

# JOINT IMPACT ASSESSMENT OF CTA'S SUPPORT TO CARDI



(2003-2013)

Allister Glean and Steve Maximay

## 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 CARDI

“For over 40 years the Caribbean Agricultural Research and Development Institute (CARDI) has been steadfast in providing sterling contributions to the growth and development of the agricultural sector of Member Countries of the Caribbean Community (CARICOM). The current members are Antigua and Barbuda, Barbados, Belize, Cayman Islands, Dominica, Grenada, Guyana, Jamaica, Montserrat, St. Kitts and Nevis, St. Lucia, St. Vincent and the Grenadines and Trinidad and Tobago. The Heads of Governments of CARICOM in 1975 established CARDI to serve the agricultural research and development needs of the Member Countries within CARICOM. In this context, CARDI as the only regional agricultural institution identified in the Revised Treaty of Chaguaramas has a critical role to play in the implementation and co-ordination of key Technology and Information Systems (TIS). CARDI, through national consultations in Member Countries and focusing on value chain development and enhancement, is impacting on the regional food basket through commodity programmes – small ruminants, sweet potato, and other root crops, cereals and grain legumes, hot peppers and fruits and vegetables.”

## 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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# Table of contents

<b>Table of Contents</b>	<b>4</b>	<b>3 In-depth report</b>	<b>34</b>	<b>PART B</b>	<b>PART C</b>
<b>Contacts</b>	<b>6</b>	3.1 Sampling frame and key questions	35	<b>Explanation on the CCIPA model &amp; process</b>	<b>Key findings from all nine reports</b>
<b>Acknowledgements</b>	<b>7</b>	3.1.1 <i>Process and Methodology...</i>	38	<b>5 Overview of the CCIPA model</b>	<b>54</b>
<b>Acronyms</b>	<b>8</b>	3.2 Findings: Impact of selected activities	39	5.1 Introduction	<b>7 Introduction</b>
<b>Executive Summary</b>	<b>9</b>	3.3 Effects of representative media activities	42	5.2 Context in which the CcIPA model was designed	<b>56</b>
<b>PART A</b>	<b>12</b>	3.4 Effects of climate change activities	45	5.3 Implementing the impact study through different phases	<b>8 Brief descriptions of the organisations</b>
<b>The Joint impact Assessment</b>	<b>12</b>	3.5 Analysis	50	5.4 The CcIPA model explained	<b>70</b>
<b>1 Introduction and Background</b>	<b>14</b>	3.5.1 <i>Effects of Web 2.0 training</i>	50	a. <i>Conceptualisation of CcIPA</i>	<b>9 Selected findings on the capacity of the organisations</b>
1.1 About CARDI	15	3.5.2 <i>Representative media activities</i>	50	b. <i>Application of CcIPA</i>	<b>74</b>
<b>2 The Quick Scan</b>	<b>17</b>	3.5.3 <i>Effects of climate change activities</i>	50	<b>6 Lessons learned from impact study and next steps</b>	9.1 Capability to act and commit
2.1 Design and Approach	18	<b>4 Conclusion</b>	<b>51</b>		9.2 Capability to adapt and self renew
2.2 Process of conducting the quick scan	19	4.1 Where to from here?	53		9.3 Capability to deliver
2.3 Applying the 5Cs model	20				9.4 Capability to relate
2.4 The logical framework analysis of CARDI	24				9.5 Capability to achieve coherence
2.4.1 <i>...at the Organisational Level</i>	24			<b>64</b>	<b>10 Key findings from logical framework analysis</b>
2.4.2 <i>with the Direct Beneficiaries</i>	27			10.1 ANAFE	<b>84</b>
2.4.3 <i>with Indirect Beneficiaries</i>	29			10.2 CaFAN	85
2.5 The 5 Core Capabilites of CARDI	30			10.3 CARDI	86
2.5.1 <i>...to Act and Commit</i>	30			10.4 EAFF	87
2.5.2 <i>to Adapt and Renew</i>	30			10.5 FANRPAN	90
2.5.3 <i>to Deliver Products and Services</i>	30			10.6 IPACC	91
2.5.4 <i>to Relate</i>	31			10.7 KENAFF	93
2.5.5 <i>to Achieve Coherence</i>	31			10.8 RTN	95
2.6 The Way Forward	31			10.9 RUFORUM	96
					97
					<b>11 Recommendations for future CTA support/engagement</b>
					<b>99</b>
					<b>12 Appendices</b>
					<b>102</b>
					12.1 List of Participants in the CcIPA impact study
					103
					12.2 Complete Logical Framework Analysis Table
					104



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Within the CARDI network there was enthusiastic and timely support from all levels of staff and especially from Executive Management at the Head Office. The most significant inputs however, came from the interviewees who willingly granted access to their workplaces and gave detailed descriptions of their changed perspectives and perceptions about the agricultural sector and rural development.

## Acronyms

<b>ACM</b>	Association of Caribbean Media-workers	<b>HR</b>	Human Resource
<b>ACP</b>	African Caribbean and Pacific	<b>ICM</b>	Information and Communication Management
<b>ANAFE</b>	The African Network for Agriculture, Forestry and Natural Resources Education	<b>IPACC</b>	The Indigenous People of Africa Coordinating Committee
<b>ASTI</b>	Agricultural Science, Technology and Innovation	<b>KENFAP</b>	Kenyan National Federation of Agricultural Producers
<b>CaFAN</b>	Caribbean Farmers Network	<b>LME</b>	Learning, Monitoring and Evaluation
<b>CARDI</b>	Caribbean Agricultural Research and Development Institute	<b>PA</b>	Protected Agriculture
<b>CARICOM</b>	Caribbean Community	<b>QR</b>	Quick Response
<b>CcIPA</b>	Capacity Centered Impact Pathway Analysis.	<b>PGR</b>	Plant Genetic Resources
<b>CTA</b>	Technical Centre for Agricultural and Rural Cooperation	<b>RBM</b>	Results Based Management
<b>CWA</b>	Caribbean Week of Agriculture	<b>RRC</b>	Regional Research Centre
<b>DIKUW</b>	Data, Information, Knowledge, Understanding, Wisdom	<b>RTN</b>	Rwanda Telecentres Network
<b>EAFF</b>	Eastern Africa Farmers Federation	<b>RUFORUM</b>	Regional Universities' Forum for Capacity Building in Agriculture
<b>EU</b>	European Union	<b>SME</b>	Small and Medium Enterprises
<b>FANRPAN</b>	Food, Agriculture and Natural Resources Policy Analysis Network	<b>TTABA</b>	Trinidad and Tobago Agribusiness Association
		<b>VoIP</b>	Voice over Internet protocol

## Executive Summary

This In-depth assessment of the impact of CTA funding, through joint initiatives with CARDI, is the culmination of a three-phased undertaking. The in-depth assessment results coincide significantly with the findings of the first two phases of the Capacity Centered Impact Pathway Analysis (CcIPA). The impacts documented herein are reinforced by the use of embedded quick response codes that link to the “proof” of impact whether such impact is in changed perception, improved operations or personal/ institutional development.

CARDI conducted its CcIPA by reviewing its collaboration with CTA over the period 2004 to 2012. For ease of analysis, and in recognition of the internal and contextual changes that took place in CARDI over the period, two distinct but complementary eras were assessed, 2004-2007 and 2008-2012. There were subtle and progressive changes in the nature of the deliverables from 2004 to 2012. In terms of project complexity, there was an increasing trend towards projects involving more intricately linked activities with measurable outputs.

As a consequence of the project-based funding arrangements between CTA and CARDI there was a concentration on tangible deliverables that could be verified within the project timeline. The deliverables were primarily outputs as opposed to the eventual outcomes at the heart of a CcIPA. In all of the CTA-CARDI collaborations, including those not a part of the CcIPA, all the listed deliverables were verified as part of financial accountability procedures.

The CcIPA projects were representative in terms of scope, geographical range, chronological sequence and CTA financial investment. Total listed value of the projects is 1,151,554.60 Euros, with the ten 2004-2007 projects worth 454,272.35 Euros and the latter ten worth 697,282.25 Euros (a difference between the two groups of an estimated €100,000, if constant 2007 prices are used). The partnership between the two organizations spans over close to two decades but the period covered is between 2004 and 2012 and is valued at 1,773,812 Euros.

The three areas upon which the “in-depth” focus was brought to bear were truly reflective of the range of thematic nodes supported by CTA-CARDI. The three areas involved technology, skills development, and policy formulation and were best evidenced through interventions via Web 2.0, Representative Media, and Climate Change, respectively.

The representative Web 2.0 activity included in the review process was successful and timely.

*“The information and techniques emboldened the participants to use additional formats to inform and guide stakeholders.”*

It planted internet-based ideas in the minds of a range of agricultural professionals with respect to new methodologies and platforms. The seminars in Web 2.0 raised the levels of in-house expertise to communicate with various publics using internet-based systems. It enhanced participants’ capacity to interact with younger stakeholders and there was archived evidence that the training course-packs were shared with peers. The information and techniques emboldened the participants to use additional formats to inform and guide stakeholders.

The two major activities, emanating from the representative media theme selected, were a sensitization workshop and coverage of the Caribbean Week of Agriculture. The range of assessed deliverables included Podcasts, press stories, video and radio offerings. In another dramatic indication of the interconnectedness of the CARDI-CTA themes, one of the remarkable success stories includes the amalgamation of new media and agricultural journalism. These analyzed media activities were successfully completed and led to significant impacts. More prominence accrued to the CARDI brand as the Association of Caribbean Media-workers was able to apprise a wider array of stakeholders of CARDI research findings and practical solutions. The Media engaged the gamut of stakeholders from producers to policy makers and gave prominence to their individual perspectives.

The verifiable outcomes included heightened sensitivity to a range of issues impacting the agricultural sector and national development in light of climate change. There were confirmed instances where the temporarily raised profile of the sector afforded stakeholders bargaining power with State and

funding authorities. The empathetic reporting of stakeholder concerns engendered a greater sensitivity to the natural and man-made constraints to mitigation and adaptations strategies. Testimonies by leading Caribbean journalists are reported herein. Many of those remedial or proactive strategies required cross-sectoral cooperation and Government policy harmonization.

The deliverables under the Climate Change theme ranged from practical mitigation and adaptation models, policy guidelines, and internationally significant cutting edge research to on farm best practice. These projects reflected the shift towards interrelated activities each with core deliverables. These outputs were synchronized into quantifiable outcomes. Although funded as projects, 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. The use of e-consultations broadened the participatory base for virtual attendance at the live workshops. The case studies provided on-farm prescriptions to effect mitigation and adaptation measures. Linking the case studies, Caribbean-focused climate modeling to professionally packaged media sound bytes, webcasts and print articles led to wider public education.

The success factors for the CARDI-CTA collaborations are the intra- and inter-sectoral linkages. Examples provided in this report abound and include the fact that a CTA-sponsored workshop may have led participants to access greenhouse technology and hardware through a related initiative funded by a Government or a regional institution.

Another CTA activity may have facilitated closer collaboration between scientists in three nations leading to the implementing of climate resilient protocols in a fourth country.

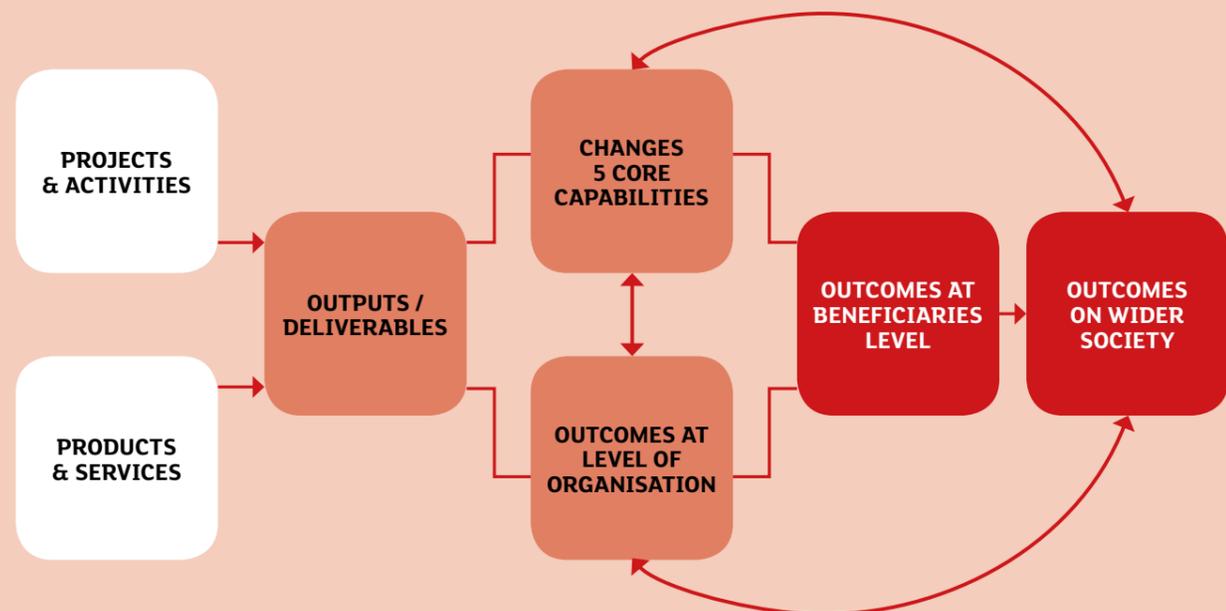
Conclusive evidence is provided that the CTA-CARDI collaborations have generated real-world impacts that not only redound to the initial benefit of Caribbean agriculture but have the potential to positively affect agriculture in Climate analogues.



# PART A: THE JOINT IMPACT ASSESSMENT

(THIS SECTION COMBINES THE QUICK SCAN REPORT  
AND THE IN-DEPTH REPORT OF THE CcIPA STUDY)

The Capacity-centred Impact Pathway Analysis Model



# INTRODUCTION & BACKGROUND

## 1.1 About CARDI

The agricultural sector in the Caribbean Region was served by a Regional Research Centre (RRC) from 1955 to 1975. Its programme of research had a heavy emphasis on the primary export crops, with subsequent inroads in to Food Crops, Plant Breeding, Stored Products, Herbicides and Statistics. However, the Governments saw the need for an organization that would be more responsive to the research priorities that had shifted by then to food crops for local consumption and non-traditional commodities for export.

With the commitment to the reorganization and diversification of agriculture, it was felt that an organization with the competence of the staff of the RRC had a major role to play in research as well as in regional agricultural development. Therefore, the CARICOM Heads of Government, based on the findings of a Mission it appointed, approved the formation of an agricultural research and development institute. Thus, in 1975 The Caribbean Agricultural Research and Development Institute (CARDI) was born. In the broad objectives set out in the articles of agreement establishing CARDI, the Institute was charged with providing for the research and development needs of the agriculture sector of the region as identified in national plans and policies, as well as providing an appropriate research and development service to the agricultural sector of member countries.

CARDI, with a staff of an estimated 150 persons, has a physical presence in 12 countries, namely Antigua and Barbuda, Barbados, Belize, Dominica, Grenada, Guyana, Jamaica, Montserrat, St Kitts–Nevis, St Lucia, St Vincent and the Grenadines, and Trinidad and Tobago.

These governments provide the funding for the Institute's core budget according to an agreed formula, while funding for projects comes from donor or contracting agencies. The donor/contracting agencies include, inter alia, Japanese and Canadian international development entities, the Caribbean Development Bank, the World Bank, Food and Agriculture Organisation, Inter-American Institute for Cooperation on Agriculture and the Technical Centre for Agricultural and Rural Cooperation (CTA).

The CTA and CARDI have a long standing relationship spanning over twenty six years. Over the period, the CTA has made a number of interventions through CARDI. In addition, up to 2009 CARDI served as the Regional Branch Office of the CTA. However, in moving forward and seeking to learn from its past programmes and strategies, the CTA decided to conduct an impact assessment of its interventions in African Caribbean and Pacific (ACP) countries via its partnership with various entities.

The study allows for the identification of new means of partnering that will support capacity development at the organisational level while allowing for the determination of the true impact from the interventions. As stated before, in charting its way forward, this assessment will facilitate improved development by the CTA of its partnership strategy while partner entities can benefit from improved appreciation of their own capacity building interventions and partnership work.

This model used for the conduct of the study has three elements that also formed the basis of its three components. The first component was the Deliverables, where the various activities/projects undertaken through the partnership between CTA and the organisation in question are described. The second component, the Capacities, notes where the changes occurred in the organisation itself over the period of years covered by the study. The third component, the Impact, measures the changes that occurred as a result of the partnership with CTA or as a result of the organisation's own work.

This introductory note draws from the Terms of Reference provided by CTA in October 2012 as well as the findings of the Quick Scan and the Mid-Term Progress Review Meeting held in Harare, Zimbabwe from June 10-12, 2013.

In conformity with an impact analysis exercise aimed at evaluating CTA's contribution to CARDI's effectiveness, a number of evaluations were conducted. These evaluations were in keeping with the first two components of the study. Firstly, CARDI completed a self-assessment of its core capabilities and analytically reviewed CTA-financed interactions over the period 2004-2012. The Five Capabilities (5C) model was used with a six-person focus group. In addition, the activities associated with 20 CTA-funded projects were analysed using a logical framework. The 20 projects were selected by a CARDI leadership team, which included the executive director. The selected projects were representative in terms of thematic scope, geographical range, chronological sequence and CTA financial investment. The total listed value of the selected projects is €1,151,554.60, with ten 2004-2007 projects worth €454,272.35 and ten 2008-2012 project worth €697,282.25 (a difference between the two groups of about €100,000, if constant 2007 prices are used).

*“The selected projects were representative in terms of thematic scope, geographical range, chronological sequence and CTA financial investment.”*

# THE QUICK SCAN



## 2.1 Design and Approach

This model proposed for the conduct of the study had three elements, which will also form the basis of the three components of the study. The first component is called the Deliverables. This is where the various activities/projects undertaken through the partnership between CTA and the organisation in question is described. The second component is called the Capacities. This is where the changes that occurred on the organisation itself over the period of years concerned by the study (as highlighted earlier) is described. The third component is called the Impact. This is where the changes that occurred as a result of the partnership with CTA or as a result of the organisation's own work are described.

In conformity with an impact analysis exercise aimed at evaluating CTA's contribution to CARDI's effectiveness, a number of evaluations were conducted. These evaluations were in keeping with the first two components of the study.

Firstly, CARDI did a self-assessment of its core capabilities and analytically reviewed CTA-financed interactions over the period 2004-2012. The Five Capabilities Assessment Scan method was used with a six-person focus group. In addition, the activities associated with twenty CTA-funded projects were analyzed using a modified Logic Model. The twenty projects were selected by a CARDI leadership team, which included the Executive Director. The selected projects were representative in terms of scope, geographical range, chronological sequence and CTA financial investment. Total listed value of the selected projects is 1,151,554.60 Euros, with the ten 2004-2007 projects worth 454,272.35 Euros and the latter ten worth 697,282.25 Euros (a difference between the two groups of an estimated €100,000, if constant 2007 prices are used)

## 2.2 Process of conducting the quick scan

CARDI conducted its CcIPA by reviewing its collaboration with CTA over the period 2004 to 2012. For ease of analysis, and in recognition of the internal and contextual changes that took place in CARDI over the period, two distinct but complementary eras were assessed, 2004-2007 and 2008-2012. There were subtle and progressive changes in the nature of the deliverables from 2004 to 2012. In terms of project complexity, there was an increasing trend towards projects involving more intricately linked activities with measurable outputs (figure 1).

As a consequence of the project-based funding arrangements between CTA and CARDI there was a concentration on tangible deliverables that could be verified within the project timeline. The deliverables were primarily outputs as opposed to eventual outcomes. In all of the CTA-CARDI collaborations, including those not a part of the CcIPA, all the listed deliverables were verified.

For the purposes of the current analysis, the deliverables reviewed were internally categorized under 8 thematic areas (Table 1).

**Figure 1: Mean number of activities per project by calendar year** —◆— Mean #Activities



## 2.3 Applying the 5Cs model

### Information and Communication Management

The deliverables within the Information and Communication Management realm were primarily software, methodologies and management protocols. The activities achieved the listed objectives with regard to the outputs and there were significant information exchanges. However, investigations confirmed that the information flow was not always converted to knowledge management. There were systemic issues in the design of projects which impacted on transfer of knowledge along the DIKUW<sup>1</sup> continuum. The Data was converted to Information, which should have then been made part of a Knowledge system leading to overall Understanding and the Wisdom to make decisions. Although the expected outcomes for the ICM activities were ostensibly wise decision-making, the projects only measured tangible deliverables. Consequently, in all of these CTA-CARDI collaborations, CARDI was always very efficient in terms of producing the deliverables within budget and project timeline. However, overall effectiveness was often hampered by inadequate follow-up procedures beyond the project timeline.

### Agricultural Science, Technology and Innovation

A number of the Deliverables under the Agricultural Science, Technology and Innovation (ASTI) rubric included Case studies, industry maps, and policy recommendations. CARDI recorded congruence between expected and actual deliverables in all the cases reviewed.

A typical ASTI CTA/CARDI project would involve a case study of a chosen sub-sector including conducting a system-wide survey of key actors.

- The absence of post project follow-up documentation or reporting requirement from CTA has revealed some noteworthy issues
  - While CARDI has been very efficient (with respect to on-time delivery and financial accountability) it has not been equally effective. This refers specifically to the limited focus on outcome oriented interventions.
  - The Results Based Management (RBM) model favoured by CTA set the bar at efficient throughput and not necessarily sustained effectiveness
  - The preceding point was often aggravated as a result of project-by-project funding thereby setting discrete short-term targets

The systematic analyses of the subsectors revealed main actors and industry circumstances but were unable to navigate the systemic issues. If the table egg Industry is used as an example, a systemic review would include the full range of determinants including national/international trade relationships, health and wellness issues, hatching egg availability, and overarching Government policy. The ASTI projects supplied useful information and policy direction but did not result in the transformation of any subsector because of the incomplete level of analysis undertaken. Systematic analyses of discrete aspects of complex systems will invariably not capture the whole, irrespective of how well the parts were summed.

### Climate Change

The deliverables under the Climate Change theme ranged from practical mitigation and adaptation models to policy guidelines, and suggested best practice. These projects reflected the shift towards interrelated activities each with core deliverables. These outputs were synchronized in to quantifiable outcomes. Although funded as projects, 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. The use of e-consultations broadened the participatory base for virtual attendance at the live workshops. The case studies provided on-farm prescriptions to effect mitigation and adaptation measures. Linking the case studies, Caribbean-focused climate modeling to professionally packaged media sound bytes, webcasts and print articles led to wider public education.

What has worked for the Climate Change activities, are the intra- and inter-sectoral linkages. A CTA-sponsored workshop may have led participants to access greenhouse technology and hardware through a related initiative funded by a Government or a Regional Institution. Another CTA activity may have facilitated closer collaboration between scientists in three nations leading to the implementing of climate resilient protocols in a fourth country.

### Networking

The project that dealt with networking recorded the most significant and lasting impact. The network background study and assessment of readiness stood it in good stead. The network supported in 2004 is alive and well in 2013.

Post project commitment to the network enabled issues to be targeted as they arose, plus the deep research into the felt and unfelt needs of farmers and their organizations were taken into account. Partner coalescence and strong leadership have also enabled the observed impact of the networking project. The particular network is still partnering with CTA and is part of the CcIPA.

### Research Methodology

Executing Research Methodology themed projects yielded documented methodologies for determining research needs, research prioritization and research utility. This type of activity worked because there was an inherent focus on thematic research along the lines of well-documented priority areas or sectors. There were always agencies and groupings waiting to utilize the deliverables from the project to solve current problems. Additionally, the Research was deemed reliable and in many cases validated by stakeholders under local conditions or policy environments.

### Briefing Meeting

The Briefing Meeting theme yielded financial and technical instruments as the main deliverables. It worked for direct beneficiaries because it tackled the most urgent item in a comprehensive manner. At a barest minimum the topic gained prominence during the CTA-funded activity. In the particular Briefing Meeting reviewed for the CcIPA, stakeholders were apprised of issues and possible solutions in the areas of challenges to Small and Medium Enterprises' (SME) development, financing food production and the overall repositioning of agriculture.

<sup>1</sup> Data, Information, Knowledge, Understanding, Wisdom

## Web 2.0

The representative Web 2.0 activity included in the review process was successful and timely. It planted an idea in the minds of agricultural communication professionals with respect to new methodologies and platforms. The seminar raised the levels of in-house expertise to communicate with various publics using internet-based systems. It enhanced participants' capacity to interact with younger stakeholders and there was anecdotal evidence that the training course-packs were shared with peers. The information and techniques emboldened the participants to use additional formats to inform and guide stakeholders.

## Representative Media

The two major activities, emanating from the representative media theme selected, were a sensitization workshop and coverage of the Caribbean Week of Agriculture 2012. The range of deliverables included Podcasts, press stories, video and radio offerings.

These activities were successfully completed and occasioned some documented impacts. More prominence accrued to the CARDI brand. Specifically, the Association of Caribbean Media-workers was able to apprise a wide array of stakeholders of CARDI research findings and practical solutions. The media engaged the gamut of stakeholders from producers to policy makers and gave prominence to their individual perspectives

The immediately verifiable outcomes included heightened sensitivity to a range of issues impacting the agricultural sector and national development in light of climate change. There were confirmed instances where the temporarily raised profile of the sector afforded stakeholders bargaining power with State and funding authorities. The empathetic reporting of stakeholder concerns engendered a greater sensitivity to the natural and man-made constraints to mitigation and adaptations strategies. Many of those remedial or proactive strategies require cross-sectoral cooperation and Government policy harmonization.



**Table 1: Summary of Projects by Thematic Areas**

CTA Programme Themes (No. of projects reviewed)	Deliverables	What worked/didn't work and Why	Impact
<b>ICM (8)</b>	Software/ Communication methodology/protocol	Theme driven production of information items in all formats/ expanded media for information flows. The expected tangible deliverables were all delivered	Significant information flows, some knowledge transfer
<b>ASTI (4)</b>	Case studies/ industry maps /policy recommendations	Systematic analyses revealed main actors and industry circumstances Systems approach was seen as an appropriate model	Complexity of agricultural innovation and development fully appreciated
<b>Climate Change (3)</b>	Practical mitigation and adaptation models. Policy guidelines, suggested best practice	Media exposure, informed news and current affairs coverage. Practical examples and guides Theme rings through as an important determinant of success in the sector	Sensitivity levels raised across a wide swath of actors. Changes in on-farm practice
<b>Networking</b>	Group formation protocols, necessary preconditions for group/network success	Post project commitment to the network Partner coalescence and strong leadership	Vibrant network filling the void which predicated its formation
<b>Research Methodology</b>	Documented methodologies for determining research needs, research prioritization and research utility	Focus on thematic research along the lines of well documented priority areas or sectors Research deemed reliable and in many cases validated by stakeholders	Several entities base their buying and selling behavior in new markets on the research results
<b>Briefing Meeting</b>	Financial and technical instruments	Tackled the most urgent item in a comprehensive manner Topic gained prominence during the activity	Stakeholders apprised of issues and possible solutions in the areas of challenges to SME development, financing food production and the overall repositioning of agriculture
<b>Web 2.0</b>	Software manipulation	In-house expertise to communicate with various publics using internet based systems. Enhanced capacity to interact with younger stakeholders Additional formats used to inform stakeholders	Farmers and researchers have additional avenues to source solutions, raise issues and share perspectives. Researchers, Field Officers in 5 countries can augment the reach of their various departments through remote collaboration, VOIP and the iMARK Module.

## 2.4 The logical framework analysis of CARDI

### 2.4.1 Outcomes at the Organisational Level

The following is a list of outcomes achieved from the various interventions/activities examined:

- CARDI recognized as having science-based positions on climate resilient agriculture ... seen as an engaging organisation willing to learn from the experiences of others
- Obtained perspectives from climate analogues in the Pacific
- Leadership role for CARDI in regional germplasm improvement including defining the attendant protocols
- Reciprocal feedback mechanisms put in place such that CARDI steers policy and can proactively design the requisite programmes and projects
- Ability to assess, and network amongst, policy analysts in the Region
- Ministry officials have improved capacity to offer their clients significant, practical guidelines
- Authenticated the role of CARDI as the Region's lead agricultural agency
- Mainstream contacts in the regional media milieu
- More prominence accrued to the CARDI brand, Organisation was able to apprise a wide array of stakeholders of CARDI research findings and practical solutions
- Improved and more extensive coverage of CARDI research and development efforts
- CARDI makes a more meaningful contribution to the CARICOM-wide consortium on CC and water
- CARDI battery of solutions strengthened in terms of climate resilient techniques
- CARDI seen as an engaging organisation willing to learn from the experiences of others. Because of the medium used, the consultation drew responses from outside the geographic and sectoral reach of CARDI
- Improvement in the capacity to extend information on water management
- CARDI sphere of influence widened and deepened with respect to water management
- CARDI moves forward with an evidence based position on water management
- CARDI visibility and utility boosted at a time when Government subventions are restrictive and based on CARDI's perceived utility
- Increased CARDI data base
- CARDI has gained in-house expertise to communicate with its various publics using internet based systems. Enhanced capacity to interact with younger stakeholders
- CARDI assumes leadership role in PA development within CARICOM
- CARDI extension skills set expanded. Opportunities created to integrate ICM skills to structured outreach efforts
- Raised visibility of CARDI, earliest attempt at Brand identification
- Increased visibility and message transfer for CARDI/CTA in 8 countries, respective websites and YouTube
- CARDI now effectively occupying a larger "information space" on the overall landscape
- Provision of a ready platform for the promotion and presentation of the organisation's products and services. Face to face interactions and demand analysis with stakeholders in 12 countries
- CARDI managers, researchers and technician provided with specific research communication and outreach methods and tools alongside being equipped to use mass media for communicating with stakeholders
- Improved financial management of contracts, better organised and researched CARDI publications, active scoping of internet news reports and repackaging
- CARDI in a position to critically assess key challenges for SMEs in the agri-food sector in the Caribbean, financial and technical instruments to support the agri-food sector, and repositioning Caribbean agriculture
- 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, report research results in a standard format. A core group can train regional scientists in the use of the methodology
- CARDI internal communication capacity improved, staff has access to a wider pool of technical information
- CARDI document throughput more organised within particular themes
- Rationalized approach and methodology to manage intra-agency and external information flows



## *“A core group of staff members will have keenly developed communication skills making the organisation easier to understand”*

- More aggressive and purposeful promotion of the offerings of CTA within the region. Prominence of the Regional Branch Office designation
- Intermediary function established
- Professionally prepared factsheets that highlight the work of CARDI researchers in pre-determined areas of need. Bolstered profile of CARDI staff and their contributions
- Staff more attuned to the gender and youth overlay to operations
- Greater awareness of the role of an RBO
- Improved regional profile for CARDI and concurrent efficacy in promoting its research agenda
- Strengthened indigenous knowledge systems to support ST& I policy and decision making
- A core group of staff members will have keenly developed communication skills making the organisation easier to understand, and more open for dialogue
- Strengthened indigenous knowledge systems to support ST& I policy and decision making
- Mastery of ASTI protocols
- Increased supervisory experience in the management of subcontractors
- Led the recovery effort for the Spice Industry in Grenada (post hurricane Ivan)
- Ability to convert existing extension materials in to digital formats. Design and content preparation for digital Agricultural Extension formats. Preparation of materials in CD ROM format and for the web
- Key staff able to identify constraints to implementing food and nutrition security plans. Ability to recommend corrective actions using Information and Communication tools. Capacity to identify collaborators including CTA
- CARDI able to provide updated information on the market trends, operational trade, production and processing as they relate to the table egg industry. Provision of a database on national and regional table egg production and marketing. Global and FTAA egg industry profile
- CARDI focal point of the table egg industry realignment
- CARDI provides nurturing secretariat support for proposed network and enjoys bond with wide stakeholder groupings
- In-house expertise in the analysis of networking requirements, determination of priority information themes
- Significantly improved in house information storage, retrieval and management
- Information coordinating and managing capability

### **2.4.2 Outcomes with the Direct Beneficiaries**

- 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 the rolled out projects more capable of managing PGR in selected root crops
- Regional root crop farmers contributed to the conservation and characterization of specific cultivars of selected root crops
- Availability of certifiable, more climate resilient cultivars that can be used immediately, long before the more debilitating impacts are triggered
- The project will strengthen CTA's position towards the scientific community, policy makers and peer international organizations
- Increased readiness of regional policy planners to integrate climate readiness into the planning milieu
- Inter-sectoral compatibility is enhanced by the integrated nature of the issues, analyses and potential solutions
- Facilitates the passage of more agri-sensitive legislation that takes the full range of interlocking factors in to consideration. Provides the scientific validation to the issues of the day
- Temporarily raised profile of the sector affords stakeholders bargaining power with State and funding authorities
- Empathetic reporting of stakeholder concerns with a greater sensitivity to the natural and man-made constraints
- Farmers provided with practical on-farm water winning/saving technologies
- Primary stakeholder such as farmers can make minor adjustments to their water management practices
- Temporary increased likelihood of having water management issues addressed by officialdom
- Farmers in selected locales subjected to a more rational regime of water management by the State
- Sector basks in the spotlight and several issues are addressed within the context of CWA
- Potential solutions to on farm problems within the possession of hundreds of farmers
- Farmers and researchers have additional avenues to source solutions, raise issues and share perspectives. Researchers, field officers in 5 countries can augment the reach of their various departments through remote collaboration, VOIP and the iMARK Module.
- Farmers able to access the technical information to transition to protected agricultural systems. A larger segment of the farming population appreciates the various technologies within the rubric of PA
- Substantial capital investment protected by free-to-the-farmer technical advice and managerial support
- Farmers, consumers and researchers interacting and guided by more user-friendly publications
- Products and services of CARDI/CTA available in conducive settings with national and international inter agency support
- Promotion of the sector afforded through specific communication strategies

- Farmers and researchers have additional avenues to source solutions, raise issues and share perspectives. Stakeholders without internet access have a print facility that affords them access to updated information from which to distil their next steps
- Stakeholders apprised of issues and possible solutions in the areas of challenges to SME development, financing food production and the overall repositioning of agriculture
- Regional scientists can use a common instrument for identifying research issues and the adoption of methodologies to deliver output, and report research results in a standard format.
- Stakeholders' technical information demands more effectively met. CARDI becomes the recognized focal point for protected agriculture and climate change queries as they relate to stakeholders production problems
- Public awareness of contemporary agricultural issues such as impact of climate change on agriculture, invasive spp., and organic agriculture improved
- Information needs as articulated by stakeholders addressed through an organised strategic management system in major agencies
- Increased exposure to CTA's mandate, priorities, strategies, products and services. More detailed information on how to qualify for CTA assistance
- Specific needs addressed
- Advisory services in the respective islands have packaged, verified information
- Gender mainstreaming activities boosted by CARDI/CTA activities
- Greater access to training opportunities in ICM
- Attempts to introduce broad concepts of agricultural innovation albeit in the absence of any discourse on Intellectual Property
- A widened range of primary and secondary stakeholders acquired a skill that could be honed post course.
- Improved on-island capability to train peers in ASTI
- Provision of focused insights into the more vulnerable aspects of banana production for export
- Collaboration between scientists, farmers and other stakeholders strengthened through greater understanding of the ASTI system. Ten scientists have the skills to analyze the ASTI system
- Landmark training opportunity for the extension services in the countries represented and heralded the organized entry into e-documentation
- Food and Nutrition policy guidelines assume some congruence among agriculture professionals across participating countries
- CARICOM table egg industry policy environment assessed so that would-be players and current members can make sound decisions. Stakeholders have documentary proof of the status of the table egg industry which can be used to leverage State action
- Material findings to leverage the table egg industry
- CARICOM wide farmers' organisations presented with evidence of the need for networking

- Build capacity at national level
- Improved access to important and timely information using an equitable and standardized format

### 2.4.3 Outcomes with Indirect Beneficiaries

- CTA's position strengthened within the scientific community, policy makers and peer international organizations
- Obtained perspectives from climate analogues in the Pacific. Led to offshoot mini-projects in the area of analogues
- Protocols and mechanisms established that can be transferred to other crop types and a wider range of potential beneficiaries
- The wider Caribbean population is impacted by the changed protocols arising from policy changes.
- CARICOM-wide sensitization via the senior economic planning meetings. Only condition under which other sector specialist interface directly with agriculture policy planners
- CARDI confirmed as a major source for agriculture information and policy briefs
- Stakeholders outside of the agricultural sector provided with practical guidelines to apportion access to water for agriculture
- Population wide exposure to agricultural concerns as part of mainstream news in stark contrast to the usual portrayal of farmers' plight
- Non-traditional stakeholders encouraged to access information on the sector through alternative and web based formats
- Public health and nutrition entities in the Region integrate messages from agriculture in to their programming
- Service improvements from a better informed segment of the extension service
- Spore holds appeal outside of the agricultural sector
- Would-be and existing producers of Golden apple, breadfruit or sheep have access to relevant and targeted information that can positively impact their bottom line
- Communications seen as the more desired perspective than promotion
- Professionals peripheral to agriculture and food production were able to tune in to the methods shared with their colleagues in agriculture
- Additional perspective for the leadership in the Windward Islands to continue to "react" to the removal of preferential treatment for bananas
- National community given a focused opportunity to concentrate on the recovery effort for post-Ivan nutmeg industry
- Improved access to agricultural information at the local level through digitization. Project had impact because of its timeliness and the ease with which information movement was independent of source
- Food and nutrition policy guidelines made clear to the wider public at a time when there was still a raging debate about how to define food security
- Non-traditional stakeholders outside of the agriculture sector appreciate the nuances between table egg and hatching egg legislation and concessions
- Stakeholders outside the agriculture sector have a common point of engagement with farmers and their concerns

## 2.5 The 5 Core Capabilities Of CARDI

A six member focus group comprising the Executive Director, Head of Technical Services, Programme Leader Trinidad and Tobago, Biometrician, Head of Jamaica Unit and the CTA Projects Officer provided the core answers to the “5 Capabilities Scan.”

The Local Evaluation Specialist moderated the answers given by the focus group through random verification calls to Staff at various Offices in the 12-location CARDI network. The scan instrument provided was modified to facilitate cultural norms and data visualization.

Culturally in the Anglophone Caribbean, Likert five point scales start at zero for strongly disagree and through variations of disagree, neutral, agree to strongly agree conclude at four. There is a tendency to want to emphasize strong disagreement with a zero. Additionally, single digit Likert scores do not readily lend themselves to graphic data visualization. By using a 0-4 five-point scale the responses can be displayed as a percentage rating by multiplying the average score by 25. Since the number of focus group respondents was small, the mean was used to determine the average.

As mentioned in the introduction the activities were disaggregated by year of execution, to yield two groups of ten projects each, 2004-2007 and 2008-2012. The completed Scan instrument covering the focus groups moderated responses is included as Table 2.

### 2.5.1 Capability to Act and Commit

The results showed that CARDI has an action-oriented leadership. The organisation’s culture is committed and decision-making is often participatory are based on acquired information.

### 2.5.2 Capability to Adapt and Renew

The organisation has not always taken external environment changes well into account nor has it provided adequate incentives for a learning culture. The HR 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 Monitoring and Evaluation process has not really contributed to improving project delivery.

### 2.5.3 Capability to Deliver Products and Services

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

## 2.6 The Way Forward

### 2.5.4 Capability to Relate

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.

### 2.5.5 Capacity to Achieve Coherence

The results indicate a less than perfect translation of the internal organizational principles and the human resource management roles. Whilst the second review period shows some improvement over the first, there appears to be opportunity for improvement. The decision-making is perceived to be at times out of sync with the vision and stated strategy. This apparent deviation may be accounted for by the project-driven nature of the research opportunities explored by CARDI. With the design of projects being largely short term in nature and not outcome oriented, the interventions, particularly those from the first administrative period, may contribute to this perception.

As mentioned in the introduction the activities were disaggregated by year of execution, to yield two groups of ten projects each for the periods 2004-2007 and 2008-2012. The completed Scan instrument covering the focus groups moderated responses is included as Table 2. The scan indicates that the “Acting”, “Producing” and “Relating” capabilities were relatively strong in CARDI and improved during the review period. Those capabilities bear out the observed efficiency with which the organization executed project activities and produced the deliverables.

CARDI’s ability to relate partially explains its long-standing partnership with CTA and is reinforced by the relative ease with which both mandates open up synchronous pursuits. In the execution of many of the activities reviewed there was evidence of strong collaborative efforts.

It would seem that the areas of “Learning” and “Cohering” are prime candidates for joint CARDI-CTA investment in the future. CARDI has to develop a stronger culture and performance path towards “adapting and renewing” given the myriad financial, climatic and policy-related challenges. The reported weaknesses in the internal mechanisms and the Human Resource management infrastructure require more in depth investigation with a view to correcting the shortcomings.

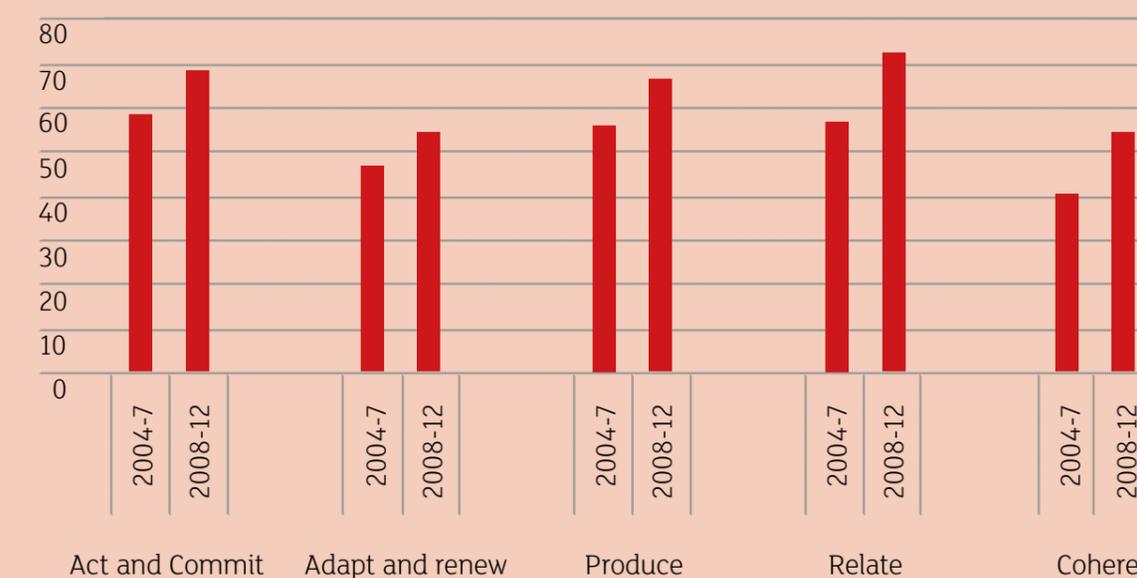
**Table 2. Five Capabilities scan showing percentage rating by domain and year grouping**

Capabilities	Domains	Questions	(Likert Score: 0 strongly disagree 4 strongly agree) visualized as a percentage rating	
			2004-2007	2008-2012
ACTING: Capability to act and commit	1. Leadership and management	The organisation has an action-oriented leadership.	56.3	71
	2. Organisational commitment	The organisation's culture is committed.	50	67
	3. Decision making structures/mechanisms	Decisions are made based on information Decision making happens participatory.	69 59	75 63
LEARNING: Capability to adapt and self-renew	4. External environment	The organisation takes external environment changes well into account.	50	71
	5. Internal environment	The organisation has adequate incentives for a learning culture.	44	46
		The HR policy is well implemented	44	33
		The internal communication is open.	53	58
	6. Monitoring and Evaluation	Feedback from stakeholders is taken into account in daily processes.	55	77
		The M&E process contributes to improving projects.	34	44
PRODUCING: Capability to deliver products and services	7. Implementation of activities/projects	Staff is competent for the job it needs to do.	68	69
		The infrastructure is adequate to perform the job	48	48
	8. Project/ activity initiation or phasing out/ termination	The type of projects that are undertaken fit in the overall strategy	53	90
9. Quality assurance mechanism	The quality of the organisation's work is well assured.	55	60	

**Table 2. Continued**

Capabilities	Domains	Questions	(Likert Score: 0 strongly disagree 4 strongly agree) visualized as a percentage rating	
			2004-2007	2008-2012
RELATING: Capability to relate	10. Level of engagement and influence of organisation in networks, alliances and collaborative efforts	The organisation is involved in all relevant networks.	53	73
		The networks add value to the organisation.	72	77
	11. Mandate	The organisation has a strong reputation among its stakeholders		67
	12. Visibility/ credibility - Reputation or status/visibility-credibility/image		45	
COHERING: Capability to achieve coherence	13. Governance structure	The internal management is supportive for staff to operate	59	65
	14. Vision and strategy	Staff is well aware of the organisation's strategy.	33	56
	15. People	The HR policy is competency based.	30	44

**Figure 1: Provides a graphical representation of the perceived changes in Capabilities**



# IN-DEPTH REPORT

# 3

## 3.1 Sampling frame and key questions

Noticeably instructive from the onset of the impact assessment was the complexity of the interaction between CARDI and its stakeholders. There was a palpable symbiosis amongst the stakeholders and within the CARDI-led Network. CARDI's well-documented ability to relate and its consistent mooring in the areas of agricultural and rural development led to a synergy across the various CTA-funded projects.

CARDI's preference for establishing relationships with organizations engendered an interlocking of objectives, such that participation at one course/intervention led to affirmation of something learnt in a previous interaction.

Based on the afore-mentioned phases of the overall study, CARDI's mandate and significance to CTA's project objectives, the interventions selected for in-depth analysis were "Web 2.0", "Representative Media", and "Climate Change".

### a) Web 2.0

In the area of skills ICM tools and short training courses the representative Web 2.0 activity included in the review process was deemed successful and timely.

The impact assessment determined whether:

- It planted an idea in the minds of Agricultural Communication Professionals with respect to new methodologies and platforms.
- The seminar raised the levels of in-house expertise to communicate with various publics using internet-based systems.
- It enhanced participants' capacity to interact with younger stakeholders
- There was evidence that the training course-packs were shared with peers.
- The information and techniques emboldened the participants to use additional formats to inform and guide stakeholders.

Categories of Impact	Dimension of Impact expected	Expected Description of Impact)
Web 2.0		
Wealth/Capital	N/A	N/A
Political empowerment	Policy	New policy adopted
Human/Technical Empowerment	New skills	Use of new ICT tools
Social capital	Network	New organisations joined
Natural/Environment	N/A	N/A

## b) Representative media

The two major activities, emanating from the representative media theme selected, were a sensitization workshop and coverage of the Caribbean Week of Agriculture 2012. The range of deliverables included Podcasts, press stories, video and radio offerings. These activities were successfully completed and occasioned some documented impacts. The outcomes to be verified include :

- More prominence accrued to the CARDI brand;
- The Association of Caribbean Media-workers was able to apprise a wide array of stakeholders of CARDI research findings and practical solutions.
- The Media engaged the gamut of stakeholders from producers to policy makers and gave prominence to their individual perspectives
- Heightened sensitivity to a range of issues impacting the agricultural sector and national development in light of climate change.
- The temporarily raised profile of the sector afforded stakeholders bargaining power with State and funding authorities.

- The empathetic reporting of stakeholder concerns engendered a greater sensitivity to the natural and man-made constraints to mitigation and adaptations strategies.
- Many of those remedial or proactive strategies required cross-sectoral cooperation and Government policy harmonization.

## c) Climate Change

The deliverables under the Climate Change theme ranged from practical mitigation and adaptation models to policy guidelines, and suggested best practice. These projects reflected the shift towards interrelated activities each with core deliverables. These outputs were synchronized in to quantifiable outcomes. Although funded as projects, the Climate Change activities are all linked to knowledge systems that have led to changes in policy direction, on-farm operations and philosophical perspective.

The impact study will investigate the following:

- The use of e-consultations that broadened the participatory base for virtual attendance at the live workshops.

- The case studies that provided on-farm prescriptions to effect mitigation and adaptation measures. The links between the case studies, Caribbean-focused climate modeling, professionally packaged media sound bytes, webcasts and print articles.
- The intra- and inter-sectoral linkages.

- Beneficiary access to technology and hardware through a related initiative funded by a Government or a Regional Institution.
- How CTA activity may have facilitated closer collaboration between scientists in three nations leading to the implementing of climate resilient protocols in a fourth country.

Categories of Impact	Dimension of Impact expected	Expected Description of Impact)
<b>Climate Change</b>	Dimension of Impact expected	Expected Description of Impact)
<b>Wealth/Capital</b>	Income	Increased Revenue for farmers
<b>Political empowerment</b>	Policy	New policy adopted
<b>Human/Technical Empowerment</b>	New skills	Use of new ICT tools
<b>Social capital</b>	Network	New organisations joined
<b>Natural/Environment</b>	Consideration of Climate Change/ Environmental Sustainability	New measures taken to mitigate changes

Categories of Impact	Dimension of Impact expected	Expected Description of Impact)
<b>Representative Media</b>		
<b>Wealth/Capital</b>	N/A	N/A
<b>Political empowerment</b>	Policy	New policy adopted
<b>Human/Technical Empowerment</b>	New skills	Use of new ICT tools
<b>Social capital</b>	Network	New organisations joined
<b>Natural/Environment</b>	Climate Change	New measures taken to mitigate changes



## 3.2 Findings: impact of selected activities

### 3.1.1 Process and Methodology of the In-depth

The ‘**impact categorisation table**’, will be used as a guide to determine

- **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 entails 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

The five broad categories of impact cover all the types of changes that can reasonably be expected from CTA-CARDI collective interventions.

#### a) Country and beneficiary selection:

Following a desk review the following countries were selected based on the number of beneficiaries available for interviews/field visits and progress monitoring. Trinidad is the home base of CARDI and would require no external travel arrangements. However, a specific time frame was also provided for work activity. The following work schedule was developed:

Jamaica (3 days)  
St Lucia (2 days)  
St Vincent (2 days)  
Barbados (2 days)  
Antigua and Barbuda (2 days)  
Trinidad and Tobago (4 days)

#### b) Data collection/Documentation

The next step in the process entailed the data collection. The range of collection modes included desk reviews, SKYPE interviews, field visits and structured/unstructured interviews. The External Resource person was contracted to undertake a thorough and comprehensive stakeholder engagement process, whilst taking full responsibility for the veracity of the recorded findings. The sources of data included a gender perspective, sustainability of results, and cross-sectoral issues. Photographic/video evidence was also incorporated into the print document via QR Codes.

#### c) Analysis and write up

The findings were to be classified in the various categories developed during the planning stage. Since learning would be the principal objective of this study, an internal CARDI meeting will be organized to discuss the following questions in particular:

- What surprises were found?
- What went wrong?
- Why did it go wrong?
- What could have been done differently?
- Can this impact be attributed to CTA-CARDI alone?
- Are there follow-up studies we like to explore?

Finally CARDI will determine whether there are any elements in the Logic Model completed during the quick scan that needs revision- in particular in terms of outcomes and impact. If so any necessary revision will be made.

### 3.3 Effects of Web 2.0 training

It planted an idea in the minds of Agricultural Communication Professionals with respect to new methodologies and platforms. If the selected areas were to be truly representative of the full gamut of CTA-CARDI interventions then one of the areas should be within the realm of technology. Web 2.0 at the time of hosting the workshop, was considered the next step in acquiring Internet savvy.

There was a persistent perception, borne out by some empirical data, that internet tools were not being used at full efficacy if and when they were used at all. Policy issues were not being systematically and systemically analyzed using freely available web-based protocols. The sector’s voice was not prominent on the digital frontier.

The programme of training was structured to include a balanced mix of theoretical information (lectures) and practical sessions and demonstrations. A U-shaped seating arrangement was used to allow participants an unobstructed view of the presentations. Each participant was given a printed training manual. CTA also made available a package that contained supplemental training material including an electronic version (USB key) of several components of the training programme.

The participants were expected to master the use of methodologies such as GoogleDocs, DropBox, Blogging and microblogging, online mapping, Facebook, and LinkedIn. The seminar raised the levels of in-house expertise to communicate with various publics using internet-based systems. In particular, the intervention enhanced participants’ capacity to interact with younger stakeholders in particular.

The immediate and ongoing changes in perception and operation as occasioned by the training can be easily fathomed by the following participant description:

- “Part of the problem of reporting agriculture in the region was that journalists were outcrops of [an] environment that discouraged interest in agriculture through the formal and informal education processes and this was where corrective action should take place”. The title of this blog was “Growing Journalists from Agriculturalists: Towards Restoring Culture in Agriculture.” The blog article was taken up by several international policy development blogging initiatives.

Participants/graduates of the Web 2.0 intervention have gone on to manage the affairs of NGOs and Commercial entities using cost-effective and cost-cutting technologies for corresponding, advertising and stakeholder feedback. The information and techniques emboldened the graduates to use additional formats to inform and guide stakeholders.

Name: Participant at Web 2.0 Workshop	Dimension of Impact				
	Wealth/Capital	Political/ Empowerment	Human/Technical Empowerment	Social Capital	Natural/ Environment
Ms Gia Gaspard-Taylor		YES	YES	YES	
Dr Desmond Ali	YES	YES	YES	YES	
Ms. Marcia Edmund			YES	YES	YES
Mr. Timothy McDavid	YES		YES	YES	
Mr. Torin Gilalta	YES	YES	YES	YES	
Mr. Mohamed Hallim			YES	YES	
Ms. Maria Contant-Austin	YES	YES	YES	YES	

Dr. Desmond Ali Categories of Impact Web 2.0	Dimension of Impact
<b>Wealth/Capital</b>	Partly as a result of exposure to the workshop, a more comprehensive understanding of the power of the Internet was developed. Subsequent to the event, the membership was exhorted to harness the power of the internet in their everyday operations. Several members now use Web 2.0 protocols both internally and externally to generate a better understanding of our industry among our internal & external publics. We have seen improved productivity, cost reductions and improving sales.
<b>Political empowerment</b>	The policy of our association now is to do more and more of our work on electronic platforms. This helps us to manage our costs much better. In fact, using Skype in conferencing has been a boon to us. I had presented to our Board of Directors a new policy document that stresses communications via electronic means
<b>Human/Technical Empowerment</b>	As part of the skills development, I can now better work with our web experts to improve our website and the content thereof. This is now a work in progress which I hope to complete in 2014. I am also looking at starting a wiki on poultry issues.
<b>Social capital</b>	The interactions at the workshop assisted in extending our network of colleagues and friends
<b>Natural/Environment</b>	Little or no impact.



The photo above depicts a trainee from the Web 2.0 intervention utilizing tools at a work activity.

Ms. Marcia Edmund Categories of Impact Web 2.0	Dimension of Impact
<b>Wealth/Capital</b>	
<b>Political empowerment</b>	
<b>Human/Technical Empowerment</b>	It enabled me to effectively and efficiently execute my duties. It also allowed me to complete assignments more quickly than normal, especially in the case of drop box where we were able to share information and get responses quicker from stakeholders than through conventional email. Within CARDI I utilized google documents to assist in rudimentary tasks like ordering stationery, in that way I created a shared order list that enabled me to get orders faster and more economically
<b>Social capital</b>	Also I was able to share and impart the said knowledge with colleagues to improve their knowledge base in the case of Rachel where we created a master list of contracts with collaborators so that we should know which contracts are active and which are inactive and have a listing of all that we have.
<b>Natural/Environment</b>	Reduced paper use, less solid waste for landfills.

Mr. Torin Gilalta Categories of Impact Web 2.0	Dimension of Impact QR code to the TTABA website
<b>Wealth/Capital</b>	Having a published blog allowed for users in St. Lucia to read about the different uses of papaya in Trinidad and in some local cases allowed interested persons the options of purchasing materials advertised online.
<b>Political empowerment</b>	It acted as a catalyst to allow for independence in operations as stakeholders were now better equipped to develop tools such as blogs on their own without previously having paid professionals to build one for them.
<b>Human/Technical Empowerment</b>	The entire organization (TTABA) benefitted through organization-wide upgrades to the existing internal communication modes and internet applications
<b>Social capital</b>	very informative and provided new media for communication among stakeholders and members of the agricultural community. The session generally benefited stakeholders as it helped close the generational gap and allowed information to be dispersed more effectively and freely, fostering active networking between institutional partners.
<b>Natural/Environment</b>	



### 3.3 Effects of representative media activities

The two major activities, emanating from the representative media theme selected, were a sensitization workshop and coverage of the Caribbean Week of Agriculture 2012. The range of deliverables included Podcasts, press stories, video and radio offerings. These activities were successfully completed and occasioned some documented impacts.

Both the perception and the oft-stated reality amongst media personnel was the subscription to the view that agriculture was not news. If farmers reaped bumper crops there was nothing newsworthy about that, after all it was their job to reap crops. Agriculture only became news if there were farmer protests, losses due to natural disasters or any other event with national repercussions.

The format for the intervention is that invited Media-workers meet in theme-based workshops during the two days prior to the official start of the Caribbean Week of Agriculture. Individual journalists then attend workshop sessions in areas of interest. In this way, they are exposed to current developments in the sector across the region.

The range of deliverables included Podcasts, press stories, video and radio offerings. These activities were successfully completed and occasioned some documented impacts. More prominence accrued to the CARDI brand; the Association of Caribbean Media-workers was able to apprise a wide array of stakeholders of CARDI research findings and practical solutions. The media engaged the gamut of stakeholders from producers to policy makers and gave prominence to their individual perspectives

The outcomes verified included

- More prominence accrued to the CARDI brand;
- The Association of Caribbean Media-workers was able to apprise a wide array of stakeholders of CARDI research findings and practical solutions.
- The Media engaged the gamut of stakeholders from producers to policy makers and gave prominence to their individual perspectives. Many of those reports were presented from field visits and on-location transmission.
- Demonstrable sensitivity to a range of issues impacting the agricultural sector and national development in light of climate change.
- Using the raised profile of the sector to leverage bargaining power with State and funding authorities.
- The empathetic reporting of stakeholder concerns engendered a greater sensitivity to the natural and man-made constraints to mitigation and adaptations strategies.
- Recommending remedial or proactive strategies that required cross-sectoral cooperation and Government policy harmonization.

Categories of Impact Representative Media	Dimension of Impact expected	Expected Description of Impact
Wealth/Capital	N/A	Promotion within the Media organization and Entrepreneurial development
Political empowerment	Policy	New policy adopted
Human/Technical Empowerment	New skills	Use of new ICT tools
Social capital	Network	New organisations joined
Natural/Environment	Appreciation of Climate Change issues/Environmental Sustainability	New measures taken to mitigate changes/Conservation of environment

Name: Participant at Representative Media Workshop	Dimension of Impact				
	Wealth/Capital	Political/ Empowerment	Human/ Technical Empowerment	Social Capital	Natural/ Environment
Mr. Julius Gittens		YES	YES	YES	YES
Mr Damion Mitchell		YES	YES	YES	YES
Ms. Amanda-Faye Clarke			YES	YES	YES
Mr. Wesley Gibbings		YES	YES	YES	YES
Mr. Kenton Chance	YES	YES	YES	YES	YES
Mr. Marlon Madden		YES	YES	YES	YES
Ms. Therese Daniel			YES	YES	YES
Mr. Christopher Sirju		YES	YES	YES	YES

Mr. Julius Gittens Categories of Impact Representative Media	Dimension of Impact	
<b>Wealth/Capital</b>	Respondent did not indicate direct increase in earnings	
<b>Political empowerment</b>	Critical analyses of Government policy as investigative pieces and via interviews of policymakers and policy advisors.	
<b>Human/Technical Empowerment</b>	Understanding concepts such as food security and food sovereignty. Investigating the impact of policy decisions made outside of a Ministry of Agriculture. Heightened awareness by journalists of the interconnectedness of food and agriculture issues within the context of a Nation's economy. Capacity to ask probing questions beyond the marquee news items.	
<b>Social capital</b>	Use of the CWA as a "news peg" to pin stories upon and to network with other stakeholders many of whom the journalists would not have met in their professional undertakings. Caribbean News programme seen in 23 countries and the New York tri State area.	
<b>Natural/Environment</b>	Ability to maintain issues of environmental management in the forefront of news coverage. Provision of news and feature stories that direct practitioners, producers and service providers with	

Mr. Damion Mitchell Categories of Impact Representative Media	Dimension of Impact	
<b>Wealth/Capital</b>	Over the years he has risen through the reporter and editor ranks and attributes a significant percentage of it to the work in the agricultural sector as a Beat Reporter.	
<b>Political empowerment</b>	Specific questioning of Officials especially with respect to the Jagdeo Initiative. Maintenance of a virtual watch over the 8 countries charged with the responsibilities of implementing. Editors' Forum is a mechanism for interrogating the major issues	
<b>Human/Technical Empowerment</b>	Provided training opportunities for journalists to learn more about the technical and scientific dimensions of agriculture.	
<b>Social capital</b>	Expanded network of experts from whom independent opinions could be sought. Writes articles for SPORE as a Regional Correspondent.	
<b>Natural/Environment</b>	Specific measures and practices were promoted and targeted at a wide cross section of Jamaican society. The measures ensured aw	

Ms. Amanda-Faye Clark Categories of Impact Representative Media	Dimension of Impact	
<b>Wealth/Capital</b>	No personal increase in earnings reported	
<b>Political empowerment</b>	None	
<b>Human/Technical Empowerment</b>	Participant went on to develop audio material, host media events, graduate in media studies from an international institute.	
<b>Social capital</b>	Provided promotional material and other media offerings for youth initiatives in St Lucia	
<b>Natural/Environment</b>	Prepared material for public broadcast that promoted eco-friendly production techniques. Hosted panel broadcasts that highlighted successful climate-smart agricultural practices.	

## 3.4 Effects of climate change activities

Although funded as projects, the Climate Change activities are all linked to knowledge systems that have led to changes in policy direction, on-farm operations and philosophical perspective. The deliverables under the Climate Change theme ranged from Practical mitigation and adaptation models to Policy guidelines, and suggested best practice. These projects reflected the shift towards interrelated activities each with core deliverables. These outputs were synchronized in to quantifiable outcomes.

Prior to this area of focus there was no sustained discussion on, nor general appreciation of, the importance of climate change as a determinant of agricultural development

Would-be participants and other stakeholders were invited to take part in an e-discussion prior to the actual CWA event. The use of e-consultations broadened the participatory base for virtual attendance at the live workshops. The workshops were built on specific themes starting with the scientific underpinnings behind Climate variability and Climate Change, followed by a comprehensive review of climate change and water.

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

Scientists, Farmers and other stakeholders were more attuned to the pursuit of a Climate-smart agriculture. Policy and on-farm modifications heralded the changes emanating from the workshops.

The impact study investigated

- the case studies that provided on-farm prescriptions to effect mitigation and adaptation measures.
- The Links between the case studies, Caribbean-focused climate modelling, professionally packaged media sound bytes, webcasts and print articles.
- the intra- and inter-sectoral linkages.
- Beneficiary access to technology and hardware through a related initiative funded by a Government or a Regional Institution and
- How CTA activity may have facilitated closer collaboration between scientists in three nations leading to the implementing of climate resilient protocols in a fourth country.

*“Although funded as projects, the Climate Change activities are all linked to knowledge systems that have led to changes in policy direction, on-farm operations and philosophical perspective.”*

Categories of Impact	Dimension of Impact expected	Expected Description of Impact
<b>Climate Change</b>		
<b>Wealth/Capital</b>	Income	Increased Revenue for farmers
<b>Political empowerment</b>	Policy	New policy adopted
<b>Human/Technical Empowerment</b>	New skills	Use of new ICT tools
<b>Social capital</b>	Network	New organisations joined
<b>Natural/Environment</b>	Adaptation to Climate Change	New measures taken to mitigate changes

Name: Participant at Climate Change Workshop(s)	Dimension of Impact				
	Wealth/Capital	Political/ Empowerment	Human/ Technical Empowerment	Social Capital	Natural/ Environment
<b>Dr Michael Taylor</b>		YES	YES	YES	YES
<b>Mr Lennox Lambkin</b>	YES	YES	YES	YES	YES
<b>Mr. Stanley Rampair</b>	YES		YES		YES
<b>Mr. Dale Ralston Rankine</b>		YES	YES	YES	YES
<b>Mr. Jervis Rowe</b>	YES	YES	YES	YES	YES
<b>Mr. Adrian Trotman</b>		YES	YES		YES
<b>Ms. Keeley Holder</b>	YES	YES	YES	YES	YES
<b>Dr. Leslie Simpson</b>			YES	YES	YES
<b>Mr. Gregg Marshall</b>	YES		YES	YES	YES
<b>Dr. Gregory Robin</b>		YES	YES	YES	YES
<b>Mr. Rohan McDonald</b>	YES	YES	YES	YES	YES
<b>Mr. Kurt Harris</b>	YES		YES	YES	YES

Dr Michael Taylor, Mr. Dale Rankine	Dimension of Impact
<b>Categories of Impact</b>	
<b>Climate Change</b>	
<b>Wealth/Capital</b>	None recorded for the respondents
<b>Political empowerment</b>	Food and Nutrition Policy implications. Strengthened capacity of Ministry of Agriculture
<b>Human/Technical Empowerment</b>	The Physics Department at the Mona Campus has developed downscaled Temperature and Rainfall modelling as applied to agriculture. Second tier modelling where the climate data was linked to crop productivity. Agro-meteorological breakthrough parameterized for the Caribbean starting with Sweet Potato. Signal based modeling involves innovation that estimates yield.
<b>Social capital</b>	Network established with the CCCC in Belize and CIMH in Barbados for Regional impact
<b>Natural/Environment</b>	Hydrological modeling that protects water catchments



Mr. Kurt Harris	Dimension of Impact
<b>Categories of Impact</b>	
<b>Climate Change</b>	
<b>Wealth/Capital</b>	The project has generated income for the students through sales to hotels/ supermarkets as well as to the School Nutrition Programme in St Lucia.
<b>Political empowerment</b>	
<b>Human/Technical Empowerment</b>	HoopSS Project. School kids production for profit as well as satisfying the School-Based Assessment requirement for their High School Diploma. Climate-smart initiatives using protected agriculture.
<b>Social capital</b>	Documented increase in the number of students doing agriculture at CXC. Potential increase in SLAFY membership
<b>Natural/Environment</b>	Students encouraged their parents to adopt the measures learnt as a result of Mr. Harris' efforts



The photo above highlights effective water resources management to address effects of climate change on production. The knowledge gained from the workshop was critical in this orientation.



In the photo above, students at a local school in St. Lucia are seen incorporating practices from the workshop.

Mr. Lennox Lambkin	Dimension of Impact
<b>Categories of Impact</b> Climate Change	
<b>Wealth/Capital</b>	Full time farming (5.5 acres) using natural systems and climate-smart approaches. Moringa sales
<b>Political empowerment</b>	E-forum organization of farmers, work on decriminalizing marijuana cultivation because the watersheds are being depleted. Farmers' Cooperative in North Leeward, St Vincent
<b>Human/Technical Empowerment</b>	Water harvesting, and overall soil conservation/amelioration
<b>Social capital</b>	New networks formed, St. Vincent & The Grenadines Chamber of Agriculture & Nutrition (1,612 members), Unted Caribbean Consumers (1,306 members)
<b>Natural/Environment</b>	Sustainable production technologies in a watershed, tree replacement, zero agrichemical use, water harvesting. Heirloom seed collection, recycling of advertising board



Mr. Rohan McDonald	Dimension of Impact
<b>Categories of Impact</b> Climate Change	
<b>Wealth/Capital</b>	Rapid ascension of leadership rungs. Overall manager of the Tissue Culture facility serving St Vincent and repository for regional root crop accessions.
<b>Political empowerment</b>	Prominent role in the policy shift towards expansion of root crop production. Preparation of concept papers and policy briefs
<b>Human/Technical Empowerment</b>	Improved management and operational skills with respect to the operation of a purpose-built Tissue Culture laboratory and Hardening Centre
<b>Social capital</b>	Links established with Pacific Islanders with particular reference to root crop accession review
<b>Natural/Environment</b>	Mitigation through the selection of planting material with

Ms. Keeley Holder	Dimension of Impact
<b>Categories of Impact</b> Climate Change	
<b>Wealth/Capital</b>	After successful modification of her farming efforts she has been gainfully employed as a consultant
<b>Political empowerment</b>	Appreciation of Agricultural Policy over the last 5 years to the extent that she is influencing policy in Barbados as an independent voice on State Boards/Committees. Developing the links and focused interventions as part of the Human Resource Development Strategy
<b>Human/Technical Empowerment</b>	Technical skills with respect to farm management and policy development as they relate to Climate Change, Food Security, Youth and Gender issues
<b>Social capital</b>	Networking internationally, regionally and locally. Clear voice for advocacy re. Farmers' issues, agricultural development and food security. Membership in selected organizations including occupying executive positions. Visited over 25 countries as a result of CTA exposure
<b>Natural/Environment</b>	Sustainable production technologies including industry-wide key market strategies to reduce waste, harvest and conserve water, and limit the carbon foot print of all produce.

## 3.5 Analysis

### 3.5.1 Effects of Web 2.0 training

Many participants indicated that some more time doing workshop activities would have been welcomed. Ultimately, the success has to do with actions arising from the knowledge base. It was felt that it was a most useful event especially since many participants felt they were already computer literate. The workshop assisted in helping to fill many gaps in the knowledge and expertise base. It was described as a super event.

Some challenges faced though were the cost of infrastructural implementation. Although the tools displayed in the web 2.0 sessions were available free of charge with some having premium versions at a cost, some stakeholders were unable to access computers with an Internet connection or computers at all. Another minor challenge faced was that although some users were interested in utilizing the instruments shown, they lacked some of the core computing skills necessary to navigate and operate the devices.

The need for proper screening of participants to assess their pre-workshop capabilities was deemed a prerequisite to gauge the amount of “facilitator time” required by individual participants.

### 3.5.2 Representative media activities activities

CTA should adopt a more direct training approach to augment the lack of training opportunities available to media-workers especially in the Eastern Caribbean. Journalists should be supported at the level of subject specific training in agriculture.

These interventions should include listed goals at the beginning of the sessions and specific outcomes at the conclusion. The programmes should facilitate training of agricultural reporters highlighting what the featured subject area entails eg food security or climate change. They should be guided or rather there should be a collaborative effort towards creating a positive and appealing story out of each issue under examination. Specifically, journalists should be considering various strategies to make the story appealing including how to interrogate a story, how to bring a fresh approach to an ongoing issue, how to bring importance to the issues in agriculture etc. This is critical since untrained journalists tend to be simply recorders of news releases particularly those emanating from State agencies.

### 3.5.3 Effects of climate change activities

What has worked for the Climate Change activities, are the intra- and inter-sectoral linkages. The CTA-sponsored workshop led participants to access Greenhouse technology and hardware through a related initiative funded by CARICOM and Institut de Recerca i Tecnologia Agroalimentaries (IRTA). This CTA activity facilitated closer collaboration between scientists and practitioners in Barbados and Jamaica leading to the implementing of climate resilient protocols in Trinidad and Tobago.

CTA's commitment to Climate-smart agriculture has ensured that a number of interrelated activities have been promoted via discreet projects. A systematic and systemic review of the CARDI-CTA interaction has indicated that the maximum benefits accrue when programme funding is prioritized over individual project financing.

# CONCLUSION

# 4

## 4.1 Where to from here?

The project represents the culmination of intense efforts on the part of the CTA and CARDI to explore the effectiveness of joint interventions at the CTA, CARDI, beneficiary and societal levels.

It is clear from the exercise that the interventions made over the period under review have been well managed and more importantly, have borne fruit. A key observation has been the need to ensure proper design of interventions, with an aim to ensuring that they are outcome oriented and linked to the implementing agency's overall strategic goals. In addition, in terms of organizational development, there are areas for joint future development.

The overall impact of the interventions is noteworthy, particularly based on the effectiveness determined at the stakeholder level. The results have allowed CARDI and

CTA to validate the success of the current focus and format of the interventions made. Nonetheless, the results of the exercise will allow for a confirmation for and support of future interventions with the CTA and other donor agencies. The preliminary results of the exercise were shared with the CARDI Board of Directors, who endorsed the findings and applauded the efforts of the CTA in supporting the exercise and by extension, CARDI and its R & D programme, a critical pillar in the agricultural development process of the region.

*“A key observation has been the need to ensure proper design of interventions, with an aim to ensuring that they are outcome oriented and linked to the implementing agency's overall strategic goals.”*

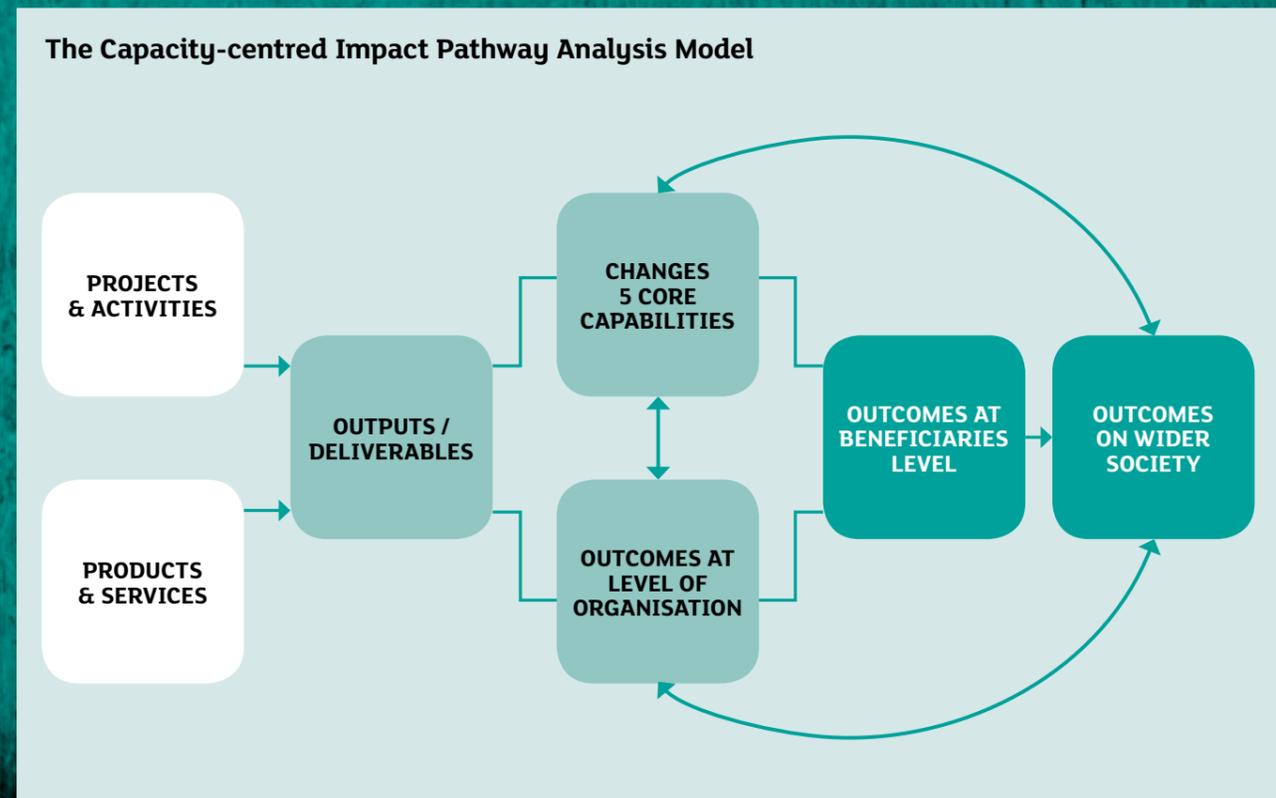
### 4.1 Where to from here?

Outputs from the Joint Impact Study	Action by CARDI
<b>Baseline information</b>	<ul style="list-style-type: none"> <li>The 5 CC matrix forms a baseline for the organization for future reference and shows how we have moved from one point to the next</li> <li>The study's findings are providing insights into how to shape the future partnership activities with CTA</li> </ul>
<b>Good news on performance improvement in the partners organizations</b>	<ul style="list-style-type: none"> <li>A detailed narrative report/Powerpoint to CTA</li> <li>An article in the CARDI newsletter and other media</li> <li>Report to other key partners eg CFC, Gov't of Japan, EU etc</li> </ul>
<b>The methodology: the Capacity-centred Impact Pathway Analysis (CcIPA)</b>	<ul style="list-style-type: none"> <li>A presentation on the CcIPA Model to other partners</li> <li>Amendment of the model to suit our cultural issues eg adjustment of likert scale, data visualization, limit use of focus group activity etc</li> <li>Adapt and use the Logic Model for review of other projects managed by CARDI</li> </ul>
<b>The learning and action: what we have learned and what we are doing / going to do differently</b>	<ul style="list-style-type: none"> <li>Use the newly learned methodology to evaluate CARDI managed projects as well as guide development of future activities</li> <li>Use of 5Cs as a basis for motivational work by Human Resources element of organization.</li> </ul>

# PART B: EXPLANATION OF THE CCIPA MODEL AND PROCESS

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

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



# OVERVIEW OF THE CcIPA MODEL



## 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, KENFAP, 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 2012, 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, ECDDPM and MDF.

## 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.

**Table 1a: Planning phase**

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

**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 and EU-based advisers
Peer reviewing of quick scan reports	CTA/ CDI-WUR/ ECDPM
Revision and finalisations of quick scan reports and PPTs	Partners/ local consultants
Selection of in-depth study topics	Partners
Finalisation of guidelines for the in-depth studies	CTA and CDI-WUR

*“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 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) and reporting	Partners and local consultants
Peer review and revision of in-depth study reports	CTA and CDI-WUR
Finalisation, peer review and revision of in-depth study reports	Partners and local consultants

**Table 1d: Follow-up phase**

Task	Responsibility
Dissemination of the findings	All participants
Promoting organisational learning from the impact study	CTA and 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. In view of the emphasis on the capabilities of organisations, it was decided that the **5 Core Capabilities (5Cs) model**<sup>4</sup> 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**<sup>5</sup>, 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.

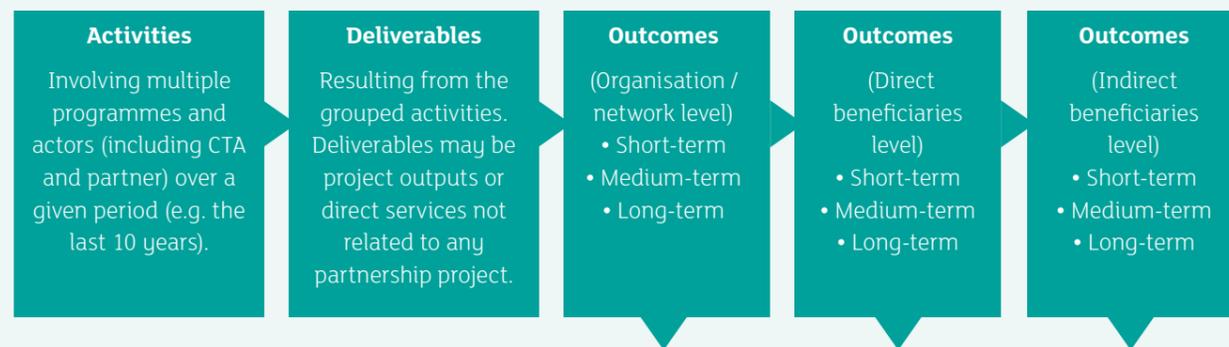
The CcIPA framework combines activities from different programmes, projects or services, whereas the conventional use of the logic model is limited to a single project or programme. Outcomes at the level of the implementing organisation/ network are separated from outcomes at the level of beneficiaries,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

<sup>3</sup> 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.

<sup>4</sup> The 5Cs model was developed by ECDPM and applied in an extensive impact assessment study financed by the Dutch Government in 2009-10.

<sup>5</sup> The logic model was chosen because it is less rigid than logical framework and better suited to evaluation exercise.

**Figure 1: Logic Model adapted for the CcIPA framework**



**Categories of impact**

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

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

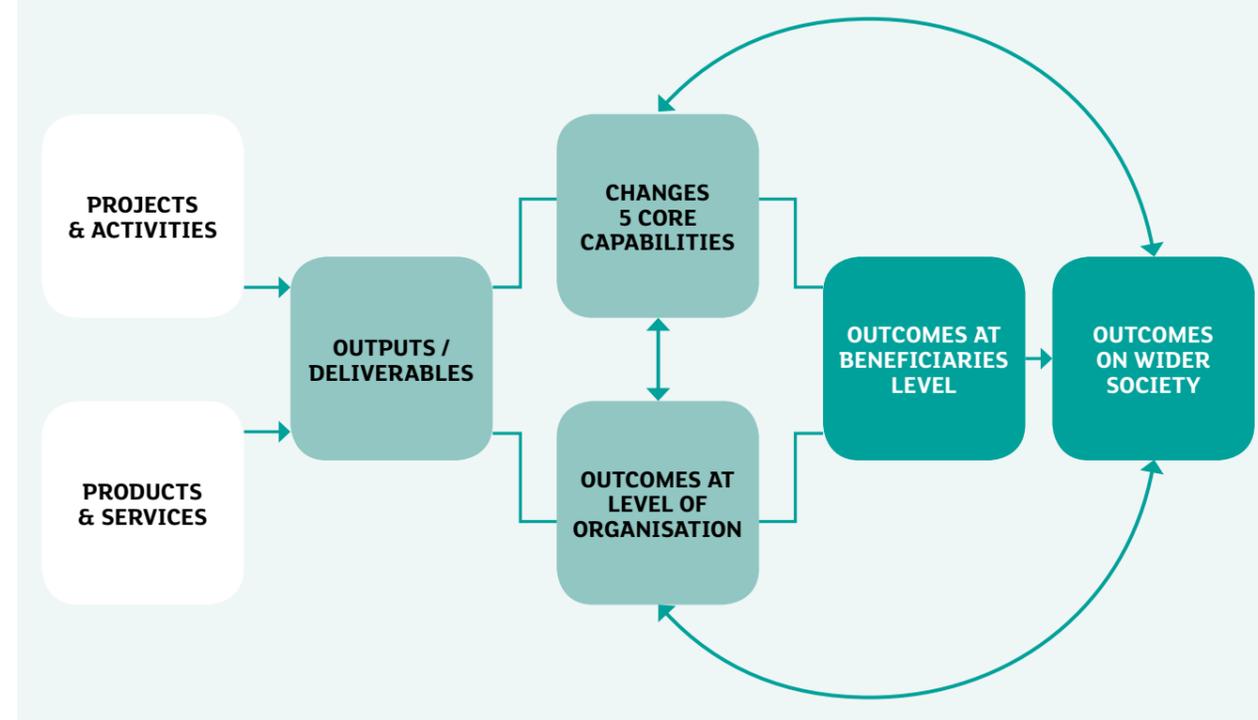
- **Impact Categories:** which are a list of possible general types of impact
- **Dimensions of impact:** which are a list of possible changes or specific domains within the general type of impact/impact category
- **Description of impact:** which are examples of possible changes/impact

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

As shown above, 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/

<sup>6</sup> Chris Roche 1999; Impact assessment for development agencies – learning to value change (Oxfam development guidelines)

**The Capacity-centred Impact Pathway Analysis Model**



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.

**b. Application of CcIPA**

The Capacity-centred Impact Pathway Analysis (CcIPA) 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.

<sup>7</sup> 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.

# 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

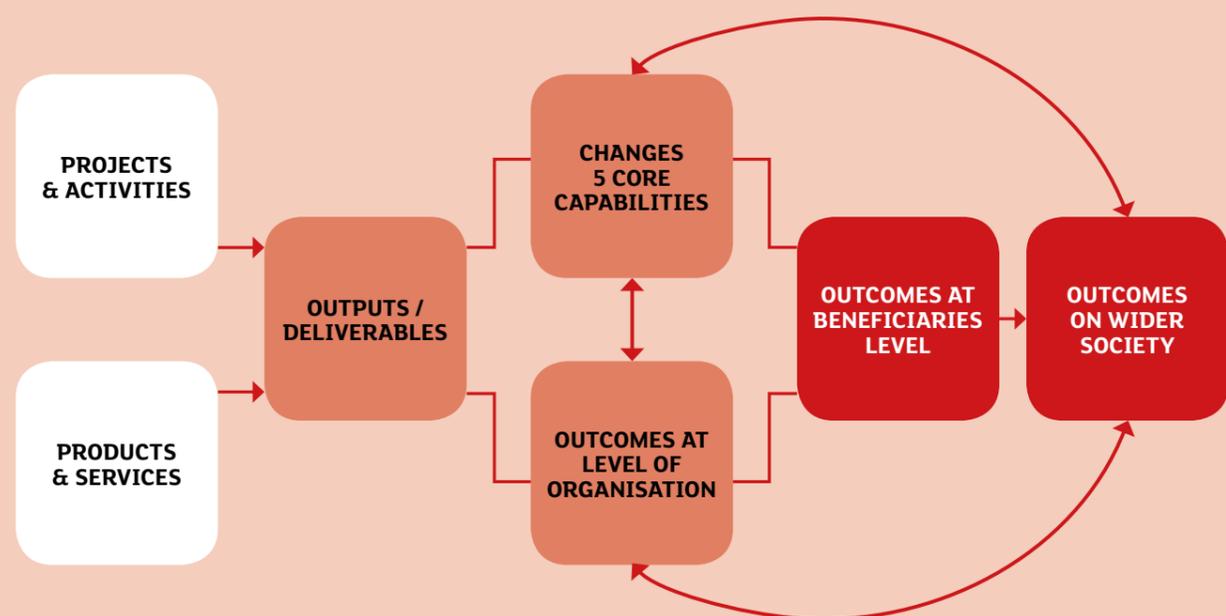
- Intensify dissemination of findings and CcIPA model;
- Carry out a second round of impact studies;
- Further clarification of impact pathways.

*“CcIPA contributes to an emerging new practice which is stronger self-evaluation.”*

# 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



# BRIEF DESCRIPTION OF THE ORGANISATIONS

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



## **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.

### **KENFAP**

Kenya National Federation of Agricultural Producers (KENFAP) 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. KENFAP is currently present in 42 out of the 47 counties in Kenya representing over 1.8 million farm families. KENFAP'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

# 9

## 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

**KENFAP** 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.

**KENFAP'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.

### 9.3 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.

**KENFAP** - 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.

**KENFAP** 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.

**KENFAP** 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 KENFAP 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

# 10

## 10.1 ANAFE

### Activities / Outputs

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.

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.

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.

### Outcome at organization level

Increased visibility and profile of ANAFE among other stakeholders engaged in agriculture and natural resources education, as well as policymakers, and extension organisers.

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.

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.

### Outcome at individual level

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.

Conferences and training workshops have provided the critical space needed to foster relationships among institutions and between academia, research and extension organisations.

### Impact

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.

## 10.2 CaFAN

<b>Activities / Outputs</b>	<p>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.</p> <p>A workshop on youth in agriculture; upgrading and dissemination of CaFAN stakeholder directory; campaign to mobilise new members and establish national focal points;</p> <p>survey on CaFAN members' needs; CaFAN participation in regional agricultural exhibitions.</p> <p>Production/dissemination of CaFAN newsletter; web-based communication; production and dissemination of factsheets; update and dissemination of CaFAN brochure.</p>
<b>Outcome at organization level</b>	<p>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.</p> <p>The visibility of CaFAN was enhanced; strengthened membership base through increased stakeholder involvement.</p>
<b>Outcome at individual level</b>	<p>Increase in youth participation in sector in organisational structures within the farming sector has grown by 50% as a direct result of CaFAN interventions.</p> <p>Improvement in the production, quality and price of farm produce to the benefit of the wider society.</p> <p>Strengthening of farmers' capacity to take advantage of market opportunities and improved farm practices.</p>
<b>Impact</b>	<p>CTA support has directly helped the organisation to grow institutionally, increase its visibility and networking, and expand and strengthen its membership base.</p>

## 10.3 CARDI

<b>Activities / Outputs</b>	<p>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.</p> <p>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.</p> <p>Findings of spice case study presented at a one-day workshop which led to case study report and analyses, recommended next steps.</p> <p>Outputs according to theme:</p> <p><b>ICM:</b> software, methodologies and management protocols.</p> <p><b>Agricultural Science, Technology and Innovation:</b> studies, industry maps, and policy recommendations</p> <p><b>Climate change:</b> practical mitigation and adaptation models to policy guidelines and suggested best practice.</p> <p><b>Networking:</b> Group formation protocols, necessary preconditions for group/network success.</p> <p><b>Research methodology:</b> Documented methodologies for determining research needs, research prioritisation and research utility.</p> <p><b>Briefing meeting:</b> Financial and technical instruments.</p> <p><b>Web 2.0:</b> Software manipulation</p> <p><b>Media:</b> Podcasts, press stories, video and radio offerings.</p>
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**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.

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**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.

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**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

<b>Activities / Outputs</b>	<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>
<b>Outcome at organization level</b>	<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.</p> <p>Effective communication on climate change and bio-energy.</p> <p>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>
<b>Outcome at individual level</b>	<p>Increased and visible debate on climate change and bio-energy issues due to the improved understanding brought about by the conferences.</p>
<b>Impact</b>	<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><b>Unexpected impacts:</b></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

<b>Activities / Outputs</b>	<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>
<b>Outcome at organization level</b>	<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>
<b>Outcome at individual level</b>	<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>

## 10.6 IPACC

### 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.

### 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.



## 10.7 KENAFF

<b>Outcome at individual level</b>	<p>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.</p> <p>Opportunities for indigenous peoples to meet other indigenous peoples across the world to build a shared identity in the face of their marginalisation.</p> <p>Members have developed skills, particularly in relation to engagement, negotiation, and building relationships.</p> <p>Indigenous peoples' organisations have developed a far higher profile over the past few years and acquired a certain status in debates across Africa.</p> <p>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.</p>
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<b>Impact</b>	<p>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.</p> <p>The rise of an indigenous peoples' movement, applauded by many and reviled by others, has been a major restructuring of African civil society.</p> <p>IPACC and its members are recognised by African states as the representative body of indigenous peoples in Africa.</p> <p>The participatory 3D mapping work in Gabon lead 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.</p> <p>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.</p>
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<b>Activities / Outputs</b>	<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 KENFAP database and publishing on website.</p>
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<b>Outcome at organization level</b>	<p>KENFAP 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. KENFAP 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 KENFAP has improved; KENFAP 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>KENFAP's advocacy mandate has been expanded and its voice in lobby and advocacy legitimised.</p>
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<b>Outcome at individual level</b>	<p>Improved communication between farmers and other stakeholders.</p> <p>Members have benefited from ease of access to timely, relevant and credible information.</p>
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<b>Impact</b>	<p>A nationwide information infrastructure has been set up which has significantly impacted on the needs of farmers.</p> <p>KENFAP now attracting more, longer-term and closer partnerships with major donors.</p> <p>KENFAP built the capacity of farmers' organisation in the region on ICT through knowledge management acquired from the CTA partnership.</p>
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## 10.8 RTN

<b>Activities / Outputs</b>	<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>
<b>Outcome at organization level</b>	<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>
<b>Outcome at individual level</b>	<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>
<b>Impact</b>	<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

<b>Activities / Outputs</b>	<p>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.</p> <p>Skills enhancement training courses for over 200 graduate students, and research scientists (including on IKM4D, SDM, proposal and scientific writing, Web 2.0,</p> <p>M&amp;E smart toolkit, ASTI etc).</p> <p>Co support with the African-wide women and young professionals in science competitions; at least four projects were implemented with CTA as associate partner.</p> <p>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.</p>
<b>Outcome at organization level</b>	<p>Improved visibility &amp; influence of RUFORUM as a key reference platform for HAE; participants in jointly organised conferences, side events &amp; training events; Increased capacity of individuals.</p> <p>Increased competitiveness of the network: more grants won under ACP-EU EDULINK, ACP-S&amp;T, and ACP-EU intra academic mobility.</p> <p>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).</p> <p>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.</p>

# RECOMMENDATIONS FOR FUTURE CTA SUPPORT/ ENGAGEMENT

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**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.

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**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.



## *“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.

**KENFAP:** 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.

# APPENDICES

# 12

## 12.1 List of Participants in the CclPA impact study

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

- 1 Dr. Ibrahim Khadar (*khadar@cta.int*)
- 2 Ms Tarikua Woldetsadick (*woldetsadick@cta.int*)

### Food, Agriculture and Natural Resources Policy Network (FANRPAN)

- 3 Mr. Tshilidzi Madzivhandila (*tmdzivhandila@fanrpan.org*)
- 4 Ms. Sharon Alfred (*salfred@fanrpan.org*)
- 5 Ms Siphokazi Phillip (*sphilip@fanrpan.org*)

### African Network for Agriculture and Forestry Education (ANAFE)

- 6 Dr. Amadou Issaka (*amadouissaka@yahoo.fr*)
- 7 Dr. Sebastian Chakeredza (*s.chakeredza@cgiar.org*)
- 8 Mr. Alfred Ochola (*a.ochola@cgiar.org*)

### Kenyan National Farmers Association (KENAFF)

- 9 Dr. Jhon Mutunga (*jkmutunga@gmail.com*)
- 10 Ms. Stelah Nyagah (*stellahwan07@yahoo.com*)
- 11 Ms. Nancy Yawera (*nyaweranw@yahoo.com*)

### Rwanda Telecentres Network

- 12 Mr. Paul Barera (*pbarera@yahoo.fr*)

### Indigenous peoples of Africa Coordination Committee (IPACC)

- 13 Dr. Nigel Crawhall (*ipacc.africa@gmail.com*)

### Caribbean Research Development Institute (CARDI)

- 14 Mr. Maurice Wilson (*mwilson@cardi.org*)
- 15 Mr. Allister Glean (*alglean@hotmail.com*)

### Caribbean Farmers Network (CaFAN)

- 16 Dr. Cleve Scot (*clevescott88@hotmail.com*)

### Regional Universities Forum for Capacity Building in Agriculture (RUFORUM)

- 17 Mrs. Agnes Obua-Ogwal (*a.akwang@ruforum.org*)

### East African Farmers Federation (EAFF)

- 18 Ms. Joyce Wanjiru (*accounts@eaffu.org*)

### 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 Kabobyjo *Consultant (RUFORUM)*

## 12.2 Complete Logical Framework Analysis Table

Activities supported by CTA	Outputs/deliverables	Outcomes (CARDI)	Outcomes (direct beneficiaries)	Outcomes (wider clientele)
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.	e-consultation report.	CARDI recognised as having science-based positions on climate resilient agriculture. Seen as an engaging organisation willing to learn from the experiences of others.	Enhanced understanding and consensus among stakeholders on key policy issues regarding PGR for agriculture in the context of climate change. Farmers linked to the rolled out projects are more capable of managing PGR in selected root crops.	CTA's position strengthened within the scientific community, policymakers and other international organisations.
Conduct synthesis studies that evaluate the conservation of biological diversity with an emphasis on agro-biodiversity, mechanisms for sustainable germplasm exchange and sharing among Caribbean states, and the sustainable use of agro-biodiversity for economic development.	Three synthesis study reports.	Obtained perspectives from climate analogues in the Pacific.	Regional root crop farmers contributed to the conservation and characterisation of specific cultivars of selected root crops.	Obtained perspectives from climate analogues in the Pacific. Led to offshoot mini-projects in the area of analogues.
Conduct case studies that investigate and report on cassava biodiversity, including the development and selection of climate resilient cultivars, climate-ready root crop conservation, sharing and utilisation, and networking to improve the sustainability of germplasm conservation, sharing and utilisation.	Three case study reports	Leadership role for CARDI in regional germplasm improvement, including defining the attendant protocols.	Availability of certifiable, more climate-resilient cultivars that can be used immediately, long before the more debilitating impacts are triggered.	Protocols and mechanisms established that can be transferred to other crop types and a wider range of potential beneficiaries.
Hold a workshop on improving the policy framework for developing climate change resilient agriculture systems in the Caribbean, specifically on the role of PGR.	Workshop report	Reciprocal feedback mechanisms put in place such that CARDI steers policy and can proactively design requisite programmes and projects.	The project will strengthen CTA's position towards the scientific community, policymakers and other international organisations.	The wider Caribbean population is impacted by the changed protocols arising from policy changes.

Activities supported by CTA	Outputs/deliverables	Outcomes (CARDI)	Outcomes (direct beneficiaries)	Outcomes (wider clientele)
Train policy analysts and senior officers on the development of specific policy options and instruments re regional climate smart agriculture.	30 policy analysts/advisers and senior officers trained in development of policy options and instruments.	Ability to assess and network amongst policy analysts in the region.	Increased readiness of regional policy planners to integrate climate readiness into the planning milieu.	CARICOM-wide sensitisation via the senior economic planning meetings. Only condition under which other sector specialists interface directly with agriculture policy planners.
Develop policy briefs with clear regional policy options on PGR in the context of climate variability and change, including: biodiversity assessment and conservation; safeguarding the region's food and nutrition security resources under climate change; facilitating the exchange of climate resilient food crop diversity among Caribbean states; how can the right policies help climate change, agro-biodiversity and socio-economic development; improving lives by strengthening the links	scientifically sound policy briefs as part of the armoury of development aids	Ministry officials have improved capacity to offer their clients significant, practical guidelines	inter-sectoral compatibility is enhanced by the integrated nature of the issues, analyses and potential solutions	
Engage with decision-makers at all levels of government and regional policy-making bodies re climate change and agriculture.	Draft policy documents/amendments.	Authenticate the role of CARDI as the region's lead agricultural agency.	Facilitate the passage of more agricultural-sensitive legislation that takes the full range of interlocking factors into consideration. Provides scientific validation to the issues of the day.	CARDI confirmed as a major source for agriculture information and policy briefs.
Facilitate media engagement, coverage and monitoring, including through a media competition.	News stories, media footage.	Mainstream contacts in the regional media milieu.		
Resource mobilisation initiatives at the regional and global level (e.g. EC, DFID, Bioversity International, IFAD).	One resource mobilisation report and two follow-up reports.			

*“CARDI makes a more meaningful contribution to the CARICOM-wide consortium on climate change and water.”*

Activities supported by CTA	Outputs/deliverables	Outcomes (CARDI)	Outcomes (direct beneficiaries)	Outcomes (wider clientele)
Media coverage of CWA 2012 by selected journalists.	News stories in print and electronic media, YouTube videos and live webcasts.	More prominence accrued to the CARDI brand. Organisation was able to apprise a wide array of stakeholders of CARDI research findings and practical solutions.	Temporarily raised profile of the sector affords stakeholders bargaining power with state and funding authorities.	
Two-day media sensitisation workshop addressing key challenges and issues in agriculture.	20 better-informed media workers.	Improved and more extensive coverage of CARDI research and development efforts.	Empathetic reporting of stakeholder concerns with greater sensitivity to natural and man-made constraints.	
Synthesis study on water availability and management for agriculture in the Caribbean under a changing climate.	Three synthesis reports, one each on water availability, managing water resources and soil water management.	CARDI makes a more meaningful contribution to the CARICOM-wide consortium on climate change and water.		
Generate case studies on innovative on-farm water management.	Two case studies in print and electronic formats.	CARDI's battery of solutions strengthened in terms of climate resilient techniques.	Farmers provided with practical on-farm water winning/saving technologies.	
E-consultation on water policies and management in agriculture in relation to water scarcity.	E-consultation report with recommendations under three theme headings: water availability, water management, and soil water interaction	CARDI seen as an engaging organisation willing to learn from the experiences of others. Because of the medium used, the consultation drew responses from outside the geographic and sectoral reach of CARDI.	Primary stakeholders such as farmers can make minor adjustments to their water management practices.	
Workshop on climate change adaptation in Caribbean agriculture - Enhancing water resources management.	Workshop report.	Improvement in the capacity to extend information on water management.		

Activities supported by CTA	Outputs/deliverables	Outcomes (CARDI)	Outcomes (direct beneficiaries)	Outcomes (wider clientele)
Engage policymakers on water management issues.	Minutes of meetings, conference reports, copies of correspondence with policymakers/technocrats.	CARDI sphere of influence widened and deepened with respect to water management.	Temporarily increased likelihood of having water management issues addressed by officialdom.	Stakeholders outside of the agricultural sector provided with practical guidelines to apportion access to water for agriculture.
Produce and disseminate briefing papers.	Three four-page briefing papers.	CARDI moves forward with an evidence-based position on water management.	Farmers in selected locales subjected to a more rational regime of water management by the state.	
Schedule media workers preparation and dissemination of capsule reports.	Capsule reports in print and electronic formats.	CARDI visibility and utility boosted at a time when government subventions are restrictive and based on CARDI's perceived utility.	Sector basks in the spotlight and several issues are addressed within the context of CWA.	Population-wide exposure to agricultural concerns as part of the mainstream news rather than the usual portrayal of farmers' plight.
Produce and disseminate fact sheets.	Fact sheets.	Increased CARDI data base.	Potential solutions to on-farm problems within the possession of hundred of farmers.	
Conduct Web 2.0 training.	Trained 50 Web 2.0 users from the fields of agriculture and rural development, natural resource management, biodiversity conservation and marketing.	CARDI has in-house expertise to communicate with its various publics using internet-based systems. Enhanced capacity to interact with younger stakeholders.	Farmers and researchers have additional avenues to source solutions, raise issues and share perspectives. Researchers and field officers in five countries can augment the reach of their various departments through remote collaboration, VoIP and the iMARK module.	Non-traditional stakeholders encouraged to access information on the sector through alternative and web-based formats.

*“Ability to produce high quality publications in-house and to engage media houses and government information services to collaborate.”*

Activities supported by CTA	Outputs/deliverables	Outcomes (CARDI)	Outcomes (direct beneficiaries)	Outcomes (wider clientele)
Conduct workshop “Climate change and agriculture in the Caribbean: Protected agriculture - an adaptation option”.	Workshop presentation, workshop report, and workshop recommendations.	CARDI assumes leadership role in PA development within CARICOM.	Farmers able to access the technical information to transition to PA systems. A larger segment of the farming population appreciates the various technologies within the rubric of PA.	
Provide extension support to farmers in technical and managerial areas.	Technical reports, management guidelines, tailored response packages.	CARDI extension skills set expanded. Opportunities created to integrate ICM skills into structured outreach efforts.	Substantial capital investment protected by free-to-the-farmer technical advice and managerial support.	
Prepare and disseminate technical materials to key stakeholders.	“CARDI Review”, factsheets and technical bulletins distributed widely (av 500 copies of each).	Raised visibility of CARDI, earliest attempt at brand identification.		
Prepare and air educational video on root crops.	Video, broadcast quality on yams and sweet potato.	Increased visibility and message transfer for CARDI-CTA in eight countries, respective websites and YouTube.	Farmers, consumers and researchers interacting and guided by more user-friendly publications.	Public health and nutrition entities in the region integrate messages from agriculture into their programming.
Prepare and air video vignettes on CARDI seed materials.	Three five-minute video vignettes (aired in eight countries).			

Activities supported by CTA	Outputs/deliverables	Outcomes (CARDI)	Outcomes (direct beneficiaries)	Outcomes (wider clientele)
Prepare and disseminate outreach materials.	Ability to produce high quality publications in-house and to engage media houses and government information services to collaborate. Publications and seminars committee strengthened.	CARDI now effectively occupying a larger “information space” on the overall landscape.		
Display CARDI-CTA publications at select occasions.	Posters at CWA, Denbigh Show, CARDI Open Days.	Provision of a ready platform for the promotion and presentation of the organisation's products and services. Face-to-face interactions and demand analysis with stakeholders in 12 countries.	Products and services of CARDI-CTA available in conducive settings with national and international inter-agency support.	
Conduct cross-learning workshops.	Training materials, visual aids, seminar reports, proposals for follow up actions.	CARDI managers, researchers and technician provided with specific research communication and outreach methods and tools in addition to being equipped to use mass media for communicating with stakeholders.	Promotion of the sector afforded through specific communication strategies.	

*“A core group can train regional scientists in the use of the methodology.”*

Activities supported by CTA	Outputs/deliverables	Outcomes (CARDI)	Outcomes (direct beneficiaries)	Outcomes (wider clientele)
Management of ICM programme.	Functioning project assistant.	Improved financial management of contracts, better organised and researched CARDI publications, active scoping and repackaging of internet news reports.	Farmers and researchers have additional avenues to source solutions, raise issues and share perspectives. Stakeholders without internet access have a print facility that affords them access to updated information from which to distil their next steps.	Service improvements form a better informed segment of the extension service.
Conduct briefing meeting “Strengthening the Caribbean agri-food private sector: challenges for SMEs in the agri-food sector in the Caribbean”.	Meeting report, contributed papers.	CARDI in a position to critically assess key challenges for SMEs in the agri-food sector in the Caribbean, financial and technical instruments to support the agri-food sector, and means to reposition Caribbean agriculture.	Stakeholders apprised of issues and possible solutions in the areas of challenges to SME development, financing food production and the overall repositioning of agriculture.	
Conduct regional training course on research methodology (planning, development and execution).	Workshop report, training materials.	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, report research results in a standard format. A core group can train regional scientists in the use of the methodology.	Regional scientists can use a common instrument for identifying research issues and the adoption of methodologies to deliver output, and report research results in a standard format.	

Activities supported by CTA	Outputs/deliverables	Outcomes (CARDI)	Outcomes (direct beneficiaries)	Outcomes (wider clientele)
Conduct an internal sensitisation and training seminar.	Training materials, seminar report, three journal subscriptions, outreach and communication strategy and action plan.	CARDI internal communication capacity improved, staff has access to a wider pool of technical information.	Stakeholders’ technical information demands more effectively met. CARDI becomes the recognised focal point for PA and climate change queries as they relate to stakeholders production problems.	
Prepare and disseminate technical materials to specific stakeholder groups.	CARDI review, CARDI update, fact sheets on hot pepper, chevon and invasive species. Technical manual on sweet potato and video on PA.	CARDI document throughput more organised within particular themes.	Public awareness of contemporary agricultural issues such as impact of climate change on agriculture, invasive species, and organic agriculture improved.	
Conduct workshop “Information and Communication Management Policy and Strategy in the Caribbean”	Training materials, visual aids, seminar reports, proposals for follow-up actions.	Rationalised approach and methodology to manage intra-agency and external information flows.	Information needs as articulated by stakeholders addressed through an organised strategic management system in major agencies.	
To increase awareness, visibility and reputation of CTA in the Caribbean.	Banners, posters, Spore, pamphlets and permanent displays at CARDI headquarters, SVG and Dominica. Linked web pages/portals.	More aggressive and purposeful promotion of the offerings of CTA within the region. Prominence of the Regional Branch Office designation.	Increased exposure to CTA’s mandate, priorities, strategies, products and services. More detailed information on how to qualify for CTA assistance.	Spore holds appeal outside of the agricultural sector.
Deliver relevant information products and services to a wider clientele.	PDS subscriptions, CTA brochures, pamphlets, web links.	Intermediary function.	Specific needs addressed.	

*“Strengthened indigenous knowledge systems to support ST&I policy and decision-making.”*

Activities supported by CTA	Outputs/deliverables	Outcomes (CARDI)	Outcomes (direct beneficiaries)	Outcomes (wider clientele)
Produce and distribute three technical factsheets.	Factsheets on golden apple production, breadfruit production and hair sheep management (a guide to feeding breeding ewes).	Professionally prepared factsheets that highlight the work of CARDI researchers in pre-determined areas of need. Bolstered profile of CARDI staff and their contributions.	Advisory services in the respective islands have packaged, verified information.	Would-be and existing producers of golden apple or breadfruit and sheep farmers have access to relevant and targeted information that can positively impact their bottom line.
Promote and improve services to women and youth.	Statistics on gender and youth, analytic report on gender and youth in CTA-supported activities, updated web links focused on gender and youth.	Staff more attuned to the gender and youth overlay to operations.	Gender mainstreaming activities boosted by CARDI-CTA activities.	
Direct staff in Caribbean organisations to ICM training opportunities.	Conference calendars, web links, study visits/tours guidelines.	Greater awareness of the role of an RBO.	Greater access to training opportunities in ICM.	
Internal seminar on public awareness, advocacy and communication management.	Training materials, workshop report.	Improved regional profile for CARDI and concurrent efficacy in promoting its research agenda.		Communication is being seen as more desirable than promotion.
Sub-regional training of trainers workshop on agricultural, science, technology and innovation systems.	Training materials, workshop report.	Strengthened indigenous knowledge systems to support ST&I policy and decision-making.	Attempts to introduce broad concepts of agricultural innovation albeit in the absence of any discourse on intellectual property.	

Activities supported by CTA	Outputs/deliverables	Outcomes (CARDI)	Outcomes (direct beneficiaries)	Outcomes (wider clientele)
Conduct training course: “Introduction to Communication tools and methods”	“Public Awareness” (a CTA document), workshop report, training material.	A core group of staff members will have keenly developed communication skills making the organisation easier to understand, and more open for dialogue.	A widened range of primary and secondary stakeholders acquired a skill that could be honed after training.	Professionals peripheral to agriculture and food production were able to tune into the methods shared with their colleagues in agriculture.
Regional training of trainers workshop on agricultural, science, technology and innovation systems.	Training materials, workshop report.	Strengthened indigenous knowledge systems to support ST&I policy and decision-making.	Improved on-island capability to train peers in ASTI.	
Conduct case study on banana using ASTI system and disseminate results within CARICOM.	Banana case study report.	Mastery of ASTI protocols.	Provision of focused insights into the more vulnerable aspects of banana production for export.	Additional perspective for the Windward Islands’ leadership to continue to “react” to the removal of preferential treatment for bananas.
Conduct case study on spice industry using ASTI system.	Spice case study, web links.	Increased supervisory experience in the management of subcontractors.		
Present findings of spice case study at a one-day workshop.	Case study report and analyses, recommended next steps.	Led the recovery effort for the spice industry in Grenada (post-hurricane Ivan).	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.	National community given a focused opportunity to concentrate on the recovery effort for the post-Ivan nutmeg industry.

*“Stakeholders outside the agricultural sector have a common point of engagement with farmers and their concerns.”*

Activities supported by CTA	Outputs/ deliverables	Outcomes (CARDI)	Outcomes (direct beneficiaries)	Outcomes (wider clientele)
Training course: “Electronic Production and Publishing of Agricultural Extension Materials”	Training materials, seminar report.	Ability to convert existing extension materials into digital formats. Design and prepare content for digital agricultural extension formats. Preparation of materials in CD-ROM format and for the web.	Landmark training opportunity for extension services in the countries represented, heralded the organised entry into e-documentation.	Improved access to agricultural information at the local level through digitisation. Project had impact because of its timeliness and the ease with which information movement was independent of the source.
Regional seminar on the role of information and communication tools for food and nutrition security.	Seminar report, regional press releases. Information and communication strategy for improving food and nutrition security.	Key staff able to identify constraints to implementing food and nutrition security plans. Ability to recommend corrective actions using information and communication tools. Capacity to identify collaborators including CTA.	Food and nutrition policy guidelines assume some congruence among agriculture professionals across participating countries.	Food and nutrition policy guidelines made clear to the wider public at a time when there was still a raging debate about how to define food security.
Conduct study on table egg market and industry competitiveness in CARICOM countries.	Table egg market and industry competitiveness report.	CARDI able to provide updated information on market trends, operational trade, production and processing as they relate to the table egg industry. Provision of a database on national and regional table egg production and marketing. Global and FTAA egg industry profile.	CARICOM table egg industry policy environment assessed so that would-be players and current members can make sound decisions. Stakeholders have documentary proof of the status of the table egg industry which can be used to leverage state action.	

Activities supported by CTA	Outputs/ deliverables	Outcomes (CARDI)	Outcomes (direct beneficiaries)	Outcomes (wider clientele)
One-day regional workshop on the table egg market and industry competitiveness.	Workshop report, specific national and regional reviews and recommendations.	CARDI focal point of the table egg industry realignment.	Material findings to leverage the table egg industry.	Non-traditional stakeholders outside of the agricultural sector appreciate the nuances between table egg and hatching egg legislation and concessions.
Conduct a study: “Establishment and Development of a Regional Farmers and NGO Network in the Caribbean”.	Survey report, expressions of interest for development of network.	CARDI provides nurturing secretariat support for proposed network and enjoys bond with wide stakeholder groupings.	CARICOM wide farmers’ organisations presented with evidence of the need for networking.	Stakeholders outside the agricultural sector have a common point of engagement with farmers and their concerns.
Regional meeting on strategies for improved networking of Caribbean farmers associations and NGOs.	Documented contributions made to the development of a strategy and action plan for network.	In-house expertise in the analysis of networking requirements, determination of priority information themes.		
Provision of question and answer services.	Documented questions and answers, question and answer tools.	Significantly improved in-house information storage, retrieval and management.	Build capacity at a national level.	
Develop question and answer national capacity.	Standardised reporting format, forms, user statistics, equipment, question and answer Caribbean ACP-EU reference tool in print and electronic formats.	Information coordinating and managing capability.	Improved access to important and timely information using an equitable and standardised format.	





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.

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