily accessible methodology for future impact studies.





THE QUICK SCAN

2

2.1 Design and Approach

The research to inform the impact assessment was undertaken during May 2013. The research team was made up of an internal and external consultant. The methods used to undertake the assessment were intended to provide insights and perspectives of the impact of CTA funding on CaFAN, as the main recipient organisation, as well as on other direct and indirect beneficiaries.

The methods used to undertake the assessment were intended to provide insights and perspectives of the impact of CTA funding on CaFAN, as the main recipient organisation, as well as on other direct and indirect beneficiaries.

In particular, the assessment attempted to gain a better understanding of:

- (i) The specific benefits derived from CTA funding.
- (ii) How benefits from CTA-funded activities were transferred to practical action.
- (iii) The outcomes derived from CTA-funded activities at the various beneficiary levels.

Given that CaFAN is a regional organisation, the quick scan was undertaken through visits to CaFAN's headquarters in St Vincent and the Grenadines (SVG) as well as in Jamaica, which is the headquarters of one of CaFAN's largest member organisations.¹ The quick scan was undertaken using desk research, interviews (face-to-face/telephone), focus groups and site visits.

The desk research involved the review of a number of documents which were critical to informing the development of the log frame as well verifying information on the 5Cs model.

Documentation reviewed included CaFAN's project reports and institutional documents (constitution/workplan/internal rules and procedures, etc), and communication and promotional material (website/pamphlets/brochures/).

Face-to-face interviews were undertaken in an effort to ensure that the assessment was able to benefit from the perspectives of direct beneficiaries. Four face-to-face interviews were undertaken in SVG. Three interviews were undertaken with farmers and one interview was undertaken with the head of the Eastern Caribbean Trading Agriculture and Development Organization (ECTAD), which is the organisation which currently hosts CaFAN's secretariat. Telephone interviews were also undertaken with a representative of MNIB in Grenada, which is a strategic partner of CaFAN as well as the head of the Grenada Agricultural Society (GAS), a member organisation of CaFAN. In Jamaica interviews were held with six JAS staff members.

2.2 The Logical Framework Analysis of CAFAN

Site visits were undertaken to three farms in SVG. The site visits contributed to a better understanding of the scale of operations of beneficiaries and provided first-hand accounts of how farmers were either improving or changing farm practices based on specific inputs, technical or otherwise, from CaFAN.

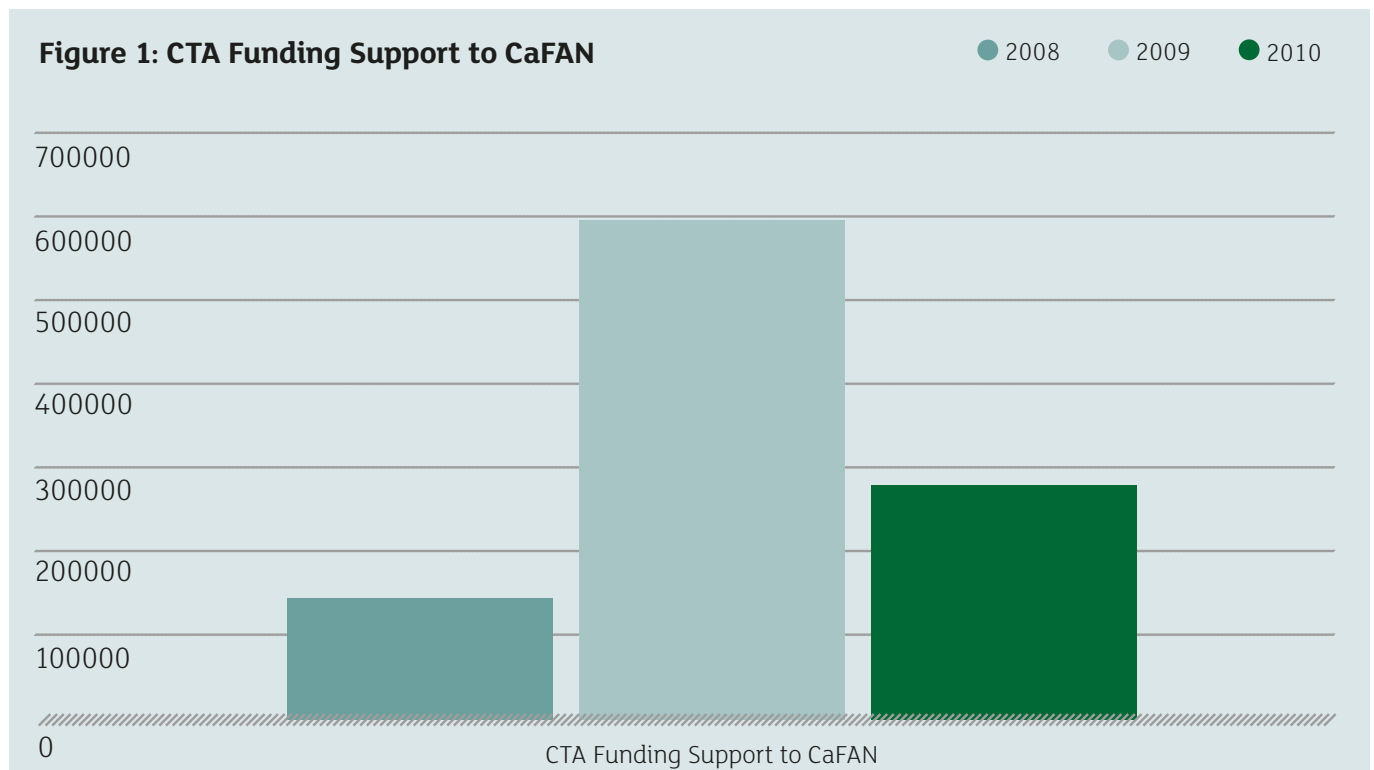
1 It should be noted that the visit to Jamaica was strategic as CaFAN was hosting a buyer's grower's forum which allowed the consultant to see the work of the organisation in action as well as to interact with a wide range of stakeholders.

2.2.1 Outcomes at the organisational level

The outcomes at the organisational level were identified through the examination of CTA's support to CaFAN in three main areas of work: **1** capacity building, **2** mobilisation and outreach, and **3** information dissemination. The outcomes reported below therefore speak to outcomes for CaFAN as the main recipient organisation.

Capacity building

As indicated in the discussion on the 5Cs, CaFAN's project implementation experience started in 2006 with its first CTA grant. CTA has remained an important funder for the organisation. The quick scan involved the application of the 5Cs model and the logic model to the secretariat.



CTA funding has provided for a wide range of project implementation activities. In 2006 CTA support provided for the undertaking of a single activity, the hosting of Regional Youth Congress (CaFAN project report, 2008). However, 2008-2009 the scope of projects funded by CTA increased to cover a broad range of activities. The organisation reports that as it has worked to comply with the project reporting requirements of CTA, its capacity for project management and reporting was considerably increased.

The current chief coordinator of CaFAN credits CTA's support in the early years as critical to keeping the organisation afloat and helping to mainstream the necessary protocols for project delivery. He reported that "Although the process can seem difficult at times working with CTA's the rules and requirements, CTA has really helped the organisation to better implement projects and ensure that its project reporting meets international standards. This has helped us to deliver better projects. There is no doubt about that." Jethro Greene, chief coordinator CaFAN (2013).

Over the period under review the frequency of CaFAN's project implementation activities has increased three-fold. Although the organisation depends largely on volunteer staff to develop project proposals and implement and report on projects, it has demonstrated an increased capacity for undertaking such activities. It directly attributes the enhancement of this capacity to the learning which it has been exposed to in its work with CTA.

The current chief coordinator also referenced capacity building meetings and workshops facilitated by CTA as providing further exposure to enhanced ways of undertaking project delivery and reporting as well helping to broaden ideas for new initiatives. In 2010, CTA provided support for CaFAN planning and operations. The support for CaFAN's planning and operations provided direct support for:

- a) Project management capacity building.
- b) Improving the financial management and monitoring of CTA contracts.
- c) Liaising with consultants and resource persons.
- d) Liaising with CaFAN national focal points.
- e) Managing the technical scheduling, documentation, communication and reporting functions of CTA contracts.

This type of support from CTA provided learning that CaFAN transferred to other projects and activities which it later undertook with other agencies.

Another important observation is how CTA funding has served as a pivot for CaFAN to leverage resources from other donor partners. As indicated previously, CTA was the first source of funding for the organisation in 2006 but also remained the primary funder over the period from 2006-2008 (CaFAN project reports, 2008-2009). In 2008, the organisation received support from FAO and in 2009 was able to receive support from Oxfam and the CED. In 2010, the organisation received a first time grant from the CDB and in 2012 the organisation was provided with a major grant through PROPEL.

“CTA support has allowed us to have a track record to present to other donors, when we started no one knew us but CTA took a chance and funded us and that track record is what we present to other partners.”

CaFAN reports that one of the key advantages of CTA funding has been the ability to capitalise on the resources provided by CTA to leverage relationships with other donor partners. Developing a track record of project implementation with the CTA has provided it with evidence that it can manage large pools of donor funding. CaFAN project coordinator Cleve Scott notes “CTA support has allowed us to have a track record to present to other donors, when we started no one knew us but CTA took a chance and funded us and that track record is what we present to other partners. Showing that you are able to receive funding from a major donor like the EU is invaluable.”

The organisation also reports that its involvement with CTA has also allowed it to increase its range of partnerships. The scale of activities undertaken with CTA funding has allowed it to interact and increase its engagement with key partners which are strategic to the organisation’s further development. Identified partners include FAO, CARDI, COLEACP, CHF, IICA, Ministries of Agriculture, OECS, CARICOM, CDEMA, COADY and UWI.

In 2007, through CTA support, CaFAN was able to undertake a strategic exercise for the development of its strategic plan for the period 2008-2010. Support during the period 2010-2011 facilitated a number of fora which allowed the organisation to formalise plans for improved effectiveness. For example, in 2010 support was provided for a stakeholder’s meeting which allowed the organisation to engage in critical discussions on the organisation’s operations. The meeting had the following outputs:

- 1) Strategic review of CaFAN’s operations.
- 2) Review of CaFAN’s constitution.
- 3) Membership fees;
- 4) Affirmation of the organisation’s strategic plan.
- 5) Review of critical partner relationships;
- 6) Institutionalised spaces for formal recognition of CaFAN.

Such processes have been instrumental in boosting the organisation’s ability to better manage its operation and introduce new initiatives. The organisation reports that the institutional support provided to CaFAN has provided it with opportunities to continuously reflect on its work and importantly to involve stakeholders to increase the sustainability and impact of the organisation. CaFAN is currently in the process of revamping its membership base away from focusing on organisational membership to representing farmers and farm families. The organisation is also in the process of expanding not only its activities but the scope of the organisation’s remit; moving away from functioning just as a network to looking at market development and facilitating diversification initiatives for farmers.

Outreach and mobilization

Over the period 2008-2011 (for which project reports are available) CTA supported a number of projects which allowed CaFAN to undertake outreach and mobilisation activities. Some of these activities included:

- A workshop on youth in agriculture;
- Upgrade and disseminate CaFAN stakeholder directory;
- Campaign to mobilise new members and establish national focal points;
- Survey on CaFAN members' needs;
- CaFAN participation in regional agricultural exhibitions.

The long-term outcomes of such initiatives were that:

- The visibility of CaFAN was enhanced;
- Increased levels of stakeholder involvement;
- Increase in youth participation.

CaFAN's 2010 report on the activities supported by CTA indicate that the support allowed for CaFAN to participate in the Caribbean Week of Agriculture which took place in October 2010 in Grenada. Through this specific activity, CaFAN was provided with a platform to raise its profile and expose its work to a wide audience. Importantly, from this activity CaFAN was able to receive commitments of support from CARICOM and it was recommended for CaFAN to establish more formal functional cooperation and working agreements with CARICOM, CARDI, IICA and FAO among others (CaFAN project report, 2010).

Given its successful intervention in 2010 through the support of CTA, CaFAN was specially invited to attend the Council of Trade and Economic Development (COTED) as a critical player in the regional agricultural sector. CaFAN was therefore represented at the officials and the ministerial meetings of COTED and presented its paper, Linking Small Farmers to Market which emanated from the production and marketing workshop held in Guyana in July 2011, another activity supported by the CTA. These interventions undoubtedly helped to cement CARICOM's confirmation of CaFAN as the representative farmer's networks for the region. This demonstrates that CTA's support for farmer's organisations to attend such events can have multiple spinoffs. It is unlikely that on its own, the organisation would have been able to take advantage of the opportunity provided to demonstrate the value of its work.

One of the other key outcomes of the outreach and mobilisation activities has been an increase in the involvement of key stakeholders in CaFAN. In its 2008-2009 report, CaFAN indicated that one of the key results of the activities undertaken was a strengthened membership base and institutional framework to support member activities. CaFAN's leadership has reported that this is one of the significant results they have experienced from CTA support: "Most donors just fund workshops and training. CTA support allowed us to undertake outreach with our members and assess what was happening on the ground. Being able to do this helped us to strengthen our membership base. People saw the organisation as being more responsive to their concerns".

As indicated earlier, the organisation has been able to increase its membership over a period of 3 years from 13 to 15 countries and from 20 to 25 organisations. Additionally, it is noted that the organisation scored quite high in the capability to act and commit, in particular the field relating to commitment to the organisation. From this finding one can infer that there is a direct linkage between the positive assessment of this capability and the outreach and mobilisation activities which have resulted in a strengthened membership base.

One of the key groups which CaFAN has focused on is youth. In 2007, the second year of CTA support to the organisation, the organisation undertook a major youth congress.

This focus on youth has continued to be prioritised in the organisation's project activities. The organisation estimates that youth participation in organisational structures within the farming sector has grown by 50% as a direct result of its interventions. This outcome, too, can be associated with the advocacy that CaFAN undertook as part of its advocacy on the Caribbean Agricultural Policy for focus to be given to youth participation. During the focus group meeting in Jamaica for this impact study, one male representative of a youth farmer's network noted that there had been increased support given to young people to become involved in the sector. He noted that he became involved in a formal network after having attended a workshop which was facilitated through JAS, which is a member organisation of CaFAN.



“The CaFAN magazine and materials allow me keep to up-to-date with what is happening in other countries... I now have closer linkages with farmers from throughout the region that I never had before”

Information dissemination

From the various project reports available it would appear that about 40% of the activities supported by CTA contributed to increased information dissemination.

Information dissemination activities included:

- Production and dissemination of CaFAN newsletter;
- Web-based communication;
- Dissemination of CaFAN stakeholder directory;
- Production and dissemination of factsheets;
- Update and dissemination of CaFAN brochure.

Given, the regional nature of the organisation and the fact that communication in the Caribbean is further challenged by land and sea constraints, having strong channels for information dissemination is critical for CaFAN. CTA support provided the organisation with the capacity to ensure that it was able to disseminate critical information on key market trends and opportunities leading to enhanced regional cooperation and networking among farmers in the Caribbean. The organisation reports that this has helped it to better share lessons learnt across the network. For example, ECTAD in SVG undertook a dasheen project which was instrumental to increasing the market price for dasheen farmers. This project proved successful to the extent that the organisation had expanded the initiative to develop linkages directly with hotel and supermarkets for sale of the produce. CaFAN was able to share lessons learnt about this initiative through its newsletter Agrivbyz, a number of other countries are also looking into the possibility of undertaking a similar initiative.

The organisation also reports that out of the activities funded by CTA over the period 2010-2011 CaFAN was able to develop a joint regional marketing project which is being developed to take advantage of opportunities offered in policy support linked to import substitution and promotion of nutritious food with support from CARICOM.

CaFAN attributes this to improved information sharing on initiatives which has allowed member organisations and other stakeholders to better explore possible linkages. It is noteworthy that from a membership standpoint, member organisations have cited strengthened information dissemination as a key deliverable for them. “Before I never knew what was happening in the region. The CaFAN magazine and materials allow me keep to up-to-date with what is happening in other countries. I was quite surprised to find out that we are all having the same challenges. I now have closer linkages with farmers from throughout the region that I never had before,” (interview with representative from ECTAD). “I like the fact sheets that are sent out. Sometimes there is some good technical information there which helps to provide solutions to problems which we have not tried here, so that is very useful for me,” (focus group participant, Jamaica).

The organisation indicates that CTA support has helped it to significantly improve its website as a communication tool. The support has provided for the introduction of capabilities for blogging, podcasts, wiki, and picture gallery. Clearly, this would have also contributed to a previous outcome of enhancing the visibility of the organisation but the website has served primarily as an information dissemination channel for the organisation.

2.2.2 Outcomes with the direct beneficiaries

CTA support has delivered some outcomes at the direct beneficiary level. The main outcome has been the strengthening of farmers' capacity to take advantage of market opportunities and improved farm practices. In all areas, it is suggested that CTA's support of CaFAN's activity in the areas of capacity building, outreach and mobilisation and information dissemination has contributed to this specific outcome.

Capacity building

Over the period 2007- 2011 CTA funding has supported six regional workshops including a workshop on crop production planning and farm management, targeting specific markets, and a value chain training workshop. In interviews with farmers from throughout CaFAN's network they continuously referenced the training workshops as a high value deliverable for them. Members noted that the training was directly related to their farm practices and exposed them to new techniques and processes which they were able to apply directly to their farms.

In two specific cases farmers indicated that the workshops exposed them to new practices which helped them to directly improve farm practices and capture a greater return for their produce.

"I have participated in at least two workshops which were sponsored by CTA and both were great. I did one on ICT and we learned how to use our cell phones as communication tools to help coordinate our work. I have actually implemented this in our own network. We have made sure we have everyone's contacts and we use this to share information on where to get the price, to help with security. It has been quite useful," (interview with farmer, in SVG). ECTAD as the network in the SVG has indicated that the capacity building workshops assisted them to help their own members to increase their capacity. Although perhaps unintended there is a suggestion that the process imbues a trainers of trainer's effect. In 2013, CaFAN undertook a buyers and growers workshop to expose both groups to existing models of cooperation, available opportunities for collaboration and modalities that could be used to facilitate such. As a direct result of the workshop a number of agreements were made between farmers and growers for export of produce or the initiation of domestic markets.

"As a direct result of the workshop a number of agreements were made between farmers and growers for export of produce or the initiation of domestic markets"

Critically, the fact that the training has been directly related to how farmers can improve their practices, or the introduction of a new process, that has brought the most value for farmers. CTA should note this as a significant feature in the valuing of its contribution at the direct beneficiary level and should continue to encourage partner organisations like CaFAN to ensure that training programmes remain cutting-edge and relevant.

Moreover, given the declining resources for workshops and other types of meetings particularly in the Caribbean farmers have also pointed to the fact that training workshops supported by CTA might not have been supported by other donor partners which are more interested in direct interventions at the production level. CaFAN's experience has suggested that capacity building activities directly deliver good outcomes for farmers.

Outreach mobilisation

Another element which has aided the strengthening of farmers capacity to take advantage of market opportunities and improved farm practices is the outreach and mobilisation activities supported by CTA. As previously mentioned CaFAN was able to undertake a number of activities related to mobilising its members and enhancing their networking. It should be noted that the large majority of CaFAN's member organisations are actually led by farmers. The outreach and mobilisation activities have therefore directly benefitted farmers. Moreover, farmers cited the opportunity to participate in the regional agricultural exhibitions as extremely important to further exposing them to new market opportunities and new learning which helped to improve their farm practices.

“Through CaFAN I was able to travel and see what other farmers are doing, how they are introducing new treatments for pest, what types of yields they are getting from fertilisers. I look forward to those opportunities because I experiment with what I have learned at home,” (interview with farmer). One farmer related how she learnt about some new fertiliser mix which helped to improve the quality of her yields.

Information dissemination

The benefits of information dissemination have already been discussed at the organisational level. These are quite similar at the direct beneficiary level. Importantly, this has contributed to helping farmers take advantage of market opportunities. In interviews with farmers, some noted that the CaFAN's magazine and factsheets was their main source of information from the organisation and this helped them to keep in touch with new trends, techniques and initiatives in the sector. This either helped them directly or at least encouraged them to ask questions about what they had read. This suggests that CaFAN's material is also directly serving the needs of members and providing critical information. This is also noteworthy given that the organisation is a regional one and for many members these materials will be their main interface with the organisation outside of a workshop.

2.2.3 Outcomes with indirect beneficiaries

Outcomes on the larger society are harder to measure for CaFAN. As has been indicated in the assessment of capabilities, M&E is a noted weakness of the organisation. Moreover, CaFAN staff are entirely voluntary and the expertise needed to measure these broader outcomes is not currently available. The methods used to undertake the quick scan provided for a better analysis of impact on the organisational level and direct beneficiary level as opposed to outcomes at the larger society. It is recommended that CTA can build capacity of farmer's organisations in this area. In this context, the outcomes presented here for discussion are indicative and based on an extrapolation of the expected impact given the organisation's work and visibility.

One of the key initiatives which CaFAN is currently working on is to strengthen linkages between buyers and growers and ensure that regional produce is able to meet consumer demand across the region.

This initiative will add to other work around linking farmers to markets, enhancing value chain production and crop diversification. It is suggested that these efforts will improve the production, quality and price of farm produce to the benefit of the wider society. Evidence of this can be seen with the success of the dasheen project which has seen a lowering of the price of the dasheen on the market. Moreover, as a direct result of buyers growers meeting in Jamaica a direct opportunity was confirmed for the export of pineapples throughout the region at a lower price than currently on the market.

One of the other estimated outcomes at the broader society level which can be estimated is the generational continuity which comes from increased youth involvement in the sector. The non-participation of young people in the agricultural sector has long been an area of concern at several levels. The extent to which CaFAN with CTA support has worked to increase the participation of young people in the sector has a myriad of positive outcomes for the sector. Currently the profile of the sector is reportedly female and over 40.



2.3 The 5 Core Capabilities of CaFAN

2.3.1 Capability to act and commit

The organisation scored 19 out of the highest possible score of 20 in this capability. The organisation scored a maximum of five points for having inspired and action-oriented leadership. Member organisations and the farmers they represent have credited the current leadership of CaFAN with propelling the organisation from a network primarily for the sharing of information to one which is now moving into market development. The current leadership has also overseen the growth in CaFAN's ability to manage projects. The organisation has moved from implementing small single activity initiatives to the management of large diverse multi-country initiatives.³

Organisational commitment was also judged to be very high. This is particularly noteworthy given that CaFAN depends critically on the support of volunteer staff and the commitment of member organisations for the execution of a number of its programmes and activities. This suggests that there is a high value attributed to the work of the organisation by members and volunteer staff. The ability of the organisation to commit and act therefore appears to emanate directly from the commitment, ownership and personal investment of the current leadership and members. It should be noted that CaFAN is in the process of restructuring its membership base to take into account not only farm organisations but farmers directly and their families. This will mean an exponential growth in the membership base of the organisation.

Decision-making structures are both formal and informal. CaFAN's foundation as a network allows the organisation to easily facilitate communication with staff, members and key stakeholders.

The current staff capacity within CaFAN is small but highly engaged in the organisation's work. Given the small staff compliment and voluntary nature of the organisation decision-making happens informally on a day-to-day basis. However, institutional structures are in place as established in the constitution to facilitate more formal processes.

2.3.2 Capability to adapt and renew

The organisation ranks itself at five for its ability to take the external environment into account and to incorporate lessons learnt from external actors. There is a learning plan in place which captures lessons through a variety of means including case studies, evaluations and statistical analysis. Through its strategic external partners (for example CARICOM, CTA and CARDI) the organisation has been able to systematically map changes in the external environment and use its interaction with the partners to mount effective responses.

On the question of analysis of information, the organisation is currently moving to strengthen the existing mechanisms for analysing market trends and documenting lessons learnt. Currently, however, the organisation analyses policy pronouncements and market trends informally and develops initiatives which are tailored to address specific opportunities or threats in the external environment. For example, the leadership of the organisation noted the declining market for banana farmers which were imperiling a number of farm families throughout the OECS.

³ CaFAN is in the process of implementing a major 3 year multi-country European Union (EU) project

It collected information on the current market price, the number of farmers involved in the banana production and investigated, in partnership with technical experts, the feasibility of moving from banana production to dasheen production. Out of this evolved the CaFAN dasheen project which allowed banana farmers to diversify away from bananas and also increased the current market price for farmers who were already in dasheen production.

The area of the internal environment scored the lowest on this capability. This is primarily because of the small number of staff and informal nature of the organisation does not lend itself to overarching institutional structures for feedback. However, among staff and member organisations there is openness in communication which is informal but works effectively for the organisation to facilitate both positive and negative feedback.

2.3.3 Capability to deliver products and services

Under this capability, the area of Monitoring & Evaluation (M&E) was shown to be one of the weakest areas for the organisation. CaFAN acknowledges that M&E systems need to be enhanced in order to continuously measure the work of the organisation. Currently, M&E mechanisms are embryonic and at times informal. The weakness in this aspect is not necessarily specific to CaFAN it is an often recognised weakness in most voluntary organisations. It represents an area that CTA could provide greater assistance in addressing.

In the area of implementation of activities/projects it is noted that the organisation does have qualified volunteer staff with the capacity to meet the demands of the organisation. However, there is also recognition that improved delivery of projects and activities has to take place alongside a growth in dedicated core staff who would be recruited in specific areas of expertise.⁴ At present the resources available to the organisation for the implementation of projects is fairly adequate. However, as the organisation expands its ranges of activities resources will also need to be increased and enhanced.

CaFAN was established as a network and therefore did not immediately move into project implementation. Its history of project implementation is therefore relatively recent starting with CTA funding in 2006. In the initial stages, CaFAN implemented very small-scale projects such as training workshops and the development of education material. Currently, the organisation has moved into the development of multi- country multi- activity projects.

The organisation's projects are undertaken in the context of its strategic plan. There are documented policies in place to record decisions around project initiation and termination, however systematic documentation is perhaps an area the organisation can also look to improve on. It is expected that as the organisation puts into practice the various institutional policies which were recently developed this aspect will be enhanced. This is also the situation relative to the quality assurance mechanisms.

⁴ Note should be taken as previously indicated that CaFAN will shortly be implementing a major EU project which will see it almost tripling the current staff complement.

“A large portion of CTA funding has been to support the development or enhancement of tools to increase the organisation’s outreach”

2.3.4 Capability to relate

The organisation gave itself the maximum score in all fields under this capability. In the field of engagement and influence, it is noted that CaFAN participates in a number of regional and international alliances, for example the Alliance for Food Security. This participation has allowed the organisation to extend its range of engagement and influence far beyond what would be expected of such a relatively young organisation. The organisation’s executive board contains at least three Members of Parliament; this allows the organisation to have a level of influence and engagement which is not available to similar organisations. CaFAN believes that it is able to participate equally and negotiate effectively despite the drawbacks which might come with size and positioning. However, it believes that the strength of its leadership and expertise within the organisation allows it to mitigate any constraints in this regard.

CaFAN has a strong mandate from its membership. However, at the political level it has been formally recognised by CARICOM⁵ as the official regional representative farmer’s network. The organisation has also been appointed to various committees and other mechanisms where it acts on the behalf of farmers in the Caribbean.

The organisation highlights the adoption of its input into the Common Agriculture Policy for the region by CARICOM, specifically the focus on youth involvement and rural modernisation as evidence of its strong influence and mandate as the legitimate voice of farmers in the region.

In relation to visibility/credibility, CaFAN has become the leading farmers organisation in the Caribbean, taking over from other previously established and much older organisations. Over the last 5 years CaFAN has been able to develop a number of new strategic partnerships based on its advocacy for farmers. It has also broadened its stakeholder base to include other development partners like the UN’s Food and Agricultural Organization (FAO) and the European Union (EU). This can in part be attributed to the support of CTA. A large portion of CTA funding has been to support the development or enhancement of tools to increase the organisation’s outreach. These tools include its website and the development and distribution of its newsletter as well as other related materials which has helped to raise awareness of the organisation. Additionally, people with a high profile, attracted to CaFAN’s executive board have become champions and key spokespersons for the organisation.

⁵ CARICOM is the highest decision-making body in the region. The mandate given to CaFAN by CARICOM therefore affords it official recognition to act as the representative voice of farmers in the Caribbean.

2.3.5 Capability to achieve coherence

At present while the constitution clearly outlines internal governance structures, in practice there is little distinction between staff and management functions. This stems from the voluntary nature and small number of staff. While this is certainly a weakness for the organisation it also provides some advantages. There is a clear articulation of the vision and strategy of the organisation which is shared and drives the staff. The expectation is that full-time staff will provide for a better separation of staff and management functions. Additionally, the organisation has also recently developed a number of institutional protocols which should provide greater capacity for coherence. The organisation is in the process of developing a succession plan and a code of ethics.

2.3.6 Most Changed Capability

The capability to relate has increased the most over the last 10 years

In the field of engagement and influence, CaFAN participates in many regional and international alliances far beyond what was ever envisaged. CaFAN is included as a key stakeholder in the Caribbean in almost every sector of civil society from agriculture and disaster risk reduction to gender and youth. The organisation's high caliber volunteers and the members of the executive board, including three Members of Parliament, allows the organisation to provide quality inputs into various policy spaces.

“The organisation’s high caliber volunteers and the members of the executive board, including three Members of Parliament, allows the organisation to provide quality inputs into various policy spaces.”

Capability to deliver products and services has decreased the most over the last 10 years

The fact is that CaFAN's members continue to widen CaFAN's mandate and demand a higher level of services from the organisation. These demands place stress on the organisation to locate adequate resources to meet growing demands.

Finding resources is one challenge CaFAN now faces. One option it has identified is the establishment of a marketing arm which part of the surplus can be used to meet operational expenses.



IN-DEPTH REPORT

3



3.1 Scope and objective of the in-depth study

This study was conducted between October and December 2013 by the internal and external consultants as well as research assistants. The objective of the research was to obtain deeper insights into the impact of CTA funding on CaFAN's capability to act and commit, and its capability to relate.

The objective of the research was to obtain deeper insights into the impact of CTA funding on CaFAN's capability to act and commit, and its capability to relate. More specifically, the research sought to answer the following questions:

Capability to act and commit

- How did CaFAN engage local and regional authorities?
- What impact did this engagement achieve from the policy perspective?
- How have farmers' livelihoods changed materially as a result of the engagement and influence of CaFAN?

Capability to relate

- How do CaFAN select volunteer staff?
- What is the profile of the volunteer staff?
- How are volunteer staff remunerated and rewarded?
- What will be the impact of fulltime staff on the organisation?

The approach employed in this study was to examine the nature and impact of the various activities funded by CTA on these two capabilities.

The following data collection methods were employed in this study: desk research; Interviews (face to face/telephone/Skype); focus groups; site visits; questionnaires.

3.1.1 Desk Research

A number of documents were examined to obtain data to verify claims as well as to help respond to the log frame. Documents included: CaFAN's minutes of meetings, project reports and institutional documents (constitution/workplan/internal rules and procedures, etc); CaFAN's communication and promotional material (website/pamphlets/brochures/);

Externally generated documents (news articles, donor assessments).

3.1.2 Interview/focus groups

Face to face interviews were conducted to solicit first hand impressions. A total of 10 face to face interviews were done with CaFAN's members in Barbados, Guyana, St. Lucia and St. Vincent and the Grenadines between October and December 2013. The interviewees were all leaders of CaFAN member groups.

Interviews were also held with three of CaFAN's partner organisations: Promotion of Regional Opportunities for Produce Through Enterprises and Linkages (PROPEL), COLEACP and the Caribbean Agriculture Research and Development Institute (CARDI). The research was also informed by discussions with Ministers of Agriculture in Antigua and Barbuda, Guyana and St. Vincent and the Grenadines.

Focus group and face to face interviews provided insights and personal reflections from CaFAN's membership, which were not necessarily recorded in documents. One questionnaire and one interview schedule were used. The questionnaire was prepared for CaFAN members/personnel and CaFAN beneficiaries while one interview schedule was used for CaFAN allies, donors and associates.

3.1.3 Site visits

The research team visited farmers in Guyana, St. Lucia and St. Vincent and the Grenadines. The objective of the site visits were to obtain on the ground accounts of the impact CaFAN has had at farm level. In other words, it provided insights of how farmers were either improving or changing farm practices based on specific support from CaFAN.

The questions asked in this study were guided by the impact categorisation table – a grouping and classification of five types of changes – which was developed based on the findings from the quick scan. As the guidelines advised, the template was used as “the resource person's investigating tool.” These questions were used as a guide by the resource persons to interview the interviewees. One problem encountered in the research was that project reports did not provide enough quantitative detail at times which would allow for a greater level of statistical analysis.

This report will now move on to detail the findings according to the key capabilities examined.

“The objective of the site visits were to obtain on the ground accounts of the impact CaFAN has had at farm level”

3.2 Findings: Impact of selected activities

3.3 Effect of CaFAN's capability to act and commit

In the quick scan, CaFAN scored a near perfect score of 19 out of 20 on this criterion. CaFAN's leadership was highly regarded as inspiring and action oriented. CaFAN's membership and farmers generally credited the current leadership of CaFAN for advancing the organisation beyond primarily an information dissemination role, to market development. CaFAN's leadership has progressed to handling rather sizeable multi-projects. This progress, the quick scan found, was largely as a result of a high level of organisational commitment.



“CaFAN depends entirely on volunteers to staff its operations. This suggests that there is a high value attributed to the work of the organisation by members and volunteer staff.”

As the quick scan observed, “The ability of the organisation to commit and act therefore appears to emanate directly from the commitment, ownership and personal investment of the current leadership and members.” Another noteworthy finding was that CaFAN’s decision-making structures allow the organisation to easily facilitate communication with staff, members and key stakeholders.

CaFAN depends entirely on volunteers to staff its operations. This suggests that there is a high value attributed to the work of the organisation by members and volunteer staff. Current staff capacity within CaFAN is small but highly engaged in the organisation’s work. Given the small staff compliment and voluntary nature of the organisation, decision-making happens informally on a day-to-day basis. However, institutional structures are in place, as established in the constitution, to facilitate more formal processes.

While the efficiency of CaFAN’s human resources is highly rated, it seems strange that CaFAN’s capability to deliver products and services has decreased the most over the last 10 years. The fact is that CaFAN’s members continue to widen CaFAN’s mandate and demand a higher level of services. These demands place stress on the organisation to locate adequate resources to meet growing demands. Finding resources is one challenge CaFAN now faces. One option it has identified is the establishment of a marketing arm from which part of the surplus revenue generated can be used to meet operational expenses. Nonetheless, the findings seem to call for deeper analysis on the provision of human resources and the limitations of this approach.

During its early stages, CaFAN was essentially supported by a handful of people. These individuals included the chief coordinator, secretary and accounting personnel. During this time, expert support was obtained from time to time from CARDI. CaFAN volunteers remained in place as the pillar until CTA began funding CaFAN activities. CTA funding helped to procure key services and cover basic costs for volunteer services.

Change or impact resulting from intervention

The interventions funded by CTA are detailed in the quick scan report. For the purpose of this study, these interventions are summarised as support for CaFAN planning and operations. The support for CaFAN’s planning and operations provided direct support for:

- Project Management capacity building;
- Improving the financial management and monitoring of CTA contracts;
- Liaising with consultants and resource persons;
- Liaising with CaFAN national focal points;
- Managing the technical scheduling, documentation, communication and reporting functions of CTA contracts.

Some of the activities strategic plan, survey on CaFAN members needs and capacity building workshop.

How did CaFAN engage local and regional authorities?

With the visibility attained through the production of materials such as newsletters, and media coverage of events like workshops, CaFAN achieved increased recognition. Having been recognised by regional governments, CaFAN began to receive appointments to regional committees. The organisation was therefore recognised as a major stakeholder and so was consulted on various issues related to agriculture. One response from the sample of five directors who completed a questionnaire for this study wrote: “I am happy with the way CaFAN has become the voice of agriculture, especially for small farmers, and now I know that our leaders across the region hear our voice.” One director who we spoke to on a field visit in St. Lucia insisted: “Our organisation, the hotel, supermarket, government institution[s] and other are doing business today because of CaFAN.” This director was referring in particular to the close working relationship between his organisation, the Bellevue Farmers Cooperative and the Consolidated Foods Ltd. CaFAN over the last 5 years or so has worked with CFL to help secure a favourable market for the farmers of St. Lucia.⁶

Another director wrote: “CaFAN has diplomatically and effectively engaged local and regional authorities. It has formed partnerships to the benefit of small farmers in the Caribbean. This is very encouraging.” This response points in particular to the partnerships fostered by CaFAN with buyers, for example in the hotel sector in Jamaica and St. Lucia.

During the field visit to Jamaica in May 2013, it was observed how CaFAN works to foster a good working relationship between buyers and growers. At its buyer-grower meeting, buyers and growers explored the concerns of each other and pledged to improve their relationship.

What impact did this engagement achieve from the policy perspective?

Engagement with policymakers and other major stakeholders in the agricultural sector and related services has led to the development of more favourable policies for agriculture. For example, CARICOM has produced a Common Caribbean Agricultural Policy. CaFAN led the discussions around one of the pillars of this policy i.e. youth and rural modernisation. Since 2008, CTA has facilitated the participation of CaFAN in the annual Caribbean Week of Agriculture where CaFAN gets to participate in the key policy space COTED (Council for Trade and Economic Development). One project report from CaFAN to CTA noted: “CaFAN participated in the Caribbean Week of Agriculture which is a highlight for the sector within the region. CaFAN was able to leave behind a great impact. It presented its position paper to Heads of COTED”.⁷

The impact of the policy advocacy role of CaFAN was confirmed by one director: “Sensitisation by CaFAN have [sic] effected national policies in various countries in the Caribbean causing them to focus more on agriculture as a priority sector.”

⁶ Interview with Mark Remy, St. Lucia, December 2013; Interview with Dunstan Demille, Barbados, November 2013.

⁷ Activity Report to CTA on Project #: 2-1-21-405-0, Support to the Caribbean Farmers Network (CaFAN), 2011.

Capability to act and commit

There is an increased focus of youth and women by CARICOM, partly as a result of the advocacy and lobbying from CaFAN. One respondent to the questionnaire wrote: “Now women, young farmers and small-scale farmers can now play a part in the policy-making across the region as agriculture is becoming once again on the front burner.”

How have farmers livelihoods changed materially as a result of the engagement and influence of CaFAN?

Across the region, farmers continued to have access to markets especially at a time when the income from the sale of commodities such as rice, sugar and bananas are on the decline. CaFAN has succeeded in increasing production of roots and tubers in Jamaica and the Windward Islands. In other states, CaFAN has helped farmers to increase access to markets. In St. Lucia for instance, CaFAN’s intervention has helped farmers increase access for fresh fruits and vegetables in the tourism sector and supermarkets.

Outputs/deliverables	Outcomes at the organisational level	Outcomes at the direct beneficiaries level
<ol style="list-style-type: none"> 1. Conduct regional capacity building workshops in three CaFAN member countries. 2. Register CaFAN Network and Draft Constitution. 3. Develop Members Database. 3. Update CaFAN website. 4. Hold quarterly Directors meetings. 5. Conduct market visit to Europe. 6. Hold coordination workshop. 7. Conduct national consultations. 8. Undertake members survey. 	<ol style="list-style-type: none"> 1. Strengthened capacity of members and volunteers. 2. Increased access to markets 3. Improved communications with members. 4. Increased visibility of CaFAN. 5. Enhanced efficiency and transparency of CaFAN. 6. Increased management capacity. 7. Enhanced ability to leverage resources and partnerships. 8. Increased ability to deliver projects and reports. 9. Better management of organisational expansion and implementation of innovation. 	<ol style="list-style-type: none"> 1. Increased networking among farmers and collaboration with buyers. 2. Increased capacity of members to seize marketing opportunities. 3. Increased access to technical information and support. 4. Increased consultation on issues critical to the organisation. 5. Increased access to new market opportunities. 6. Increased access to information on market demands and better understanding of the value chain. 7. Key targets are more engaged. 8. Farmers are better organised. 9. Greater capacity of members for improved farm practices.

Sources: Extracted from project reports and contracts, 2008-2013.

3.4 Effect of CaFAN's capability to relate

The relationship it has built with Consolidated Foods Limited has provided a platform for farmers engaging with the buyers in a symbiotic relationship.

One respondent to the questionnaire has pointed to the impact of CaFAN's work and, more significantly for this study, the effect of specific CTA sponsored interventions like technical training. The respondent wrote: "CaFAN has had a somewhat domino effect in the livelihoods of farmers materially in terms of technical advice and support given to farmers used to change a number of their practices, which led to a yield in production and more capital being generated. [CaFAN has] helped them source inputs and capitals for an agro-processing units." Another respondent, who was a direct beneficiary of CaFAN organised training, wrote:

"Because of the influence of the Caribbean Farmer Network our organisation was able to participate in the EU AU AAAEP root crop programme." On a field visit to Guyana it was observed how technical support provided through CaFAN has contributed to the improvement of the quality of the roots and tubers produced by the Kuru Kuru group. At the time of writing this study, CaFAN was in discussion with a purchaser in the EU to take roots and tubers from Guyana as part of a regional shipment.

In conclusion, to quote another respondent to the questionnaire, many farmers "are utilising largely more sustainable agricultural practices and are making more money."

In the quick scan, CaFAN scored a perfect score on the capability to relate. The organisation rated itself the maximum score in all fields under this capability. In relation to visibility/credibility, CaFAN has become the leading farmers' organisation in the Caribbean, taking over the position from other previously established and much older organisations. CaFAN has been able to develop a number of new strategic partnerships based on its advocacy for farmers. A large portion of CTA support has been used to support the development or enhancement of tools to increase the organisation's outreach.

The capability to relate has increased the most over the last 10 years. In the field of engagement and influence, CaFAN now participates in a many regional and international alliances, far beyond what was ever envisaged. CaFAN is included as a key stakeholder in the Caribbean in almost every sector of civil society from agriculture, and DRR to gender and youth. The organisation's high calibre volunteers and the members of the executive board, which includes three members of parliament, allow the organisation to provide quality inputs into various policy spaces.

Therefore, this area was selected for further investigation to examine the factors that contributed for this strong capacity.

Before CTA's intervention, CaFAN was a loose network with only an idea of what it should do and how to achieve it. Its human resources were comprised essentially of persons associated with the host organisation ECTAD in St. Vincent and the Grenadines. In 2006, ECTAD was designated as the Secretariat for CaFAN, with responsibility for coordination and implementation of programmes and projects.

The interventions supported by CTA have focused on strengthening the network. For example, in 2007 CTA supported CaFAN to prepare a strategic plan for the period 2008-2010. Also, in 2006 and 2007, farmers' leaders and stakeholders further developed their perspectives on regional trade arrangements and negotiations, including the CARICOM Single Market and Economy (CSME), Economic Partnership Arrangement (EPA) and World Trade Organisation (WTO). A list of these trade information brochures are captured in the table 1a.

CaFAN members and stakeholders were also kept informed of its work through its new website as well as its newsletter – Agrivybz. The publication of a CaFAN members and stakeholders directory also facilitated better interaction between and among CaFAN members and partners.

Therefore, the work accomplished during this period helped to position CaFAN as a strong regional organisation representing farmers. As a result, several regional and international organisations as well as governmental agencies are now approaching CaFAN to solicit its views on regional agricultural issues.

CaFAN has also sought to promote the organisation to potential members, in its quest to expand its membership, using publications, media work, promotions at exhibitions and its website.

The outputs and outcomes related to the investments by CTA under the capability to relate during 2008-2010 are captured in table 1b.

Capability to relate

Through the various activities funded by CTA, CaFAN was able to build a closer network and identify and appoint volunteers from various territories who were able to deliver key services and carry out other important roles. This approach, of utilising volunteers and short-term contracts, allowed CaFAN to boost its capacity for delivering services. Hence, CaFAN was able to retain the services of personnel such as facilitators and researchers to support its activities. Also, CTA funded projects provided a budget line for administrative support, which helped to cover minor costs at the secretariat such as communications. These actions therefore helped to increase CaFAN's capability to act and commit.

In January 2014, CaFAN had a total of 50 registered volunteers from all 15 CaFAN member countries. CaFAN's volunteers were selected primarily by the chief coordinator in his own deliberate judgement or on advice. Some volunteers had offered their services while others had been asked to volunteer. Depending on the nature of the work to be performed by the volunteer, the Board of Directors may confirm the appointment. Volunteers are usually highly skilled persons whom the chief coordinator believes can assist the secretariat in achieving its mandate.

An estimate from the chief coordinator indicates that all volunteers have at least a secondary level education. About 75% of all volunteers are university graduates in various fields. The main consideration when selecting a volunteer is to look for a good mix of skills.

Table 1a: Sample of brochures funded by CTA, 2008-2010.

Title	Objective
CARICOM Single Market & Economy & the Farmer	Explaining what the CSME is & how farmers can benefit from it.
World Trade Organisation & the Farmer	Explaining what the WTO is & how its operation can benefit farmers.
Economic Partnership Agreement	Explaining the EPA & how farmers can benefit from the agreement.
Making Better Meetings	Guide for increasing attendance & participation in meetings.

Table 1b: Investments by CTA under the capability to relate, 2008-2010

Outputs/deliverables	Outcomes at the organisational level	Outcomes at the direct beneficiaries level
<ol style="list-style-type: none"> 1. Campaign to Mobilise New Members 2. Newsletter 3. Factsheets 4. Stakeholders Directory 5. Brochure 6. Regional Study Tour 7. Regional Disaster Management Workshop 8. Agricultural Trade Facilitation Workshop 9. Resource Booklet 10. Youth in Agriculture Workshop 11. Caribbean Week of Agriculture 12. Regional Agribusiness Training 	<ol style="list-style-type: none"> 1. Development of a number of network relationships at different levels. 2. Increased visibility of the organisation. 3. Increased recognition as the primary farmers' organisation in the Caribbean. 4. New partnerships developed. 5. Improved communication with members. 6. Broadened mandate to represent farmers generally in the Caribbean. 7. CaFAN members base strengthened. 8. Increased stakeholder involvement. 9. Increased interaction among and between CaFAN members, and between members and other key stakeholders. 	<ol style="list-style-type: none"> 1. Increased representation in several regional and international alliances. 2. Increased response by local and regional agencies to farmers' concerns. 3. CaFAN members' capacity strengthened to take advantage of marketing opportunities and improved farm practices. 4. Farmers are better organised.

Sources: Extracted from project reports and contracts, 2008-2013.

“...maintaining the present system of utilising volunteers, or moving to employing full-time staff or adopting an eclectic mix of both approaches”

For example, some of the characteristics which are considered include whether the volunteer can perform secretarial, accounting, facilitating, and of course agricultural roles. One respondent to the questionnaire for this study noted that volunteers: “have shown a sense of professionalism and helpfulness that have added to the positive image of CaFAN.” Another respondent wrote that volunteers: “are talented and from different backgrounds which make for a diverse and stronger, network. They are multitalented, educated and adaptable.” These supportive comments testify to the high level of satisfaction generally expressed with the outstanding quality of the work performed by CaFAN’s volunteers.

Volunteers are not paid a salary. In fact, CaFAN has no salaried employees. The chief coordinator for instance is a volunteer. Nevertheless, volunteers are sometimes remunerated based on the nature of the project and the role they performed in it. CaFAN records indicate that volunteers have received payments for report writing, workshop facilitation, and accounting services. The remuneration, though, has never been a premium rate nor at the market rate; it has simply been a pecuniary honorarium. Besides the honorarium, volunteers are offered training programmes offered to CaFAN for which they qualify. No other rewards are offered volunteers such as gifts, paid vacations or citations.

At this juncture, there is an ongoing debate in CaFAN about the pros and cons of maintaining the present system of utilising volunteers, or moving to employing full-time staff or adopting an eclectic mix of both approaches.

The dichotomy of volunteer versus full-time staff is reflected in responses to this issue in the questionnaire. Here is what one respondent who is clearly in favour of employing full-time staff wrote: “CaFAN volunteer staff will give 100% of their effort to the organisation. Volunteer staff will give 75% to a full-time job paying them 75% of their 100% capability. A paid staff will help the CaFAN network tremendously.” In the Caribbean the sentiments expressed here is called ‘you get what you paid for’. In other words, the respondent is saying that if volunteers are free, you cannot expect that they will work to their fullest capacity. It is clear that most directors of CaFAN, as well as other beneficiaries, believe that the employment of full-time staff will add to CaFAN’s efficiency and increase the organisations capacity to assist farmers. The end product they envisage is a stronger network.

One respondent to the questionnaire, who was in favour of the volunteer system noted: “I am overwhelmed that within that staff you have persons with skills and expertise of such magnitude and they are just volunteers giving freely of their time. This can only mean for CaFAN to make it thus far you [CaFAN] absolutely have [sic] the right persons there.” Here is a respondent sticking to the adage: if it is not broken, don’t fix it. The respondent is saying that the current system is working fine.

CaFAN has rejected requests by some funders for it to employ full-time staff. One piece of correspondence from CaFAN to a potential donor sets out CaFAN’s aversion to this request: “As CaFAN is a non-profit organisation, we find it difficult to take on the liability of full-time positions.

Full-time positions require personnel to manage, for example, income tax and national insurance services payments, sick leave etc. In addition, full time positions only offer the project 11 months of work as persons will require vacation and sick leave and at the end of the project severance pay is required.” Here is CaFAN’s management articulating a policy which prefers to continue with a volunteer system while some beneficiaries are in favour of abandoning this status quo.

If CaFAN becomes an employer, it will be required to write employment contracts and produce payroll records. These are tasks that require personnel to address them. Another concern expressed by CaFAN’s management is that employing full-time staff will necessitate acquisition of suitable facilities and equipment to meet statutory standards as set out in the labour codes.

The letter to the potential donor expressed this concern: “In addition to meeting the necessary state requirements, office space will need to be provided which includes amenities and occupational health and safety will need to be on par such as fire drill and smoke alarm, etc.”

CaFAN has insisted on running a lean machine. The letter to the potential donor insisted: “Alternatively, what we recommend is to have consultants on a contractual basis which will give us more flexibility in bringing in adequate resources as required rather than being pinned down to full time positions.” The chief coordinator continued in the letter to the potential donor: “We are also concerned that having full-time positions and all of its liabilities would damage the organisation because it is asking CaFAN to cover all of the costs to handle the HR activities.”



The absence of full time-staff has not impacted CaFAN's ability to participate in key policy spaces and technical working groups. As of December 2013, CaFAN had representatives on the following regional or global committees/working groups:

- Global Farmers Forum
- Caribbean Week of Agriculture (CWA) Alliance
- The Council for Trade and Economic Development (COTED)
- The Caribbean Community (CARICOM) Food Nutrition and Safety Policy Action Group
- The Caribbean Community (CARICOM) Agricultural Policy (CAP) Working Group
- Year of Small Family Farms (YSFF) Caribbean Committee
- Intra-ACP with IICA
- CTA Youth ARDYIS
- CHF CIDA/PROPEL Working Groups
- CARICOM – Working Group of Agricultural Institute as organ
- CEDEMA TMAC on DRM and Marketing
- UN SIDS Caribbean Working Group

The debate remains open on whether the present system of utilising volunteers or moving to employing full-time staff or mixing of both is the best approach. In the meantime some beneficiaries are satisfied with the current system while others are not.



3.5 Analysis

CTA's support of CaFAN's activities in the areas of capacity building, outreach and mobilisation, and information dissemination has benefited farmers. However, while various persons testify to the impact of CaFAN's work that was funded by CTA, it was very difficult to quantify this impact in this report because there was insufficient information at the level of the CaFAN secretariat and at the beneficiaries' level. The information received was often highly anecdotal. Nonetheless, the study found that the human resourcing approach was serving the organisation well. By adopting the current approach, CaFAN has avoided the need for a recurrent budget to cover staff costs, a requirement which has sunk many Caribbean NGOs.

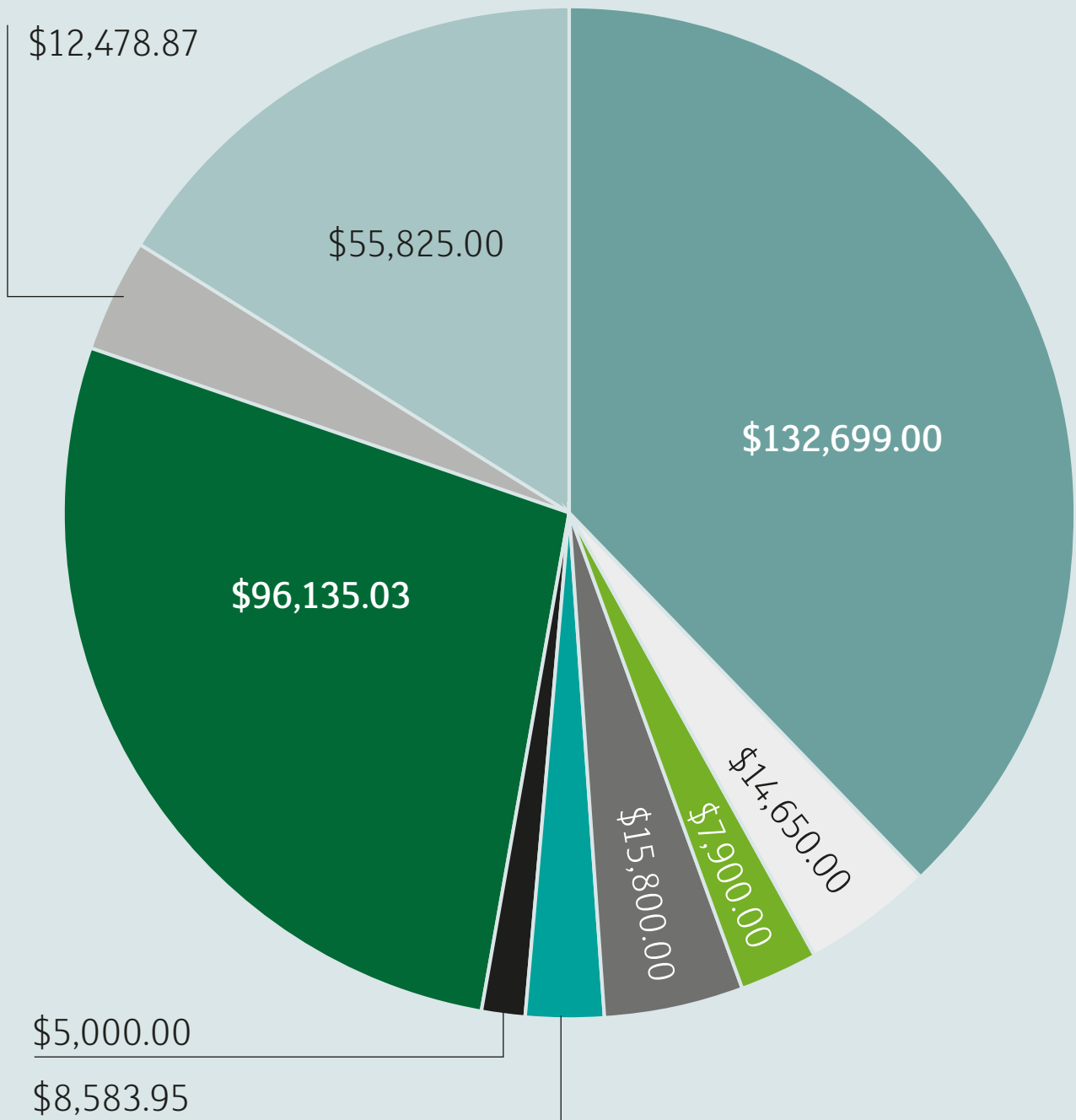
With regard to the capability to act and commit, this in-depth study has found that CaFAN structures functioned efficiently with the limited resources at the organisations disposal. However, although CaFAN possessed limited financial, institutional and human resources, it had committed, inspiring and action-oriented volunteers.

The fact is that the CaFAN executive structures have a legal basis to make binding commitments but it seemed a bit concerned about how to update these structures to respond to the changing environment.

In relation to the capability to relate to external stakeholders, this study found that CaFAN continues to build and maintain networks with external actors, such as governmental structures, private sector entities, CSOs and players in the agricultural sector and related services. This study also found that CaFAN had competencies to build and maintain networks with domestic actors. CaFAN is indeed skilled at building and maintaining relationships within its own structures. It has been able to achieve much of this success through the effective use of communication tools. CaFAN's main achievement is therefore the significant increase in its political legitimacy, social credibility and reputation.

“CaFAN continues to build and maintain networks with external actors, such as governmental structures, private sector entities, CSOs and players in the agricultural sector and related services.”

Capability to Act and Commit Programmes and Funding



- Capacity Building of Farmers Org. Workshop
- Register of CaFAN Network and Draft Constitution
- Develop Members Database
- Website Maintenance

Programme funding: 'capability to act and commit', in East Caribbean dollars, 2008-10.

“While CaFAN has grown in its advocacy and policy role, it is still striving to advance its marketing work”

3.5.1 Effect of CAFAN’s ability to act and commit

From 2008 to 2010, CaFAN received a total of \$1,291,524.81 East Caribbean dollars (€369,000) in funding from CTA. Of this amount, \$349,071.85 East Caribbean dollars (€100,000) was spent on programmes under the capability to act and commit. The pie chart shows how this funding was spent, largely to cover related cost for hosting capacity building workshops.

While CaFAN has grown in its advocacy and policy role, it is still striving to advance its marketing work.

Clearly then, what has not happened thus far is it has not yet produced a sustainable entity to move the benefits beyond merely periodic and limited, to being continuous. CaFAN, for example, has been talking about establishing a marketing entity to move agricultural produce across the region and to EU markets. Jethro Greene, the chief coordinator, has explained that the vision is that this entity will produce surplus revenue that will be used to fund CaFAN’s programmes.

Recommendations:

- Develop internal policies on key issues such as use of volunteers.
- Improve monitoring and evaluation to more effectively quantify impact.
- Improve financial sustainability.



3.5.2 Effect of CAFAN's ability to relate

Of the \$1,291,524.81 East Caribbean dollars (€369,000) in funding that CaFAN received from CTA during the period 2008-2010, some \$942,452.96 East Caribbean dollars (€269,000) was spent on programmes under the capability to relate. The chart above shows how the funding was used largely to cover expenses related producing a newsletter and relating to stakeholders.

The funding from CTA has helped CaFAN raise its profile and, in so doing, gain access to important policy spaces. CaFAN's ability to participate in these policy spaces was increased as a result of the volunteerism that the funding from CTA has supported.

After CaFAN gained recognition, it was engaged as a major partner in several new projects. In January 2014, CaFAN was engaged in projects with the following donors/agencies or bodies: PROPEL, Inter American Institute for Cooperation on Agriculture (IICA), COLEACP and the International Fund for Agricultural Development (IFAD).

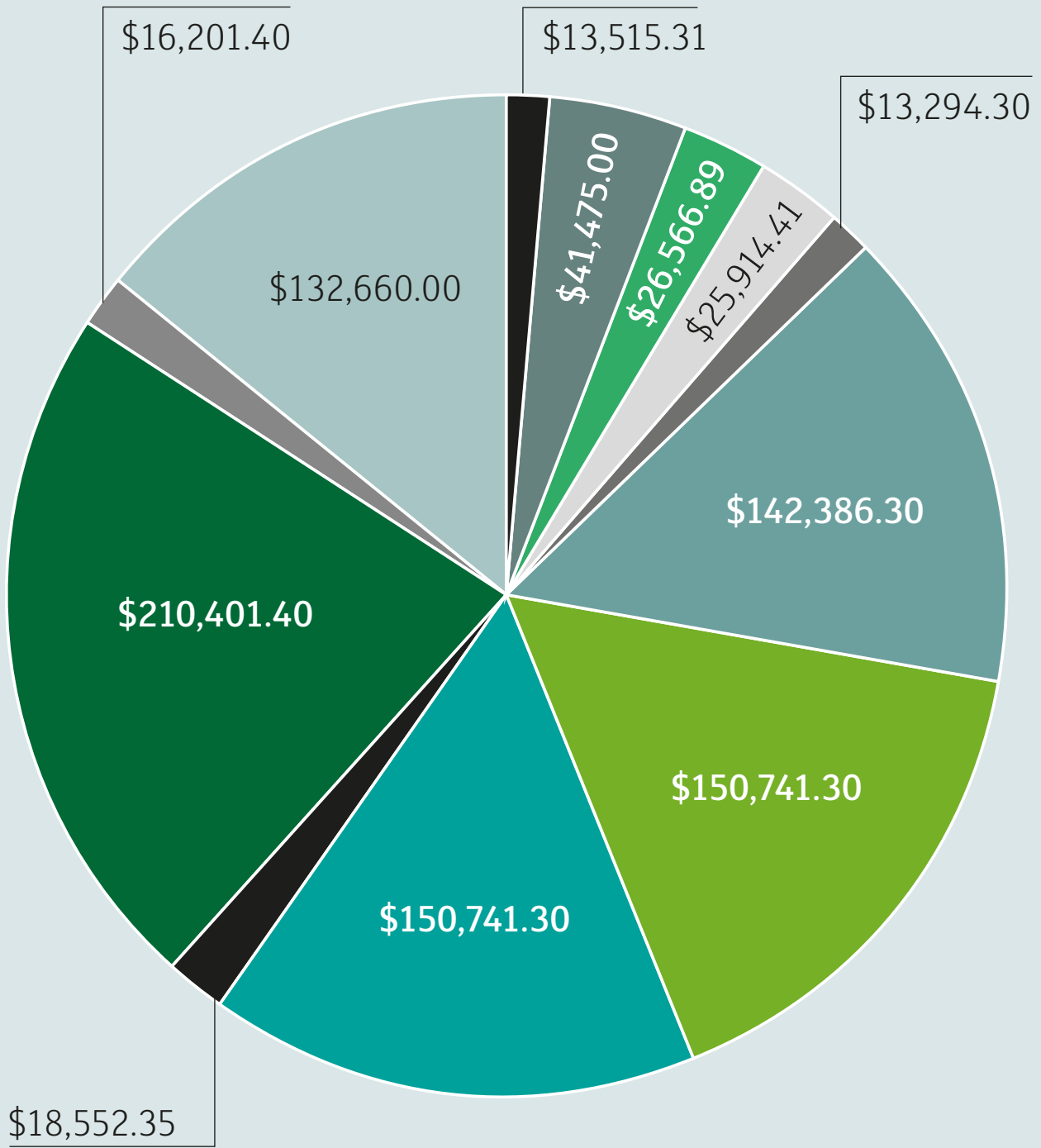
Through the use of volunteer staff, CaFAN has had access to a large pool of professional and skilled persons at an affordable cost. The technical support provided through this approach has contributed to increased knowledge across the organisation and this new knowledge has impacted on beneficiaries livelihoods.

Measures that CaFAN should consider taking includes:

- developing internal policies on key issues such as use of volunteers;
- improving monitoring and evaluation of projects and programmes; and improving financial sustainability.

“CaFAN's ability to participate in these policy spaces was increased as a result of the volunteerism that the funding from CTA has supported.”

Capability to Act and Commit Programmes and Funding



- Capability to Relate to External Stakeholders
- Stakeholders Directory
- Newsletter
- Brochure
- Factsheets
- Campaign to Mobilise New Members

Programme funding: 'capability to relate to external stakeholders', in East Caribbean dollars, 2008-12.



CONCLUSION

4

As a result of the analysis undertaken in this study, the following recommendations are offered to CaFAN:

- Develop official internal policies on key aspects of its operation;
- Streamline the human research policy to stipulate how to manage volunteers;
- Improve monitoring and evaluation of projects and programmes to allow for more effective quantification of impact;
- Develop a funding strategy to improve financial sustainability.

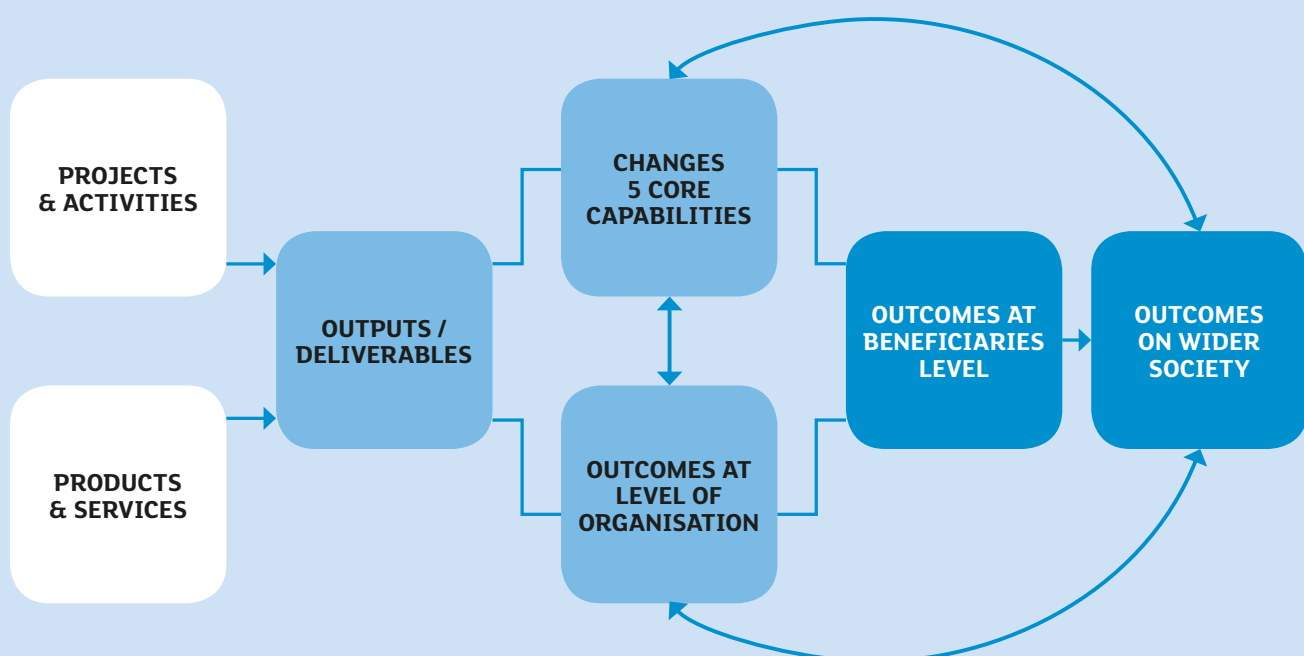
PART B: EXPLANATION OF THE CcIPA MODEL AND PROCESS

(THIS SECTION INCLUDES THE LESSONS LEARNED FROM THE NINE CcIPA STUDIES OF ROUND 1)

Capacity-centred Impact Pathways Analysis (CcIPA) model: design, testing and use through collaborative case studies

Prepared by: Ibrahim Khadar (CTA), Tarikua Woldetsadick (CTA), Jan Brouwers (CDI-WUR)

The Capacity-centred Impact Pathway Analysis Model





OVERVIEW OF THE CCIPA MODEL

5

5.1 Introduction

In 2012, CTA's Learning, Monitoring and Evaluation (LME) Unit initiated a joint impact study of the Centre's technical and financial support to its long-standing partners, focusing on nine national and regional organisations and networks in Africa (ANAFE, EAFF, FANRPAN, IPACC, KENAFF, RTN and RUFORUM) and the Caribbean region (CaFAN and CARDI).

These organisations and networks cover more than 50 countries and they are as diverse as the countries they cover - some operate as a small secretariat with nodes and members in their various constituencies, while others are large organisations with sub-offices in various countries. Some are university networks while others are farmers' organisations. Their areas of intervention range from ICTs, to forestry education and from research to policy advocacy. The study was limited to collaboration with CTA over the past ten years.

Eighteen months after the study was formally launched in a workshop held at CTA's Headquarters in Wageningen, on 29-30 October 2012⁸, this initiative has produced a number of very interesting results that have benefitted the participating institutions, with some of the results, such as the formulation of the CcIPA model itself, likely to be of interest to the wider development community. The other results include: (i) improved understanding of the impact pathways of CTA's and its partners' project interventions, (ii) availability of baseline data for future impact studies, and (iii) strengthened M&E capacities (including CTA's) of the participating organisations. This paper presents the main highlights of this exciting experience.

The next two sections explain the process, starting with the context in which the impact study was conceived and designed, followed by a short description of the different phases of the study, during which the model was formulated and applied. Sections 4 -6 present respectively, the key features of the CcIPA model, some of the immediate benefits of the impact study, and the next steps foreseen in the future development and application of the CcIPA model. Contact details of the experts who contributed to the testing and development of the CcIPA model are listed in Annex 1. These lists are included as an acknowledgement of the fact that, while CTA has provided the technical leadership and financial support for developing CcIPA, the impact study has benefitted extensively from the active involvement of CTA's partners and local M&E experts, as well as advice given by a number of EU-based M&E experts, in particular from three international development centres based in the Netherlands, namely WUR-CDI, ECDPM and MDF.

⁸ Consultation on 29-30 October 2012 at CTA's Headquarters in Wageningen, attended by representatives of CTA, ANAFE, KENAFF, FANRPAN, CDI-WUR, ECDPM, MDF and two private/individual consultants.

5.2 Context in which the CcIPA model was designed

Evaluation methodologies are never context-free, even though as they get more accepted there is a tendency to pay less attention to the context in which they are applied. CTA wanted to carry out an impact assessment of the support it has provided to its long-standing partners, using an evaluation methodology that would genuinely promote joint learning. It was in light of this consideration that the LME Unit sought to set up an evaluation exercise that would meet the following requirements:

- (i) Centred on the partner organisations/networks rather than focusing exclusively on the interventions, products or services that CTA supported,
- (ii) focused on the impact pathways, rather than only looking for impact, and
- (iii) facilitated collaboration throughout the evaluation exercise – leading to the direct involvement of about thirty participants from Africa, the Caribbean and Europe.
- (iv) Mobilised strong internal support from key staff in the participating organisations.

The first requirement poses a serious challenge methodology-wise. Within the development community, the commonly accepted practice in impact assessment is to identify the ‘significant or lasting changes in people’s lives, brought about by a given action or series of action’. Changes in the capacities of the organisations and networks that implement the development actions are not normally considered as impact, which explains why impact studies are usually carried out separately from the evaluation of organisational capacity development.

While a number of authoritative voices in the field of evaluation have subscribed to the view that impact assessment should go beyond programmes and projects, and explore the influences and roles of the implementing organisations, CTA and partners observed during the planning of the impact study that the development community has not yet come up with a satisfactory impact assessment model that fulfils this requirement. It is in order to address this methodological vacuum that CTA brought several partner organisations/networks and M&E specialists together to identify a suitable tool, which subsequently led to CTA spearheading the development of the Capacity-centred Impact Pathway Analysis (CcIPA) model.

The decision to focus on ‘impact pathways’, which is expressed in the second requirement above, is acknowledgement of the complex nature of the change processes that are involved in creating and sustaining development impact. As such, the evaluation framework should take account of the interactions among the key actors (direct and indirect beneficiaries, stakeholders), as well as the complex human and institutional relationships that may have a crucial bearing on how impact occurs.

The next section explains how the third requirement (i.e. regarding communication among the participants) was handled effectively during the implementation of the impact study. Regarding the fourth requirement, effective communication and careful planning and tack were applied, especially within CTA where the LME Unit needed to secure funding for this unconventional study.

5.3 Implementing the impact study through different phases

The joint impact study involved four distinct phases: planning, quick scan, in-depth study and follow-up. The main activities in each phase are listed below (see tables 1a, 1b, 1c and 1d), with an indication of how the responsibilities were shared among the participants (i.e. CTA, partners and consultants).

During the planning phase, CTA and partners recognised the need for an effective implementation strategy that would ensure good communication among the participants as well as their full commitment to the study. A key element of the strategy was to implement the study in two distinct phases - a quick scan of approximately three months, followed by in-depth studies.

It was also agreed that each partner organisation has responsibility for managing their case study, including the selection of an external M&E expert, based locally, who will work with the staff member appointed to serve as the focal point. The external expert brings the technical support while the staff member brings the data and information.

Finally all the organisations were consulted at all the stages of the study: the methodology design, definition of scope, scheduling and budgeting, and mid-term progress review.

Table 1a: Planning phase

Task	Responsibility
Preparation of draft Terms of reference for the impact study	CTA
Selection of partner organisations & networks	CTA
Negotiation of contracts with EU-based advisers (from CDI-WUR, ECDPM & MDF & UK)	CTA
2-day workshops to discuss methodology and develop road map for impact study (hosted by CTA in Wageningen)	CTA, partners & EU-based advisers
Negotiating roles/responsibilities between CTA & partners	CTA & partners
Selection of focal points within partner organisations	Partners
Preparation of guidelines for the quick scan	CTA & advisers

“The external expert brings the technical support while the staff member brings the data and information.”

Table 1b: Quick scan phase

Task	Responsibility
Appointment of local M&E experts	Partners
Backstopping of quick scan methodology through face-to-face meetings, emails, Skype, telephone to guide local teams	CTA/ CDI-WUR/ ECDPM
Mid-term review workshop (Harare, Zimbabwe - June 10-12) to examine the findings of the Quick Scan (hosted by FANRPAN)	CTA, partners & EU-based advisers
Peer reviewing of quick scan reports	CTA/ CDI-WUR/ ECDPM
Revision and finalisations of quick scan reports & PPTs	Partners/ local consultants
Selection of in-depth study topics	Partners
Finalisation of guidelines for the in-depth studies	CTA & CDI-WUR

Table 1c: In-depth study phase

Task	Responsibility
Preparation of inception notes for carrying out the in-depth studies	Partners/ local consultants
Review of inception notes	CTA
Implementation of in-depth studies (approximately two topics per organisation) & reporting	Partners & local consultants
Peer review & revision of in-depth study reports	CTA & CDI-WUR
Finalisation, peer review & revision of in-depth study reports	Partners & local consultants

Table 1d: Follow-up phase

Task	Responsibility
Dissemination of the findings	All participants
Promoting organisational learning from the impact study	CTA & partners
Further refinement of the methodology.	CTA

5.4 The CcIPA model explained

CcIPA is a synthesis model based on the premise that the performance and impact of organisations or networks depend to a large extent on the state of their capabilities. The CcIPA model is built around three main conceptual components: the Five Core Capabilities (5 CCs) model, the Logic Model and a framework for categorising impact indicators. Each of these models or framework is adapted to a certain degree to fit into CcIPA, with the logic model undergoing the most far-reaching modification.

a. Conceptualisation of CcIPA

During the planning phase, participants agreed that instead of attempting to construct an entirely new model, the team should draw on the existing array of established evaluation frameworks/models.⁹ In view of the emphasis on the capabilities of organisations, it was decided that the **5 Core Capabilities (5Cs) model**¹⁰ be given a central place in the CcIPA model. The five core capabilities applied to the impact study can be summarised as followed:

- **Capability to act and commit:** concerns the ability to work properly, including planning, taking decisions and acting on these decisions collectively.
- **Capability to deliver on development objectives:** concerns the organisations' skill to ensure that it is producing what it is established to do.
- **Capability to adapt and self-renew:** concerns the ability of an organisation to learn internally and to adjust to shifting contexts and relevant trends.

- **Capability to relate to external stakeholders:** this is about building and maintaining networks with external actors (including governmental structures, private sector parties, civil society organisations and in the end their constituencies)
- **Capability to achieve coherence:** concerns the strength of an organisations' identity, self-awareness and discipline.

Each of these five categories was further divided into sub-categories referred as domains. A total of fifteen domains were identified, with two or three key questions per domain to help collect the information needed for assessing an organisation's capability.

As already indicated, the participants agreed to complement the 5Cs model by the **Logic model**¹¹, with the latter being adapted (see Figure 1 below) to reflect the fact that organisations/ networks learn and change as they engage in development processes, which in turn affects their ability to make an impact.

⁹ The following framework considered: logical framework/DAC criteria, theory of change, logic model, 5 Core capabilities, outcome mapping, results-based management and participatory impact pathway analysis.

¹⁰ The 5Cs model was developed by ECDPM and applied in an extensive impact assessment study financed by the Dutch Government in 2009-10.

¹¹ The logic model was chosen because it is less rigid than logical framework and better suited to evaluation exercise.

The CcIPA framework combines activities from different programmes, projects or services, whereas the conventional use of the logic model is limited to a single project or programme. Outcomes at the level of the implementing organisation/ network are separated from outcomes at the level of beneficiaries, whereas the common practice is to only differentiate outcomes along the time line (short-, medium-, and long-term).

Regarding the **impact indicators** the participants drew on previous work undertaken under the auspices of Oxfam¹² to develop a template, referred to as the 'impact categorisation table, with a similar format to the 5Cs, containing the following heading:

- **Impact Categories:** which are a list of possible general types of impact
- **Dimensions of impact:** which are a list of possible changes or specific domains within the general type of impact/impact category
- **Description of impact:** which are examples of possible changes/impact

- **Questions:** which are a list of questions to help first investigate the impact/finding/ story and then to narrate the story

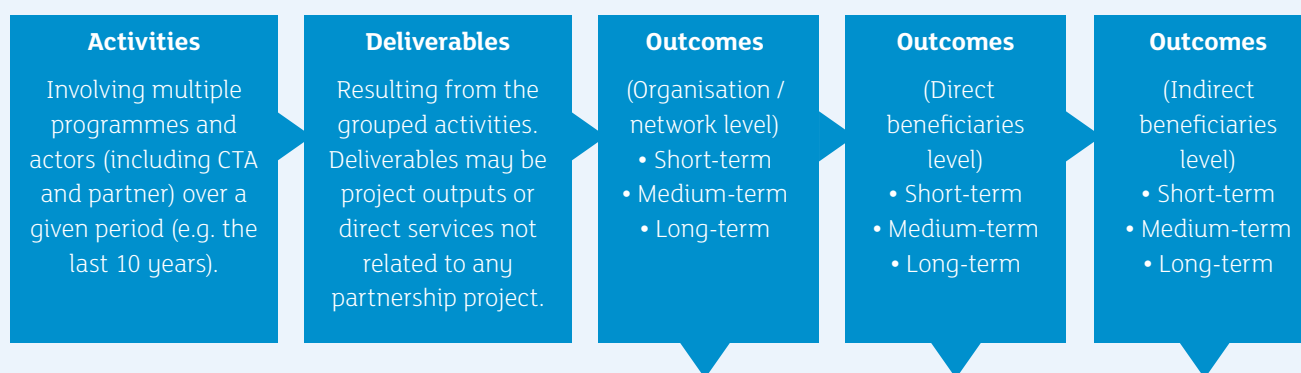
As shown on the opposite page, the five categories of impact included in the CcIPA model are: (i) wealth/ capital, (ii) political empowerment, (iii) human/ technical empowerment, (iv) social capital and (v) natural resources/ environment.

Overall a key feature running through the different constituents is the categorisation of indicators aimed at making the information more manageable as well as facilitating communication among the participants.

¹² Chris Roche 1999; Impact assessment for development agencies – learning to value change (Oxfam development guidelines)

“The CcIPA framework combines activities from different programmes, projects or services, whereas the conventional use of the logic model is limited to a single project or programme.”

Figure 1: Logic Model adapted for the CcIPA framework



Categories of impact

Categories of Impact (<i>fixed</i>)	Dimension of Impact (<i>Not fixed, not exhaustive</i>)	Descriptive of Impact (<i>Not fixed, not exhaustive</i>)	Questions
Wealth / Capital	Income	Increased Revenue for farmers	Why? What for? Why not? For whom? Unplanned? Etc...
Political empowerment	Policy	New policy adopted	
Human / Technical Empowerment	New skills	Use of new ICT tools	
Social capital	Network	New organisations joined	
Natural / Environment	Climate Change	New measures taken to mitigate changes	

b. Application of CcIPA

The Capacity-centred Impact Pathway Analysis (CcIPA)¹³ framework incorporates three inter-related elements, as shown in the horizontal segments of the model (moving from left to right):

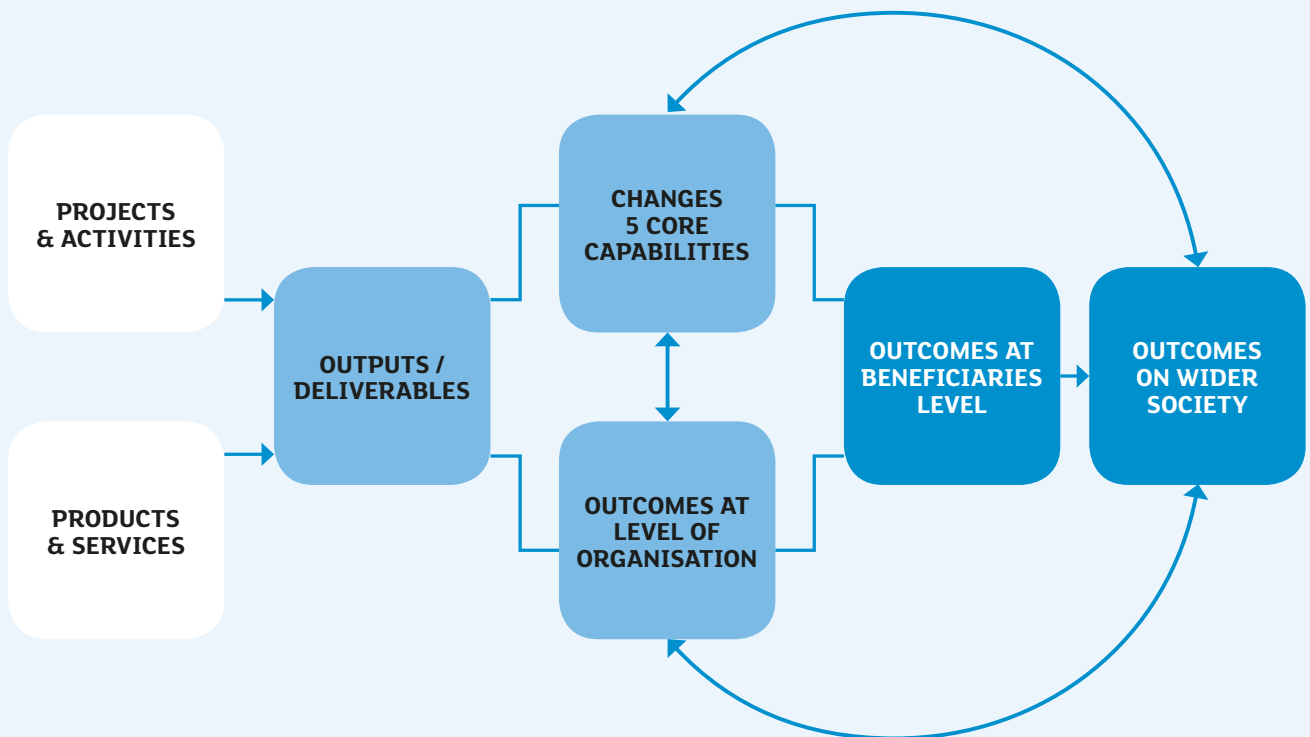
- (i) **Outputs/Deliverables:** These are outputs at the level of the partner organisation or network as a direct result of CTA's partnership with the organisation or network. They are defined in relation to the set of project interventions or products and services. Deliverables may be directed at the partner's capacity building needs or made up of products/ services aimed at the partner's beneficiaries. CTA's support may be only partial but must be considered significant.
- (ii) **Changes in the capabilities:** of the CTA partner organisations/ networks. These can be also described as outcomes at level of the organisation or network.
- (iii) **Effects (medium-, long-term outcomes / impact):** on the partner's direct and indirect beneficiaries or on the wider society that can be attributed to the deliverables and/or changes in the partner's core capabilities.

The application of the CcIPA framework will produce a graphical representation of the changes resulting from diverse interventions over time.

¹³ The development of this synthesis model has been proposed and led by Ibrahim Khadar, in collaboration with the participants at the three preparatory meetings held at CTA's headquarters in Wageningen, the Netherlands.

“Deliverables may be directed at the partner's capacity building needs or made up of products/ services aimed at the partner's beneficiaries.”

Figure 2: The Capacity-centred Impact Pathway Analysis Model



LESSONS LEARNED FROM IMPACT STUDY AND NEXT STEPS

6



Concerning the participating organisations

Improved understanding of the impact pathways

- Implications of core capabilities (especially capability to relate)
- Growth of organisations/ networks
- Feedback from beneficiaries
- Better appreciation of CTA's support

Baseline information

- Nine quick scan reports (finalised)
- Nine in-depth study reports (partially completed)

Enhanced M&E capabilities

- Strengthening of CTA's M&E framework

Joint learning

- The evaluation has resulted in new arrangements and procedures how partners collaborate.
- Collaboration between ANAFE and RUFORUM (e.g. joint article for the AfrEA conference)

Concerning the wider development community

- CcIPA contributes to an emerging new practice which is stronger self-evaluation. So, the utilisation in the evaluation community in terms of methods and quality standards for (assisted) self-evaluation is in my view one of the use results.
- CcIPA is also inspiring the evaluation community in terms of 1) combining different methods, and 2) adapting them to the specific information needs of the partners. In other words, a kind of calibration was done, designing methodologically to the learning needs of the partners.

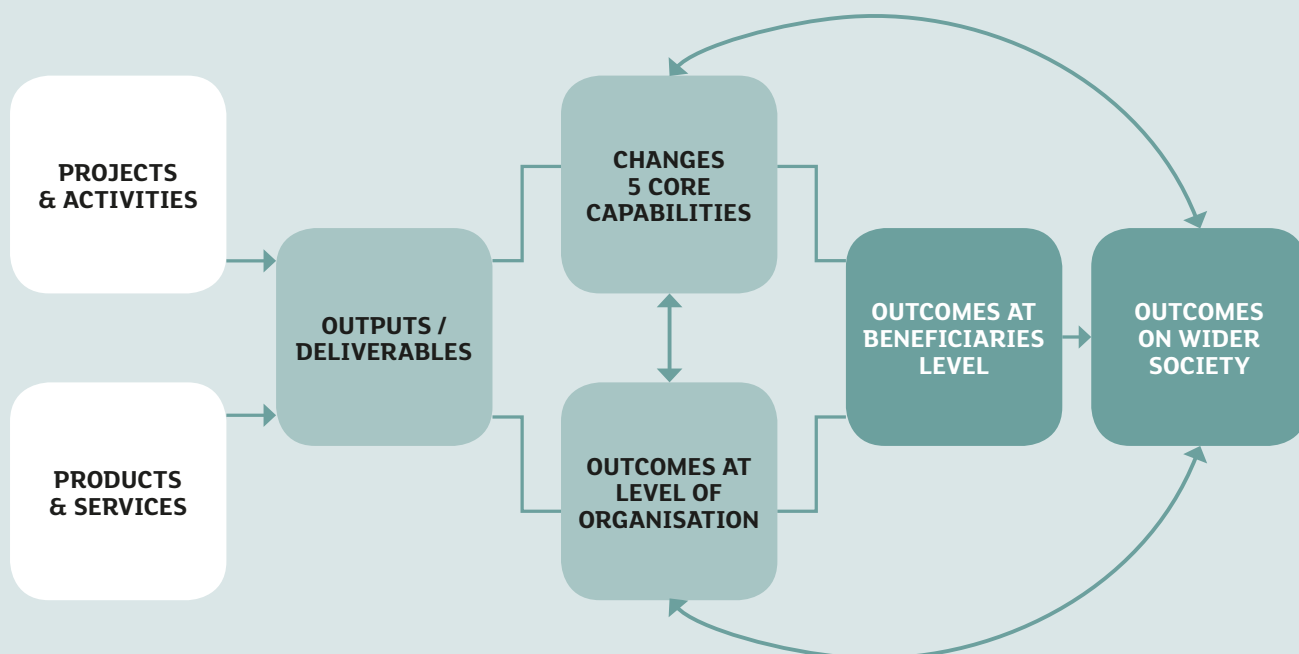
Next steps

- Intensify dissemination of findings and CcIPA model;
- Carry out a second round of impact studies;
- Further clarification of impact pathways.

PART C: KEY FINDINGS FROM ALL NINE REPORTS

(THIS SECTION SYNTHESISES THE FINDINGS OF ALL NINE QUICK SCAN REPORTS)

The Capacity-centred Impact Pathway Analysis Model





INTRODUCTION

7



CTA initiated this joint impact study with the aim of promoting learning for development impact with its long-term ACP partner organisations and networks. The study has been carried out in two phases between October 2012 and June 2015, with the first phase that was completed in 2014, involving nine partners: CaFAN and CARDI in the Caribbean region, and ANAFE, EAFF, FANRPAN, IPACC, KENAFF, RTN and RUFORUM in Africa. The second phase, which was launched in 2014, concerned five partners: NARI and SPC in the Pacific region, and AFRACA, PROPAC and WOUGNET in Africa. Close to 50 ACP and EU experts participated in the study.

A key achievement of the joint impact study is that the LME Unit has successfully spearheaded the development and application of an innovative impact assessment methodology, referred to as the Capacity-centred Impact Pathway Analysis (CcIPA) model, with support from CDI-WUR, ECDPM, and MDF and the nine ACP partner organisations and networks involved in the first phase. The study has provided baseline information for future impact studies and also identified opportunities for organisational capacity development. CTA and its partners are committed to sharing the lessons from this joint study widely. The joint impact study represents one of the various forms of evaluations and impact assessments which CTA undertakes to generate information necessary for learning, accountability and decision-making.

The first part of the summary below introduces the nine organisations that took part in the study. The summary then captures the main findings and lessons from the quick scan reports. Presentation of various findings is adapted to the nature of the findings appearing as tables or as narrative text where applicable. The third and final part provides a glimpse into the in-depth report findings of all nine reports.

BRIEF DESCRIPTION OF THE ORGANISATIONS

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ANAFE

The African Network for Agriculture, Agroforestry and Natural Resources Education (ANAFE) is a membership network of Tertiary Agricultural Education (TAE) institutions. The network was launched in 1993 by 17 universities and 12 technical colleges teaching land use disciplines in sub-Saharan Africa with the main objective of incorporating agroforestry into agricultural programmes. The ANAFE network has since grown to 134 member institutions in 35 African countries. The vision of ANAFE is to be a vibrant network leading in agricultural and natural resources education for development, and its mandate, as set out in its mission statement, is to improve the quality, relevance and application of agricultural and natural resource management education for development.

CaFAN

CaFAN was established in 2004 as a regional network of farmers' organisations within the Caribbean region. The network now represents over 500,000 small farmers within 20 farmers' organisations across 13 Caribbean countries. With a secretariat in St Vincent and the Grenadines, CaFAN aims to improve the quality of life for small farm families throughout the Caribbean region and to gain economic empowerment and sociopolitical independence in the agricultural sector. One of CaFAN's guiding philosophies is that a sound education in food and nutrition security can help develop attitudes and values which can lead to a reduction in food importation.

CARDI

The Caribbean Agricultural Research and Development Institute (CARDI) was established in 1975 and was charged by regional governments with the task of providing for the research and development needs of the agriculture sector in the region as identified in national plans and policies, as well as providing an appropriate research and development services to the agricultural sector of member countries. CARDI's mission is to contribute to the sustainable economic well being of Caribbean people by the generation and transfer of appropriate technology through agricultural research and development. CARDI currently has offices in 14 member states across the Caribbean.

EAFF

The East African Farmers' Federation (EAFF) was formed in 2001 as a non-political, non-profit, democratic apex organisation for farmers in Eastern Africa. Its role is to voice legitimate concerns and interests of farmers in the region on issues such as markets, productivity, capacity building and information dissemination, with an aim of enhancing regional cohesiveness and the social-economic status of farmers. EAFF's mission is to represent, lobby and advocate for Eastern African farmers interests and build their capacities in order to build a prosperous and cohesive farming community in Eastern Africa. EAFF promotes regional agricultural trade through market appropriation, improvement of value chain management and promotion of farming as a business and entrepreneurship.

“KENAFF is currently present in 42 out of the 47 counties in Kenya representing over 1.8 million farm families.”

FANRPAN

Food, Agriculture and Natural Resources Policy Analysis Network (FANRPAN) is an autonomous regional stakeholder-driven policy research, analysis and implementation network. It was established in 1997 and is now represented in 16 Eastern and Southern African countries in Africa with its members ranging from governments to private sector organisations, research institutions, farmer organisations, policy think tanks, and other civil society bodies. FANRPAN promotes effective food, agriculture and natural resources policies through partnerships, capacity building, policy research and analysis, and policy advocacy. FANRPAN's activities and programmes focus on five thematic areas (food systems, agricultural productivity and markets, natural resources and the environment, social protection and livelihoods, and institutional strengthening). Its secretariat is based in Pretoria, South Africa.

IPACC

Indigenous Peoples of Africa Coordinating Committee (IPACC) was founded by African community-based organisations participating in the UN Working Group on Indigenous Populations. The first constitution was adopted in 1997 and the secretariat opened in Cape Town in 1998. IPACC is composed of member organisations, an elected 18 member Executive Committee (with a 3 year mandate), a secretariat and a legal trust. There are currently 135 community-based member organisations in 22 countries, consisting mostly of primarily hunter-gatherer peoples and mobile pastoralists. IPACC's mission is to assist member organisations to understand international/multilateral norms and standards of rights and treaties, and to advocate for the application of these norms and standards at national and local levels.

KENAFF

Kenya National Federation of Agricultural Producers (KENAFF) is a membership organisation drawing members from farmer groups, cooperatives and commodity associations. It is the umbrella organisation representing farmers in Kenyan agriculture. As the recognised voice of Kenyan farmers, its key role is to articulate issues specifically affecting farmers and generally the agriculture sector in Kenya. It is a member of the International Federation of Agricultural Producers. KENAFF is currently present in 42 out of the 47 counties in Kenya representing over 1.8 million farm families. KENAFF's mission is to progressively influence change in the agricultural sector environments and promote agri-business through targeted interventions.

RTN

The Rwanda Telecentre Network (RTN) is a Rwandan non-profit organisation established in 2006 and incorporated in 2009 with the support of the International Development Research Center's (IDRC) Telecentre.org programme. RTN was started as a network for knowledge and information exchange on ICTs for development (ICT4D) in Rwanda. With support from partners, RTN has been able to transform from an informal network to a strong institution with national and international recognition in ICT4D through the telecentre movement advocacy. The network now includes 140 members who are practising ICT entrepreneurship throughout Rwanda.

RUFORUM

The Regional Universities Forum for Capacity building in Agriculture (RUFORUM) is a consortium of 32 member universities in Eastern, Central and Southern Africa. RUFORUM envisages a vibrant agricultural sector linked to African universities which can produce high performing graduates and high-quality research responsive to the demands of Africa's farmers for innovations and able to generate sustainable livelihoods and national development. It has a mandate of capacity building for universities to strengthen research, graduate training and maintenance of collaborative working relations among researchers, farmers, national agricultural research, and governments and is a platform for networking, resource mobilisation and advocacy for higher agricultural education.





SELECTED FINDINGS ON THE CAPACITY OF THE ORGANISATIONS

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9.1 Capability to act and commit

ANAFE has committed staff at the secretariat with strong leadership and management. This is evidenced by the 91% growth in the size of the projects since 2003; growth in staff from one person in 2008 to five currently; and motivated staff who continue to deliver despite large workloads.

CaFAN depends critically on the support of volunteer staff and the commitment of member organisations for the execution of a number of its programmes but organizational commitment is high. CaFAN has been able to demonstrate a fairly high degree of success in the execution of its programmes and in attracting new funding partners. It scored most highly in this area.

CARDI has an action-oriented leadership. The organisation's culture is committed and decision-making is often participatory and based on acquired information. The capability bears out the observed efficiency with which the organisation executed project activities and produced deliverables.

EAFF scored highly for organisational commitment and decision-making structures/mechanisms (18/20). The establishment of various committees of the board for improved oversight as well as regular staff meetings were sighted as the main evidence for improved decision-making structures and governance.

FANRPAN's leadership and management domain was awarded the highest rating of the three domains in this capability area. FANRPAN staff felt that the network has an action-oriented leadership, a clear vision and mission, and is able to plan, take decisions and act. FANRPAN has a good track-record in managing and implementing projects and liaising with stakeholders and follows a participatory approach to project management. The constitution sets out decision-making structures. The nodes, through the AGM, are the main decision-making body of the network, and appoint the board.

IPACC has a number of systems for communicating with its members but it is acknowledged that there is room for improvement to accompany the intended growth. The ability to plan, take decisions and act is provided by competencies appropriately distributed across the secretariat, executive committee and trust, and is strongest at the secretariat. However, significant administrative support is needed at the secretariat and a challenge that lies ahead is for IPACC to more effectively monitor and evaluate its progress, effectiveness and impact, which it is enthusiastic to do.

9.2 Capability to adapt and self renew

KENAFF has a well-established organisational structure with technically competent staff who are committed towards successful implementation of projects. The organisation's ability to manage projects is remarkable as shown by various evaluations made by donors, e.g. World Bank. Many, however, felt that the organisation's culture to commitment especially at the field level is wanting and hence alternative measures need to be taken.

RTN staff take part in the planning and execution of projects from operational to strategic level. Joint social activities, information sharing among staff and networking outside work all help team spirit. Monthly staff meetings provide a platform in which all issues are discussed with staff and decisions taken. Although key decisions are taken by the board and the executive director, others are taken in consultation with telecenter managers.

RUFORUM was rated moderately on "action-oriented leadership". However it was noted that its ability to manage and implement projects, as well as liaising with staff and stakeholders, is good. Project design and implementation is usually participatory. It also has a strong ability to mobilise financial, institutional and human resources to support implementation of programmes. RUFORUM's secretariat has? a legal basis to make binding commitments on behalf of the organisation. However, the internal decision-making structures/mechanisms scored rather low.

ANAFE is well networked with relevant organisations in the external environment. However the internal structures for self-assessment and learning are not formalised. Monitoring and evaluation is focused on progress reporting on a project basis and not at organisation level.

CaFAN has been able to capitalise on the changing policy environment for the promotion and recognition of the agricultural sector as well as capitalising on emerging market opportunities. The organisation has recently launched a new project bringing together producers and buyers, which signals a new phase in CaFAN's development from a networking platform to an organisation that facilitates market development and expansion. The small number of staff and informal nature of the organisation does not lend itself to overarching institutional structures for feedback. However, among staff and member organisations there is openness in communication which is informal but works effectively for the organisation to facilitate both positive and negative feedback.

CARDI has not always taken external environment changes into account well nor has it provided adequate incentives for a learning culture. The human resources policy is still not well implemented and internal communication is not as open as it should be. Feedback from stakeholders is taken into account in daily processes and reflects the renewed mandate. The M&E process has not really contributed to improving project delivery and is an area for joint investment in the future.

“RTN staff take part in the planning and execution of projects from operational to strategic level.”

EAFF scored high in both external and internal environment domains (19/20). EAFF ensures it remains closely linked to external actors by providing e-Learning opportunities to its staff through short courses, and sharing of information via social media, emails and the website. EAFF sponsors and accommodates staff time spent on training in ICTs, including Web 2.0. M&E received the lowest rating as M&E is only conducted at project level; EAFF needs to develop an institutional M&E framework.

FANRPAN scored the lowest out of the 5Cs in this area (4/5). However, FANRPAN has consistently shown that it was able to adapt to a changing environment and renew its strategic orientation and operations. FANRPAN takes external environment changes into account in its planning and operations. Its strategic plan, vision, mission statement and programme areas have been revised to respond to changes in the region. A culture of sharing information and lessons is encouraged within the secretariat and internal communication is open and transparent. FANRPAN has introduced an M&E component in all projects (with gender sensitive indicators). Feedback from stakeholders is taken into account in daily processes

IPACC has been salutary in its ability to analyse, access, and respond in a turbulent, complex and negative environment for indigenous peoples and their organisations. In terms of intervening, IPACC is also extremely strong in accessing entry points and leverage for effecting change, for gaining access, and for building allies. There is plenty of evidence of how learning has occurred, and informal mechanisms to enable this. There is an intention to set up a ‘Council of Elders’ to serve as the institutional memory and a source of wisdom for a constantly adapting organisation such as IPACC. However, a well designed M&E system is overdue.

KENAFF’s M&E of projects and presence of the federation’s staff in areas of implementation has allowed for regular information flow to the management which in turn has been used to make critical decisions that have resulted in the improving on areas of weaknesses for enhanced realisation of targets. Committees are formed to look into emerging issues and provide a report to aid in decision-making in a bid to make appropriate responses. However, baseline surveys are rarely done and M&E is currently project-based. It is necessary to have a progressive overview of the performance of the entire organisation in all areas in order to conduct the relevant intervention measures.

9.2 Capability to deliver

RTN learning is undertaken through reporting and joint review of activities implemented, and discussing weekly and monthly progress reports. Staff provide backward and forward communication between RTN leadership and beneficiaries. Internal learning is carried out through staff meetings and training of staff who become trainers to beneficiaries.

RUFORUM programmes are shaped by an analysis and understanding of the higher agricultural education and agricultural development landscape in which RUFORUM operates and are used to position RUFORUM for future growth. However the secretariat needs to systemise and institutionalise tracking of the external environment. Regular reflections and M&E are undertaken, and the implementation process improved/adjusted, based on the lessons from implementation experiences. The finalisation of the theory of change clarified a lot of processes at the secretariat, and refinement of outcomes and indicators at secretariat, university, network levels.

ANAFE has skilled staff who are recruited based on the competencies required. The infrastructure is adequate to deliver products and services. Staff appraisals are reviewed by the board as a quality assurance measure.

CaFAN - M&E is one of the weaker areas and M&E systems need to be enhanced. Currently, mechanisms are embryonic and at times informal. However, it is an often recognised weakness of all voluntary organisations and represents an area that CTA could provide greater assistance in addressing. This element was one of the lowest scoring of all the capabilities.

CARDI - the review results paralleled the perception in the wider Caribbean community that CARDI staff are competent for the job they need to do but the organization does not necessarily have adequate infrastructure. The type of projects that are undertaken fit in to the overall strategy and are consistent with the renewed mandate and the quality of the organisation's work is well assured.

EAFF scored high for the implementation of activities/projects, project/activity initiation or phasing out/termination, and quality assurance mechanisms. The high ratings are attributed to the fact that all project managers and officers are appointed or assigned according to capability, merit and specialisation and therefore have the technical competence, skills and confidence that assure effective delivery on assigned projects.

“CARDI staff are competent for the job they need to do but the organization does not necessarily have adequate infrastructure”

FANRPAN has implemented 65 projects and successfully closed 55; its projects and programmes often involve more than one country. The number of employees and scope of FANRPAN's activities have also increased while the number of funded activities and projects has grown, including several multi-year projects. Its research projects have had important policy relevance at multi-country and regional level and FANRPAN has adopted a more thematic programmatic view and is moving from project to programme mode. However, FANRPAN has identified the need to further focus on capacity development. Its vision for 2013 is to strengthen leadership development and innovation.

IPACC has a 3 year plan and competent staff with the required skills to perform their different functions. One tension that IPACC needs to face is whether it continues to expand, consolidate or contract to a core group of dedicated members. A second is whether the secretariat stays lean, innovative and robust with all the right people doing the right work, or whether it grows in response to member needs. The capacity of member organisations to do projects also varies from region to region and from organisation to organisation.

KENAFF - from the many projects implemented by the organisation, it can be surmised that the organisation has the ability to deliver products and services. However, despite the various efforts made in phasing out projects, there is a need to strengthen the structures and systems to a point of self-sustainability once the donors have stepped out. Staff need more capacity building in this area. Annual appraisals exist but quality assurance procedures were not documented.

RTN staff have skills and resources but not at a satisfactory level. All projects undertaken are in line with RTN strategic objectives, thus RTN produces results based on productivity and revenues generated by business delivery centers (telecenters).

RUFORUM staff have the requisite skills to perform their duties. The well-developed and constantly improving website, as well as a functional e-mail system, was noted to ease communication thereby enabling staff to access external knowledge and information sources. However, limited office space and absence of a wide area network to connect the various office buildings need to be addressed. Financial internal controls are in place; reporting guidelines and data collection tools/templates are also in place.

9.4 Capability to relate

ANAFE is visible and reputable among relevant networks and partners. It maintains relationships with relevant donors, partner organisations (co-implementers), and similar organisations. Communication channels and products (which include a newsletter, websites, posters, banners, policy briefs, books and scientific publications) ensure that ANAFE is visible and maintains a credible image.

CaFAN has become the leading farmers' organisation in the Caribbean and has become recognised at government level as the official voice for farmers in the region. Over the last 5 years, CaFAN has been able to develop a number of new strategic partnerships and has also broadened its stakeholders base to include other development partners like FAO and the EU. Additionally, people with a high profile, attracted to CaFAN's executive board have become champions and key spokespersons for the organisation. CaFAN scored highly in this area.

CARDI is involved in all relevant networks and these collaborations effectively strengthen its regional profile. The organisation has a strong reputation among its stakeholders and is seen in a positive light within the Caribbean.

EAFF is increasingly being recognised as a credible, strong and professional regional organisation for consultation in the region and is often invited to represent smallholder farmers in Eastern Africa at regional and continental forums. The high rating is also attributed to new initiatives by EAFF especially in building the knowledge management hub and contracting a media consultant. Consequently EAFF has gained more visibility through exposure in international, regional and local media.

FANRPAN staff felt that FANRPAN has operational credibility and political and social legitimacy, is aware of the importance of coalitions, and is able to maintain alliances and they rated themselves highest for this capability (20/20). Despite the high score, FANRPAN staff are continuously considering ways to improve the network's level of engagement and visibility, including at the 2013 annual staff planning workshop. There are still some capacity areas that could be strengthened further, e.g. engagement between the regional secretariat and the nodes, capacity of the nodes, partnerships (such as with regional economic community and the private sector), and implementation of the communication strategy.

“EAFF has gained more visibility through exposure in international, regional and local media”

IPACC is relatively secure and recognised as the primary African indigenous peoples’ network by members, donors, partners and UN agencies. IPACC has endeavoured to build good relationships with governments. IPACC has functional partnerships with a wide range of well-chosen organisations and is seen to be confident and effective in these partnerships. IPACC is able to bring people together and help people work together effectively. IPACC has built itself slowly, through building strong relationships with a wide range of donors, the majority of which have stayed with IPACC over many years.

KENAFF engages actively in affiliations, partnerships and collaborations that are mutually beneficial at local, regional and international level. The federation is visibly present in most parts of the country and the organisation has great credibility among stakeholders. Nonetheless, more capacity building is necessary to better equip the staff at district level to be at par in the formation of partnerships as their counterparts at headquarters in developing and sustaining partnerships.

RTN is a member of NetAfrica and Telecentre.org. Because RTN is part of the decision-making for both networks many relations are created, thus the number of partners is increasing. There is an increasing and potential number of diverse partnerships with public and private organisations. The government looks to empower and work with the private sector more than ever before. Policy influence comes through joint participation to develop ICT for community development stipulated in the national ICT policy.

RUFORUM is engaging in relevant networks and partnerships which add value to the network objectives and members; it has worked with seven different categories of organisations, and collaborated with over 50 individual organisations. FARA recognises RUFORUM as a key partner for implementation of CAADP Pillar 4, and COMESA gave RUFORUM a mandate to oversee graduate training and networks of specialisation. RUFORUM has a strong visibility, reputation, and image supported by its website, newsletter and side events at conferences.

9.5 Capability to achieve coherence

ANAFE has good comprehension of the vision, mission and strategy of the network. There is diversity in the staff and board to reflect the geographical distribution of the network, as well as language and gender diversity. There is easy camaraderie and free communication amongst the staff and the executive secretary is accessible to all staff.

CaFAN - the current voluntary nature of the staff provides for some implicit weaknesses in the ability of CaFAN to align institutional processes with the organisational mandate and vision. However, it is noted that CaFAN, with the support of PROPEL, is set to roll out a multi-million project which would provide permanent programme, field staff and general institutional support. Additionally, the organisation has also recently developed a number of institutional protocols which should provide greater capacity for coherence.

CARDI (no information).

EAFF is proud of having a clear organisational hierarchy that is known to staff. The governance structure is further supplemented by the human resource policy that guides staff in their operations, communication and relations. The goal, vision, mission and strategic objectives are well documented in the EAFF strategic plan and are known to staff at all levels, thereby providing a road map. The content of the strategic plan is often referred to during staff appraisals. A conducive working environment and great team work is cited as the main contributor to the high rating in the people domain of the capability.

FANRPAN staff felt that management is supportive of staff operations and creates an enabling environment. Staff are aware of the vision and strategy of the organisation and this is also discussed annually at different forums with different stakeholders. FANRPAN has created organisational banners that reflect the values, vision and mission statements, which are also displayed on the website. The board is responsible for overall governance and policy direction. However, FANRPAN's capability to achieve coherence would be strengthened if it could ensure institutional stability and staff continuity, for which it needs to secure multi-year funding.

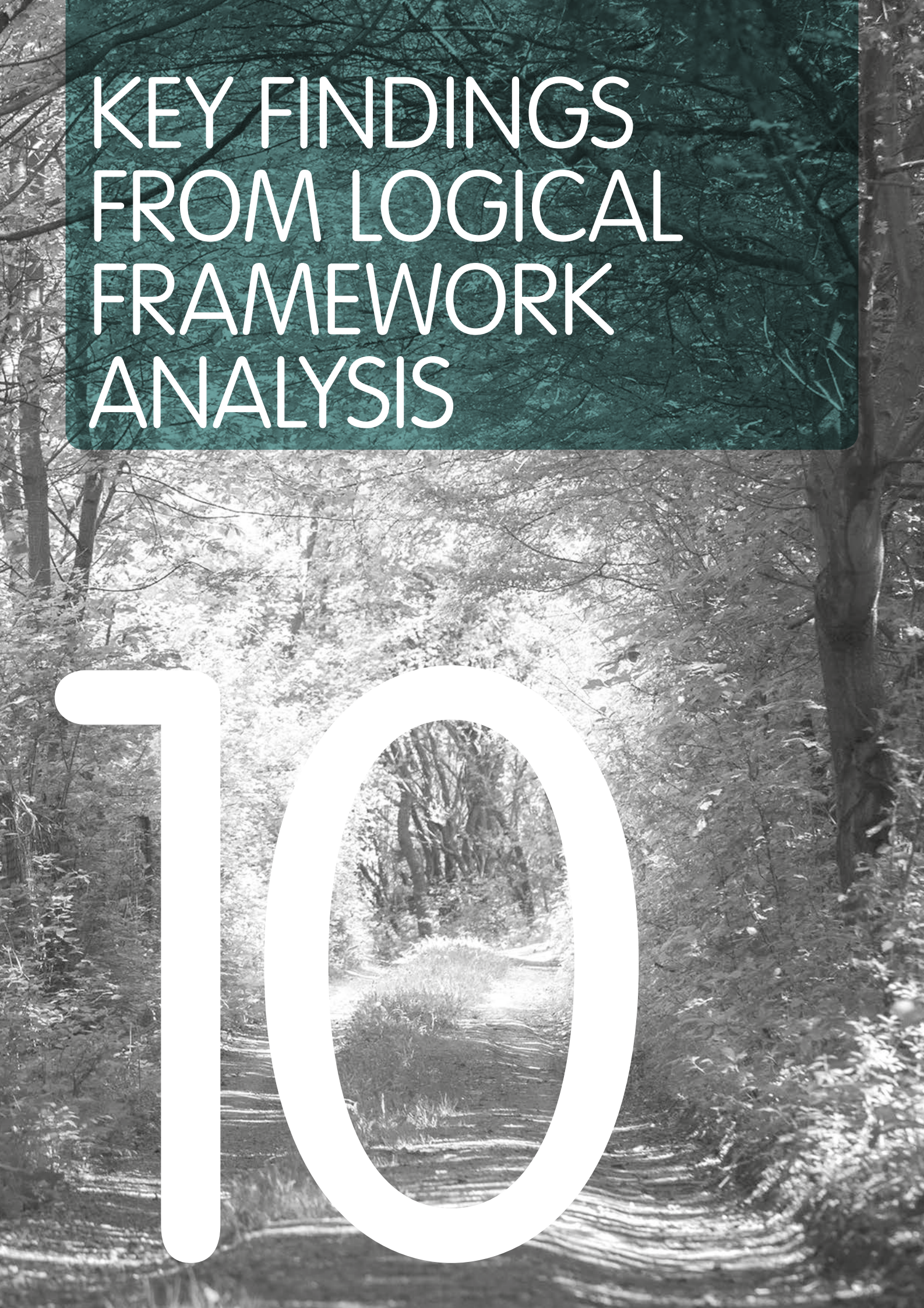
IPACC has a clear vision and mission and reformulates its strategy at the executive committee meetings, conferences, and workshops in a semi-formal way as formal planning is costly. However, working together on a strategic plan at least once in next 5 years would strengthen IPACC and deepen and widen ownership of a conscious strategy although it is expensive to ensure democratic, participatory and regular action from 135 member organisations in 22 countries. The secretariat has an appropriate diversity of people, languages and capability, to support the executive committee. IPACC members and secretariat staff share a common set of values that is clearly visible in their practice.

KENAFF has an elaborate management structure, supportive of staff, with clear roles specified at each level. The current strategic plan was responsible for implementing the management structure. The technical staff use the strategic plan document to design the year plan based on the federation's objectives, from which the annual appraisals are based. The strategy and vision of KENAFF is strong within the organisation.

RTN holds a general staff meeting once or twice a month. Information sharing, induction and mentoring is undertaken to ensure a shared vision among staff.

RUFORUM staff are well aware of the organisation's strategy (score 4). In 2012, RUFORUM produced branded notebooks which spell out its vision, mission and impact statement which staff distribute to stakeholders during events. The issues with the human resource policy and implementation are challenging and are in need of improving.





KEY FINDINGS FROM LOGICAL FRAMEWORK ANALYSIS

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10.1 ANAFE

Activities / Outputs	<p>35 lecturers from TAEs received support to attend two ANAFE organised international symposia in 2003 and 2008; CTA also supported 2 secretariat staff to attend the 2010 International Association of Agricultural Information Specialists (IAALD) World Congress.</p> <p>CTA provided training for 3 ANAFE secretariat staff and approximately 135 lecturers from member institutions on M&E, proposal development, value chain analysis, web 2.0, ASTI and Joint Learning for Organisational Development.</p> <p>The Executive Secretary of ANAFE has been a member of the CTA Advisory Committee for Science and Technology since 2007. Other staff have contributed to CTA interventions e.g. ARDYIS project and Women and Youth in Science competition.</p>
Outcome at organization level	<p>Increased visibility and profile of ANAFE among other stakeholders engaged in agriculture and natural resources education, as well as policymakers, and extension organisers.</p> <p>Through interactions during events, ANAFE obtains information on the external environment including policy decisions, best practices, knowledge of relevant stakeholders work, as well as opportunities for partnership or funding.</p> <p>Increased knowledge and skills of secretariat staff and in some cases a change in practice e.g. M&E resulted in improved M&E of projects.</p>
Outcome at individual level	<p>Transforming land use education programmes into more integrative and effective approaches for solving real development problems. Lecturers attending the ANAFE symposia have contributed to and engaged in the dialogue that informed the production of curricula for agriculture, agroforestry and natural resource education.</p> <p>Conferences and training workshops have provided the critical space needed to foster relationships among institutions and between academia, research and extension organisations.</p>
Impact	<p>The support provided by CTA to ANAFE has contributed towards strengthening the capacity of the secretariat as well as the network member institutions. This is expected to result in a stronger and more sustainable network which is more effective at improving the quality, relevance and application of agricultural and natural resource education in Africa.</p>

10.2 CaFAN

**Activities /
Outputs**

Project management capacity building; improving the financial management and monitoring of CTA contracts; liaising with consultants and resource persons; liaising with CaFAN national focal points; managing the technical scheduling, documentation, communication and reporting functions of CTA contracts.

A workshop on youth in agriculture; upgrading and dissemination of CaFAN stakeholder directory; campaign to mobilise new members and establish national focal points;

survey on CaFAN members' needs; CaFAN participation in regional agricultural exhibitions.

Production/dissemination of CaFAN newsletter; web-based communication; production and dissemination of factsheets; update and dissemination of CaFAN brochure.

**Outcome at
organization
level**

Specific outcomes include increased ability to deliver projects and reports, enhanced ability to leverage resources and partnerships, and better management of organisational expansion and implementation of innovation.

The visibility of CaFAN was enhanced; strengthened membership base through increased stakeholder involvement.

**Outcome at
individual
level**

Increase in youth participation in sector in organisational structures within the farming sector has grown by 50% as a direct result of CaFAN interventions.

Improvement in the production, quality and price of farm produce to the benefit of the wider society.

Strengthening of farmers' capacity to take advantage of market opportunities and improved farm practices.

Impact

CTA support has directly helped the organisation to grow institutionally, increase its visibility and networking, and expand and strengthen its membership base.

10.3 CARDI

Activities / Outputs

Implement e-consultation with wider stakeholder groups to obtain and synthesise key policy messages related to policy perspectives for the conservation, sharing and utilisation of Caribbean crop biodiversity under climate variability and change.

Study conducted on “Establishment and Development of a Regional Farmers and NGO Network in the Caribbean“ which led to survey report, expressions of interest for development of network.

Findings of spice case study presented at a one-day workshop which led to case study report and analyses, recommended next steps.

Outputs according to theme:

ICM: software, methodologies and management protocols.

Agricultural Science, Technology and Innovation: studies, industry maps, and policy recommendations.

Climate change: practical mitigation and adaptation models to policy guidelines and suggested best practice.

Networking: Group formation protocols, necessary preconditions for group/network success.

Research methodology: Documented methodologies for determining research needs, research prioritisation and research utility.

Briefing meeting: Financial and technical instruments.

Web 2.0: Software manipulation.

Media: Podcasts, press stories, video and radio offerings.

Outcome at organization level

CARDI recognised as having science-based positions on climate resilient agriculture. Seen as an engaging organisation willing to learn from the experiences of others.

CARDI provides nurturing secretariat support for proposed network.

CARDI led the recovery effort for the spice industry in Grenada (post hurricane Ivan).

Reciprocal feedback mechanisms put in place such that CARDI steers policy and can proactively design the requisite programmes and projects.

CARDI has gained in-house expertise to communicate with its various publics using internet-based systems. Enhanced capacity to interact with younger stakeholders.

CARDI managers, researchers and technicians have been provided with specific research communication and outreach methods and tools in addition to being equipped to use mass media for communicating with stakeholders.

CARDI staff can link the MTP to more meaningful research and output, use a common instrument for identifying research issues and the adoption of methodologies to deliver output, and report research results in a standard format. A core group can train regional scientists in the use of the methodology.

Outcome at individual level

Enhanced understanding and consensus among stakeholders on key policy issues regarding plant genetic resources (PGR) for agriculture in the context of climate change. Farmers linked to rolled out projects are more capable of managing PGR in selected root crops.

Collaboration between scientists, farmers and other stakeholders strengthened through greater understanding of the ASTI system.

Ten Scientists have the skills to analyse the ASTI system.

Climate change case studies provided on-farm prescriptions to effect mitigation and adaptation measures.

Closer collaboration between scientists in three nations leading to the implementing of climate resilient protocols in a fourth country.

Several entities base their buying and selling behaviour in new markets on CARDI research results.

Impact

The climate change activities are all linked to knowledge systems that have led to verifiable changes in policy direction, on-farm operations and philosophical perspective.

Significant information flows, some knowledge transfer.

Vibrant network filling the void which predicated its formation.

Web 2:0 Providing new channels to farmers and researchers for information.

Media: Heightened sensitivity to a range of issues impacting the agricultural sector and national development in light of climate change.



10.4 EAFF

Activities / Outputs	<p>Managing communication for advocacy by smallholder farmers' organisations in Eastern Africa.</p> <p>Development of EAFF website, including training of EAFF staff on Web 2.0, development of social media tools and e-learning.</p> <p>Climate change and bio-energy conferences, which enabled EAFF to produce policy position papers on climate change and bio-energy.</p> <p>Design and implementation of a coherent and harmonised communication framework and plan for advocacy purposes.</p>
Outcome at organization level	<p>Design and implementation of a coherent and harmonised communication framework and plan for advocacy purposes.</p> <p>The development of policy positions, proposals and messages. Effective communication on climate change and bio-energy. Improved EAFF's capacity.</p> <p>Development of media strategy, EAFF website and use of social media leading to increased visibility for EAFF and its members.</p>
Outcome at individual level	<p>Increased and visible debate on climate change and bio-energy issues due to the improved understanding brought about by the conferences.</p>
Impact	<p>Better interaction with wider policy environment. Strengthened networking among various actors and improved knowledge sharing.</p> <p>Increased visibility for EAFF and its members.</p> <p>Increased and visible debate on climate change and bio-energy issues.</p> <p>Unexpected impacts:</p> <p>Adoption of a CTA financial management system, improved proposal writing skills, improved project management and reporting as well as improved human resource capacity through involvement in CTA re-organisation and conference planning meetings.</p>

10.5 FANRPAN

Activities / Outputs	<p>CTA and other partners have supported the hosting of 10 policy dialogues in Southern and Eastern Africa.</p> <p>Prepared and disseminated 23 policy briefs and 35 newsletters to policymakers and FANR stakeholders; six training workshops for 80 African journalists; prepared and disseminated information on agricultural issues of regional strategic importance through print, radio, tv and digital and social media; updated and maintained website; updated stakeholder directory;</p> <p>conducted case studies on contribution of agriculture to economic growth and policy reduction in Malawi and Mozambique; conducted case studies of youth engagement in agriculture in six African countries.</p> <p>Revision of FANRPAN strategic and operation orientation;</p> <p>strengthen FANRPAN information and communication capacity at regional and national levels; improved FANRPAN's ability to mobilise resources and interaction with potential funding sources.</p>
Outcome at organization level	<p>Raised profile, increased visibility and increased awareness of its activities among a wider audience.</p> <p>Improved capacity to transform policy analyses and recommendations into communication and advocacy products that contribute to national and regional policy discussions.</p> <p>Contributed towards building capacity and skills of youth in conducting research.</p> <p>Increased the network's understanding of the engagement of youth in agricultural value chains.</p> <p>Media training and outreach enabled FANRPAN to draw on a group of journalists that understand and are able to report on FANR issues.</p>
Outcome at individual level	<p>On average regional policy dialogues have been attended by more than 200 participants since 2009 and more than 30 countries were represented. The largest representation was from NGOs and CSOs, followed by governments, research and academic institutions, and the private sector (agri-business).</p> <p>Improved access to FANR material.</p> <p>Improved reporting of journalists on FANR issues.</p>

Impact

Information generated by African policy network is now available to a wider audience with the potential to shape perceptions and contribute to policy discussions.

The website has become a reference point on regional FANR, climate change and youth matters.

The inclusive nature of policy dialogues brings a wide-range of stakeholders together on an equal footing to consider key regional issues.

Improved access to details about FANR stakeholders improves networking and knowledge sharing.



10.6 IPACC

**Activities /
Outputs**

Regional conference on participatory mapping and environmental advocacy, in Namibia;

- regional adaptation and meteorology workshop, in Chad; support for advocacy and side events at UNFCCC COP15 (Copenhagen), COP17 (Durban) and COP18 (Doha).

Participatory 3D mapping in Kenya, Gabon and Chad.

ICT/Web 2.0 training related to climate advocacy.

Support to develop IPACC pan-Africa climate and environment plan.

IPACC Secretariat has hosted the IUCN TILCEPA (Theme on Indigenous Peoples, Local Communities, Equity & Protected Areas) secretariat with the IPACC director of secretariat serving two mandates as the co-chair of this international advisory body.

**Outcome at
organization
level**

IPACC has moved into the domains of climate advocacy, environmental policy and natural resource tenure advocacy.

Greater profile politically and also on the ground with members as a result of participatory mapping.

The use of new media/ICTs for networking and rural advocacy.

IPACC has a growing range of competent partners in human rights and climate/environmental advocacy including international NGOs, church-based partners, UN agencies and training/internship partners.

Bringing indigenous knowledge into the climate change and environmental rights terrain and debates.

Outcome at individual level

Through IPACC, members have access to international spaces, key people, recourse mechanisms, training and internships with other organisations, and sustained contact with other indigenous peoples' groups.

Opportunities for indigenous peoples to meet other indigenous peoples across the world to build a shared identity in the face of their marginalisation.

Members have developed skills, particularly in relation to engagement, negotiation, and building relationships.

Indigenous peoples' organisations have developed a far higher profile over the past few years and acquired a certain status in debates across Africa.

Members and leaders served in the last three years as experts on the UN Permanent Forum on Indigenous Issues (UNPFII), on EMRIP and on the UNEP Major Groups body.

Impact

IPACC has influenced a "very large" society with the signing of the UN Declaration on the Rights of Indigenous Peoples (UNDRIP) in 2007. With the signing of the UN Declaration, international norms, standards and instruments are largely in place to ensure the Declaration holds.

The rise of an indigenous peoples' movement, applauded by many and reviled by others, has been a major restructuring of African civil society.

IPACC and its members are recognised by African states as the representative body of indigenous peoples in Africa.

The participatory 3D mapping work in Gabon led to PIDP-Kivu in the DRC to conduct a series of participatory mapping projects in areas around protected areas in the lower altitude areas of Kahuzi-Biega National Park.

IPACC's status led IUCN to award IPACC two coveted slots at its World Conservation Congress in 2012 and an advisory role for the influential World Parks Congress in 2014.

10.7 KENAFF

<p>Activities / Outputs</p>	<p>Training of farmers in 20 field schools; training for commodity associations; staff training courses on ICT and communication.</p> <p>Development of an effective ICM system and structure – 10 RICs fully equipped; information communication through radio and TV programmes; use of mobile phone SMS services in information delivery.</p> <p>Organisational brochure, monthly newsletter, stickers, posters, fliers and other promotional material for members .</p> <p>Linking farmers to the internet in “Linking local learners”.</p> <p>Collecting information on current innovations and storing on KENAFF database and publishing on website</p>
<p>Outcome at organization level</p>	<p>KENAFF staff members have improved their skills, are considerably more computer literate and are able to offer better services to members; through the proposal writing trainings, members of staff have increased their fundraising capacities. KENAFF staff and members have been able to gain from sharing experiences with other farmers from all over E Africa.</p> <p>Visibility and credibility of KENAFF has improved; KENAFF is consulted at high levels on agricultural issues and is engaging with more and bigger partners and chairing various forums such as the Agricultural Committee of Kenya Private Sector Alliance, Kenya Climate Change Working Groups, among others.</p> <p>Increased membership and wider geographical coverage.</p> <p>KENAFF’s advocacy mandate has been expanded and its voice in lobby and advocacy legitimised.</p>
<p>Outcome at individual level</p>	<p>Improved communication between farmers and other stakeholders.</p> <p>Members have benefited from ease of access to timely, relevant and credible information.</p>
<p>Impact</p>	<p>A nationwide information infrastructure has been set up which has significantly impacted on the needs of farmers.</p> <p>KENAFF now attracting more, longer-term and closer partnerships with major donors.</p> <p>KENAFF built the capacity of farmers’ organisation in the region on ICT through knowledge management acquired from the CTA partnership.</p>

10.8 RTN

Activities / Outputs	<p>Participation in telecentre sustainability workshop, in Lusaka; participation in the India Study tour: Africa-India Dialogue on ICT, 2010; organising workshop for telecentre managers in Rwanda.</p> <p>Conducting a telecentre baseline study in Rwanda; establishing the RTN web presence; Web 2.0 learning opportunity in Rwanda.</p> <p>Facilitation of CTA delegation visits to Rwanda.</p>
Outcome at organization level	<p>Increased sustainability of RTN and its members. RTN has evolved and transformed into a strong organisation locally, with a management structure, staff, telecenters and partners/stakeholders.</p> <p>Study tour to India has enabled RTN to replicate the India telecentre model in Rwanda (case of 1,000 telecenters). RTN has also forged strong partnership with the government through RDB who own most of the public telecentres.</p> <p>Increased RTN membership. Easy contact and collaboration with members. Improved image of RTN amongst stakeholders.</p> <p>The adoption and use of Web 2.0 skills among RTN staff. Web 2.0 training becomes an income generating activity for RTN.</p> <p>Improved networking and knowledge exchange among telecentre operators.</p>
Outcome at individual level	<p>Increased awareness of RTN in Rwanda. Increased RTN visibility among rural ICT entrepreneurs as well as international level. Improved image of RTN among stakeholders.</p> <p>Beneficiaries have access to training and business support services.</p>
Impact	<p>Improved understanding and appreciation of telecentres in Rwanda and their operation mode.</p> <p>Increased employment in rural areas.</p> <p>Improvement of online information exchange on ICT4D in Rwanda.</p> <p>Increased knowledge and use of Web 2.0 technologies in Rwanda.</p> <p>PPP model has been forged between RTN, CTA and MINAGRI on ICT promotion for rural farmers.</p> <p>Improved information sharing among institutions and practitioners in ICT4D.</p>

10.9 RUFORUM

**Activities /
Outputs**

153 staff and student participation in at least seven international conferences; creation of awareness and advocacy for higher agricultural education through organising of workshops and conferences such as CHEA.

Skills enhancement training courses for over 200 graduate students, and research scientists (including on IKM4D, SDM, proposal and scientific writing, Web 2.0,

M&E smart toolkit, ASTI etc).

Co support with the African-wide women and young professionals in science competitions; at least four projects were implemented with CTA as associate partner.

Provided support to RUFORUM universities for specific resource mobilisation; facilitated establishment of links between RUFORUM member universities with other organisations, projects and networks in the ACP region.

**Outcome at
organization
level**

Improved visibility & influence of RUFORUM as a key reference platform for HAE; participants in jointly organised conferences, side events & training events; Increased capacity of individuals.

Increased competitiveness of the network: more grants won under ACP-EU EDULINK, ACP-S&T, and ACP-EU intra academic mobility.

Increased opportunities for collaboration between RUFORUM network and other actors in the ACP region; Enhanced reach of RUFORUM: e.g. with ANAFE to West Africa; supporting formation of network (Pacific Islands Universities Research Network - PIURN).

Enhancing quality of the regional graduate training programmes: e.g. partnership with Agrinatura; allowing RUFORUM member universities to draw in best practices e.g. Earth University.

Outcome at individual level

Improved knowledge and skills for staff and students.

Creation of enabling environment for quality training and research (improvements in policies, procedures, infrastructure and logistical support).

Heightened awareness of quality assurance and leadership & management issues in universities.

72 university & 57 students staff won research grants.

Increased engagement with value chain actors.

Impact

Catalysed change in university policy on curriculum development.

Improved focus on TAE in the ACP region.

An increase in the awareness of policymakers of the need to support TAE in Africa.





RECOMMENDATIONS FOR FUTURE CTA SUPPORT/ ENGAGEMENT

11

“CTA should recognise the enhancement of its brand in the region and consolidate relations with CARDI...”

ANAFE: CTA support has greatly contributed to the capability of the ANAFE secretariat and member institutions to relate, as well as to deliver services. This support has been activity based, which occurs when a CTA event is found to coincide with the needs of the organisation. The main recommendation is that **CTA support is made known publicly on a regular basis**; ANAFE will then be better placed **to predict and plan for joint activities with CTA**.

CaFAN: CTA should continue to support CaFAN's capacity building and information dissemination activities. CaFAN should seek to further institutionalise the reporting functions of national focal points and **CTA should consider supporting further institutional building for the organisation**. Greater institutional capacity needs to be built in M&E.

CARDI: The areas of 'learning' and 'cohering' are prime candidates for CARDI-CTA investment in the future. The logical framework should be modified based on cultural context, and design of projects/ activities should be outcome oriented and sustainable. Weak areas in the 5Cs assessment should be investigated with an aim to improve, whilst strong areas should be reviewed and not taken for granted. The work in the areas of Web 2.0, climate change and media engagement display positive results and further study of these areas would be beneficial. Research results should be promoted to multiple audiences. **CTA should recognise the enhancement of its brand in the region and consolidate relations with CARDI** given the positive return on investment of CTA funds.

EAFF: Observed shortcomings of CTA projects included short and uncertain durations, long lags in disbursement of approved funds and over-emphasis on tangible products that constrained proposals intended to tackle policy issues due to the elusive nature of policy influencing. Recommendations include **continued support in documentation and formulation of M&E** at the institution level, and establishment of baseline studies and to consider supporting human resource capacity building.

FANRPAN: CTA's funding was largely provided on an annual basis or for relatively short periods, which made the funding less predictable and limited FANRPAN's ability to plan activities for significant periods of time. Disbursing lump-sum funding that could be used for longer periods and/or agreeing on a number of activities that CTA would be able to support over a medium-term period would make it easier for FANRPAN to plan its activities. CTA support largely did not provide for staff input, but **funding for a dedicated staff member working on CTA-funded projects** may be more cost effective, and **could improve project delivery and strengthen the capacity of the regional secretariat**. FANRPAN was also overburdened by extensive reporting requirements.

IPACC: CTA projects and support have led to greater profile politically and also on the ground with members as a result of participatory mapping, its traditional knowledge strategy on climate and environmental advocacy, and the use of new media/ICTs for networking and rural advocacy. However, IPACC needs more **resources to develop traditional knowledge climate adaptation guidelines and engage more with Africa Group negotiators prior to COPs.** IPACC also needs stronger technical partnerships with others doing community-based adaptation and pastoralist advocacy and rights work in Africa.

KENAFF: With CTA support, the organisation has become more visible, more vibrant and grown to include more partnerships, which have resulted in more funding. Communication within the organisation and with the outside world has greatly improved, easing sharing of information and enhancing service delivery. Members have benefited from ease of access to timely, relevant and credible information. Other stakeholders are able to communicate with farmers with ease through blogs, resource websites and email. **No specific recommendations given.**

RTN: CTA support has led to a number of key results including attending workshops and conferences to exchange information and share experiences with other telecentre practitioners; RTN institutional structures and capacity has been strengthened. RTN has increased its capacity to negotiate, and as a result achieved the rights to host the NetAfrica project, participate in NICI III planning, and implement the community development cluster, amongst other activities. However, CTA support did not have a clearly defined scope and a M&E plan. It is recommended to **incorporate monitoring plans in future projects.** RTN should seek more partnerships going forward so as to strengthen the telecenter movement campaign in Rwanda and enable RTN to implement the 1,000 telecenters plan; there is a need to secure more partnerships and push for implementation as soon as possible.



ANNEXES

12

12.1 List of Participants in the CcIPA impact study

ACP-EU Technical Centre for Agricultural and Rural Cooperation (CTA)

- 1 Dr. Ibrahim Khadar
- 2 Ms. Tarikua Woldetsadick

Food, Agriculture and Natural Resources Policy Network (FANRPAN)

- 3 Mr. Tshilidzi Madzivhandila
- 4 Ms. Sharon Alfred
- 5 Ms. Siphokazi Phillip

African Network for Agriculture and Forestry Education (ANAFE)

- 6 Dr. Amadou Issaka
- 7 Dr. Sebastian Chakeredza
- 8 Mr. Alfred Ochola

Kenyan National Farmers Association (KENFAP)

- 9 Dr. Jhon Mutunga
- 10 Ms. Stellah Nyagah
- 11 Ms. Nancy Yawera

Rwanda Telecentres Network

- 12 Mr. Paul Barera

Indigenous peoples of Africa Coordination Committee (IPACC)

- 13 Dr. Nigel Crawhall

Caribbean Research Development Institute (CARDI)

- 14 Mr. Maurice Wilson
- 15 Mr. Allister Glean

Caribbean Farmers Network (CaFAN)

- 16 Dr. Cleve Scot

Regional Universities Forum for Capacity Building in Agriculture (RUFORUM)

- 17 Mrs. Agnes Obua-Ogwal

East African Farmers Federation (EAFF)

- 18 Ms. Joyce Wanjiru

EU-based M&E Specialists

- 19 Mr. Dick van Blitterswijk *MDF, Netherlands*
- 20 Mr. Jan Brouwers *CDI-WUR, Netherlands*
- 21 Mrs. Eunike Spierings *ECDPM, Netherlands*
- 22 Mr. Harsha Liyanage *eNovation, UK*
- 23 Ms. Sara Gwynn *Independent consultant*
- 24 Mr. Domien Bruinsma
Independent consultant

Local/ ACP-based M&E Specialists

- 25 Mrs. Enid Kaabunga *Consultant (ANAFE)*
- 26 Mr. Steve Maximay *Consultant (CARDI)*
- 27 Ms. Shantal Munro *Consultant (CARDI)*
- 28 Dr. Paul Gamba *Consultant (EAFF)*
- 29 Mr. Edward Mbaya *Consultant (EAFF)*
- 30 Ms. Karen Lock *Consultant (FANRPAN)*
- 31 Ms. Davine Thaw *Consultant (IPACC)*
- 32 Mr. Daniel Gachichi *Consultant (KENAFF)*
- 33 Mr. Moses Twesigye *Consultant (RTN)*
- 34 Mr. Godfrey Kabobyoy *Consultant (RUFORUM)*

12.2 Sources

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12.3 Evaluation questions

In-Depth Study Phase of the Joint Impact Assessment of CTA Support to ACP Organisations and Networks.

CaFAN is undertaking a joint Impact Study commissioned by the Technical Centre for Agricultural and Rural Cooperation (CTA). The objective of the study is to understand how CTA and its partner organisations and networks have been benefiting from their past and current collaboration.

Here are a few questions aimed at helping us understand how you see CaFAN. Please write your response below each question. Your response(s) can focus on your country or the entire region.

- Describe how you feel about the way in which CaFAN has engaged local and regional authorities.

- What impact has the engagement with local and regional authorities achieve from the policy perspective?

- How have farmers livelihoods changed materially as a result of the engagement and the influence of CaFAN?

- How do you feel about CaFAN's use of volunteer staff or support?

- How would you describe the profile/quality of CaFAN's volunteer staff?

- How do you feel the employment of full-time staff by CaFAN will impact CaFAN?

- How do you feel CaFAN's employment of full-time staff will impact your organisation?

- Describe your views on members' commitment to CaFAN.

- How does CaFAN's decision-making structures work?

- How can CaFAN's decision-making structures be improved?

- Feel free to make any other point you wish on any or all of these issues: the leadership and management of CaFAN; CaFAN's mandate; or CaFAN's reputation.

The Technical Centre for Agricultural and Rural Cooperation (CTA) is a joint international institution of the African, Caribbean and Pacific (ACP) Group of States and the European Union (EU). Its mission is to advance food and nutritional security, increase prosperity and encourage sound natural resource management in ACP countries. It provides access to information and knowledge, facilitates policy dialogue and strengthens the capacity of agricultural and rural development institutions and communities.

CTA operates under the framework of the Cotonou Agreement and is funded by the EU.

For more information on CTA visit, www.cta.int

Contact us

CTA

PO Box 380

6700AJ Wageningen

The Netherlands

Tel: +31 317 467100

Fax: +31 317 460067

Email: cta@cta.int



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