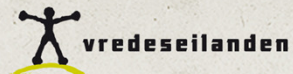# PM&E of Capacity Development
within Vredeseilanden

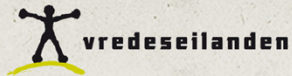**NGO Federatie**

Steff Deprez (28 nov 2012)

MISSION

Sustainable Agriculture Chain Development

Vredeseilanden wants to contribute to viable livelihoods and empowerment of organised smallholder farmers, male and female, through value chain development.

MISSION

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Vredeseilanden develops **strategies and interventions** that aim to:

- ✓ **Create an enabling environment for smallholder farmers**: policy & regulatory frameworks, market mechanisms, extension services, seed and input supply systems, credits for smallholder farmers and organisations, engagement and actions of societal actors, …

- ✓ **Promote the business case for chain actors** (buyers, traders, processors, distributors, retailers, …) and **smallholder farmers** (and their organisations) to engage with each other and establish linkages

- ✓ Support smallholder farmers to **organize themselves** and **build the necessary capacities** to create economies of scale, guarantee quality, food safety and sustainability
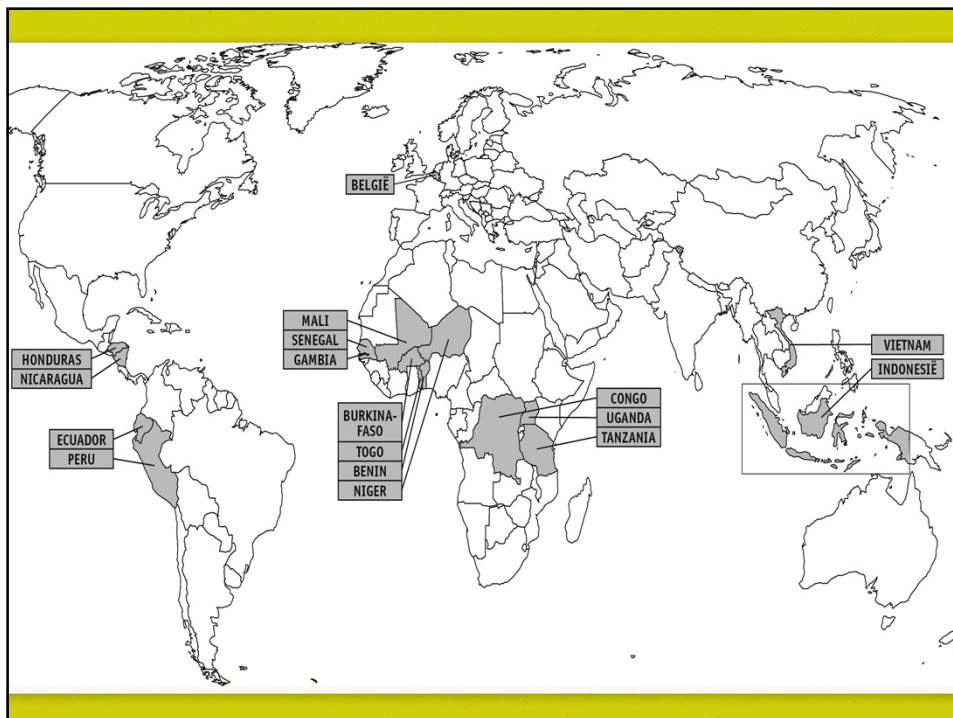
Programme objectives

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Obj1. Setting up **innovative experiments** (**pilot chains**) to enhance the inclusion of smallholder farmers (economic objective)

Obj2. Use evidence from these experiments to stimulate an **enabling institutional environment** for these chains and to scale up results (political objective)

Obj3. Influence **consumer behavior** in favor of smallholders and their products (consumer objective)
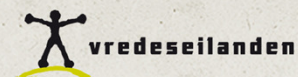
Programme objectives
Obj4: Strategic importance of learning

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- Emphasis on organisational and institutional learning
  - ✓ Value chain development strategy
  - ✓ Management of its programmes (planning & steering)
  - ✓ Building expertise/capacity of partners and VECO staff

Capacity Development
within the Vredeseilanden programme

vredeseilanden

Capacity Development
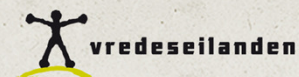
vredeseilanden

- … part of the **mission/strategy** of Vredeseilanden

- … embedded in **programme objective 4**

- … integrated in the **programme logic/design framework** (OM)

- … fostered by our **chain intervention approach** (multi-stakeholder approach)

- … monitored through the **PLAs**

Capacity Development

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Capacity Development – shift over the years

Before 2008:
- ✓ Capacity development of partner organisations was an aim/result in itself
- ✓ Capicty development for each partner
- ✓ Use of OD, OCA, … tools
- ✓ Specific OSID-positions within VECO offices
- ✓ Cd was rather VECO driven
- ✓ Broad definition of CD (personnel, infrastructure, resources, strategic leadership, programme/process management, networking, …)

Capacity Development

vredeseilanden

2008-2013 programme (value chain development)
- ✓ CD is not an aim in itself anymore (for each partner)
- ✓ CD actions are related to the objectives of the chain interventions
- ✓ Different chain actors require different forms of cooperations in which CD is not per se the main agenda)

- ✓ Focus on commonly agreed 'changes in practice' to achieve results
- ✓ Focus on capacity building of commercial farmer organisations (FOs)
  Linked to the aim of 'empowerment' of FOs
  Linked to sustainability / exit-strategy

- ✓ No OD, OSID, .. positions anymore, integrated in SACD positions
- ✓ VECO as facilitator rather than as direct 'capacity builder'
- ✓ Cooperation with (local) service providers ("tripartite" agreements)
- ✓ Multi-stakeholder approach > social learning, collaboration, strategic thinking, challenging , …

Programme Logic / Design framework — vredeseilanden

Identifying programme actors

Smallholder farmers

Sphere of interest

Sphere of influence

Sphere of control

indirect influence

direct influence

direct control

Beneficiary 1
Beneficiary 2
Beneficiary 3

Boundary partner 1
Boundary partner 2
Boundary partner 3

Implementing team

?
?
?

VECO

vredeseilanden
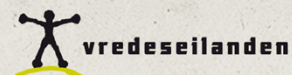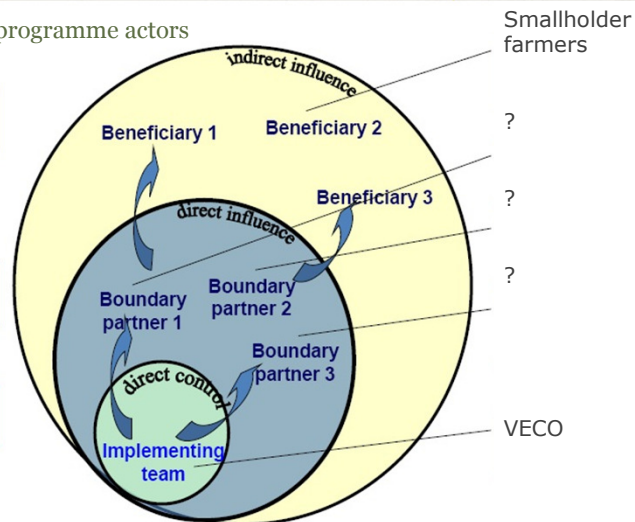
BOUNDARY PARTNERS

The individuals, groups, or organisations
with whom the programme
interacts *directly*
and with whom it anticipates
opportunities for influence

Boundary Partners

vredeseilanden

Guiding questions

- Who are the **most important actors** with whom the programme should work **to achieve the chain results/objectives**?

- Who can **help or hinder** achieving the programme's results/objectives?

- With which actors do we need to work **directly**?
  And, with which actors **can** the programme work directly?

Type of Boundary Partners

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Programme Objective	Type of (Boundary) Partners
Obj1: Setting up innovative experiments (pilot chains) to enhance the inclusion of smallholder farmers	1. Commercial Farmer Organisations 2. Private Sector 3. Service NGOs
Obj2: Use evidence from these experiments to stimulate an enabling institutional environment for these chains and to scale up results	1. Political Farmer Organisations 2. Network Organisations 3. NGOs
Obj3: Influence consumer behavior in favor of smallholders and their products	1. Consumer Organisations 2. Network organisations 3. NGOs

Outcomes (OM)

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Changes in the **behaviour, relationships, activities, actions (professional practices)** of people, groups, and organisations with whom the programme works directly (=boundary partners)

OUTCOME CHALLENGE 4

The *ideal* behavioural change of each boundary partner for it to contribute to the vision/objectives of the programme

PROGRESS MARKERS 5

A **set** of statements describing a **progression of changed behaviours** in the boundary partner leading to the ideal objective (=outcome challenge)

Strategy Maps (OM)

vredeseilanden
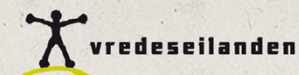
STRATEGY MAP 6

Outlines the program`s approach and support strategies/approach used by the programme to contribute to the achievement of an outcomes

	causal	persuasive	supportive
I aimed at individual boundary partner			
E aimed at boundary partner's environment			

Chain Intervention Framework
(for each vlaue chain)

vredeseilanden

		Impact (farmers)
VISION		
MISSION		

Specific Objective 1
Improved livelihood of family farmers through Sustainable Agriculture Chain Development

Indicators · Indicators · Indicators

Chain result 1 (+ind) · Chain result 2 (+ind) · Chain result 3 (+ind) · Chain result 4 (+ind)

Impact (farmers)

Outcomes Value Chain

Outcome Challenge Local Service NGO's · **Outcome Challenge** Farmer / Producer Organisations · **Outcome Challenge** Private Chain Actors
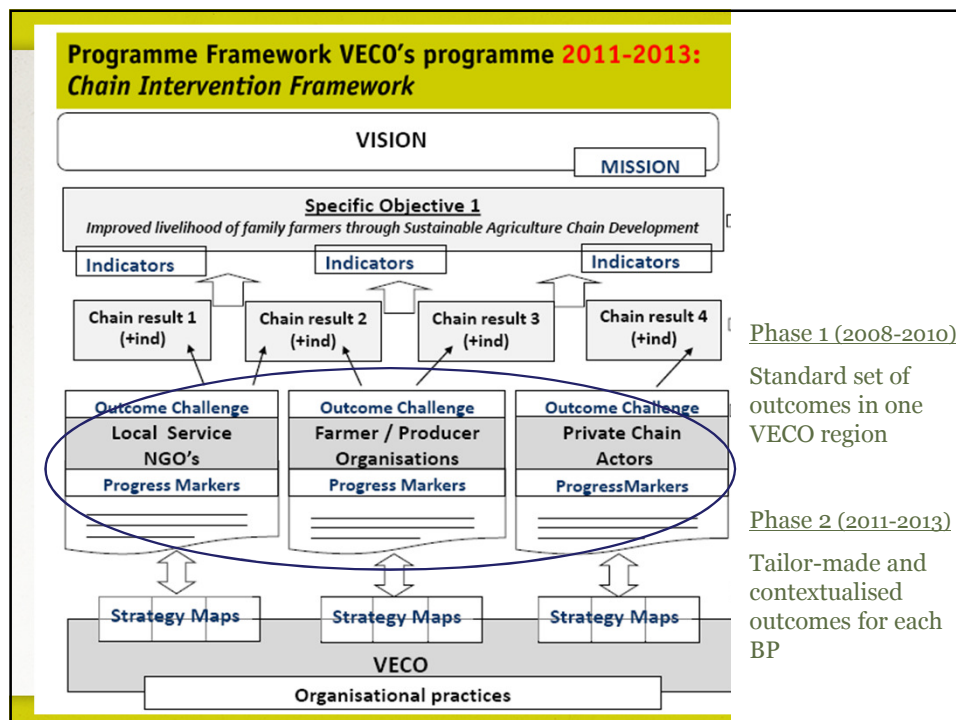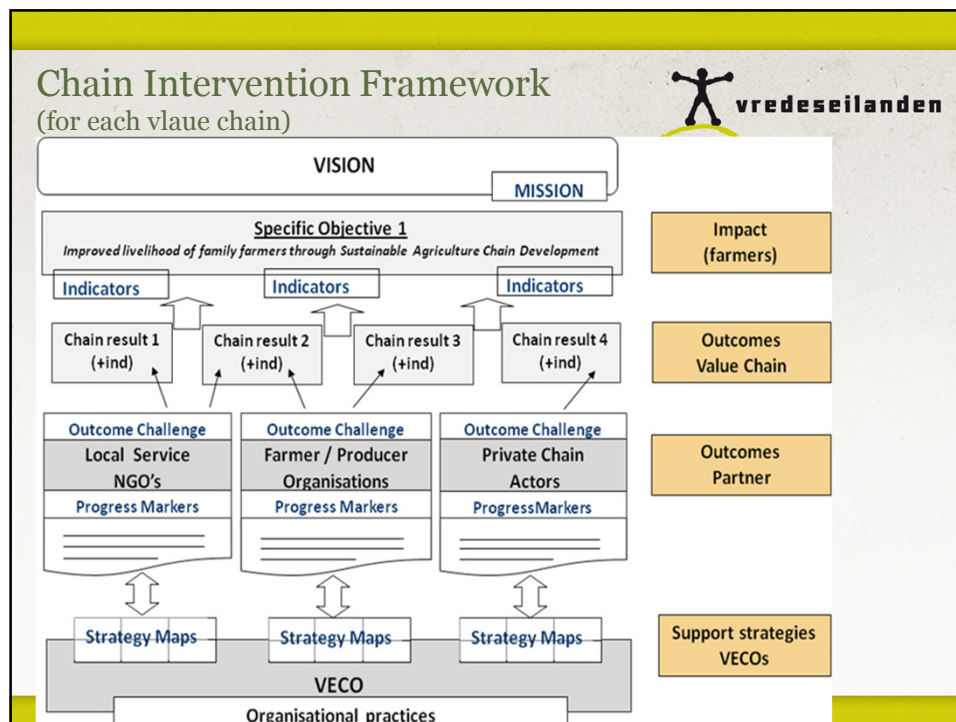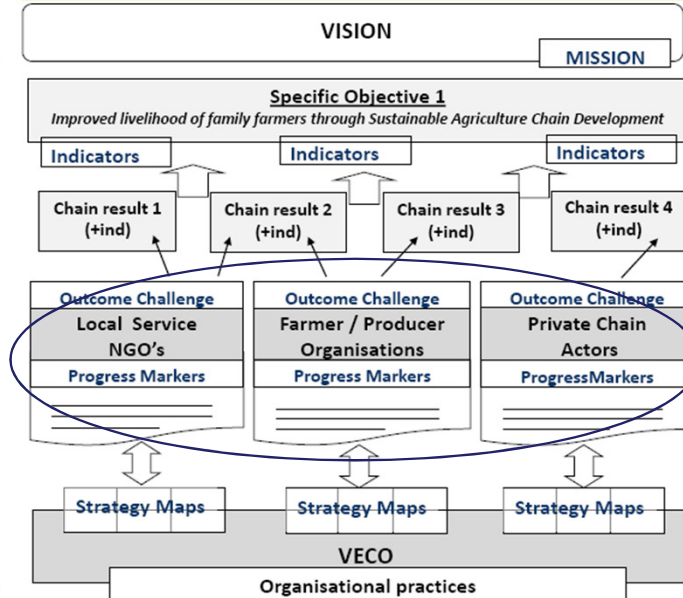
Progress Markers · Progress Markers · ProgressMarkers

Outcomes Partner

Strategy Maps · Strategy Maps · Strategy Maps

Support strategies VECOs

VECO
Organisational practices

Programme Framework VECO's programme 2011-2013: Chain Intervention Framework

VISION
MISSION

Specific Objective 1
Improved livelihood of family farmers through Sustainable Agriculture Chain Development

Indicators · Indicators · Indicators

Chain result 1 (+ind) · Chain result 2 (+ind) · Chain result 3 (+ind) · Chain result 4 (+ind)

Outcome Challenge Local Service NGO's · **Outcome Challenge** Farmer / Producer Organisations · **Outcome Challenge** Private Chain Actors

Progress Markers · Progress Markers · ProgressMarkers

Strategy Maps · Strategy Maps · Strategy Maps

VECO
Organisational practices

Phase 1 (2008-2010)

Standard set of outcomes in one VECO region

Phase 2 (2011-2013)

Tailor-made and contextualised outcomes for each BP

Programme Framework VECO's programme 2011-2013: Chain Intervention Framework

VISION

MISSION

Specific Objective 1
Improved livelihood of family farmers through Sustainable Agriculture Chain Development

Indicators   Indicators   Indicators

Chain result 1 (+ind)	Chain result 2 (+ind)	Chain result 3 (+ind)	Chain result 4 (+ind)

Outcome Challenge Local Service NGO's	Outcome Challenge Farmer / Producer Organisations	Outcome Challenge Private Chain Actors
Progress Markers	Progress Markers	ProgressMarkers

Outcomes are developed for every type of BP

Strategy Maps   Strategy Maps   Strategy Maps

VECO

Organisational practices

Only for commercial farmer organisations   **vredeseilanden**

Boundary Partner:	
Outcome Challenge: [Description OC]	
Progress Markers: in relation to chain development	
1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	

Progress Markers: in relation to capacity development of the business FO	
1.	Develop necessary capacities for *self-management as a membership based organisation*
2.	Develop adequate capacities for *business management*
3.	Develop the necessary capacities to ensure *own income generation*
4.	Develop capacities for *building up and maintaining external relations*

Four standard PMs referring to business capacities

Matrix in annex to the partner contract

Matrix
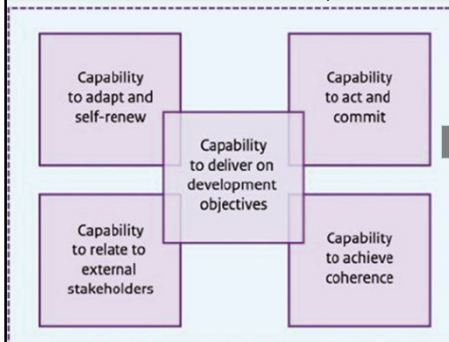### Development stages of the FO as business organisation

vredeseilanden

	Start-up phase	Time	Strengthening phase	Time	Consolidation phase	Time
Self-management as a membership based organization						
Business management						
Own income generation						
Building up and maintaining external relations						

- Only for commercial farmer organisations
- Developed and agreed upon with with FOs (annex contract)
- Informs the planning of activities and interventions
- Monitored (bi-)annually
- Basis for exit-strategy

Combining 5C model & OM

Use of the 5 CC model (assessment)
as the basis for the development of PMs

Capability to adapt and self-renew

Capability to act and commit

Capability to deliver on development objectives

Capability to relate to external stakeholders

Capability to achieve coherence

OUTCOME CHALLENGE SDOs

The SDO translates its vision, mission and values into concrete actions through its programmes. It develops the necessary competences and sufficient expertise on TVET, skills development and women & children development to effectively carry out its programmes. The SDO has coherent management policies and systems in place including an adequate planning, monitoring and evaluation system. It provides support to the Local Centre's and stimulates ownership and responsibility of the Local Centre's. The SDO communicates effectively with other commissions in the Province. It develops linkages with NGO's, government, corporate sector, financial institutions, networks and donors for sharing knowledge, building expertise, exploring collaborative actions, ensuring job placements and resource mobilisation. The SDO builds up public support (government & civil society) and has effective lobby and advocacy strategies to access government schemes at state level. It systematically documents and disseminates best practices, success stories and lessons learned. The SDO is accountable to the Province, the donors, the government and the Local Centre's and the community. The SDO generates sufficient financial resources to sustain its activities.

PROGRESS MARKERS SDOs
We expect to see the SDOs to ...
- Organize quarterly meetings to review plans (SDO)
- Document the communication (products, success stories,…) and send to other commissions
- Involve LCs in the planning of their program
- Organize / create space for interaction during planning
- Provide needs based training (communication, administration, project management, …)
- Prepare PM&E and assessment toolkit for SDO's and LC's
- Develop staff service condition policy

We like to see the SDOs to ...
- Organize to systematic follow-up of implementation of activities
- More collaboration on development issues by creating space for interaction (invite for training, ask for ideas, …)
- Build a network of consultation resource people to support expertise building
- SDO/SDC visits regularly the LCs to see/discuss the implementation of the program
- Ensure that staff are committed, motivated and efficient
- Provide opportunities for staff to gain practice of what has been learned or reproduce the training to other staff
- Tools are explained and sent to LCs + dully filled out and received by SDO's

We love to see the SDOs to ...
- Develops a PME system
- Develop common plans and implement them
- Influence policies of other commissions
- Develops a resource unit within the SDO that finds, shares and documents expertise about research results (Knowledge Management Unit)
- SDO sets up regional coordinators or supporting structure and support/equip them to play their role (regularly meetings between regions)

Programme Framework VECO's programme 2011-2013:
Chain Intervention Framework

9 categories of supporting strategies

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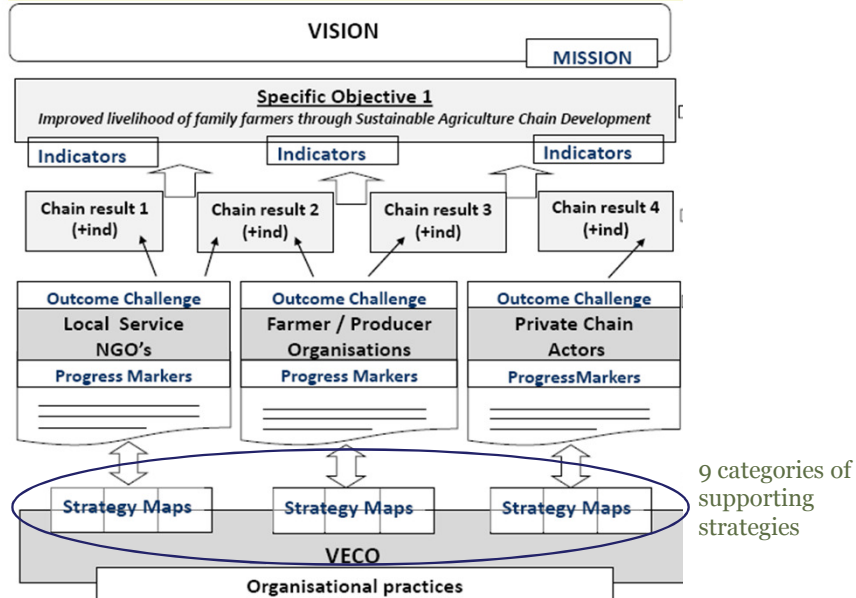
9 type of supporting strategies **facilitated** by VECO

vredeseilanden
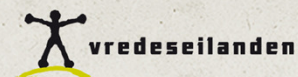
| VECOs support strategies |
|---|
| **Direct strategies** |
| I1. Funding of partners |
| I2. Training and technical assistance |
| I3. Coaching and backstopping |
| I4. Monitoring and feedback |
| **Indirect strategies** |
| E1. Research & study |
| E2. Documenting and sharing |
| E3. Networking and exposure |
| E4. Linking with chain actors |
| E5. Linking with chain supporters/influencers |

Every activity that is carried out by the VECO can be linked to one of the 9 support strategies.

MONITORING & LEARNING
Planning, Learning & Accountability system

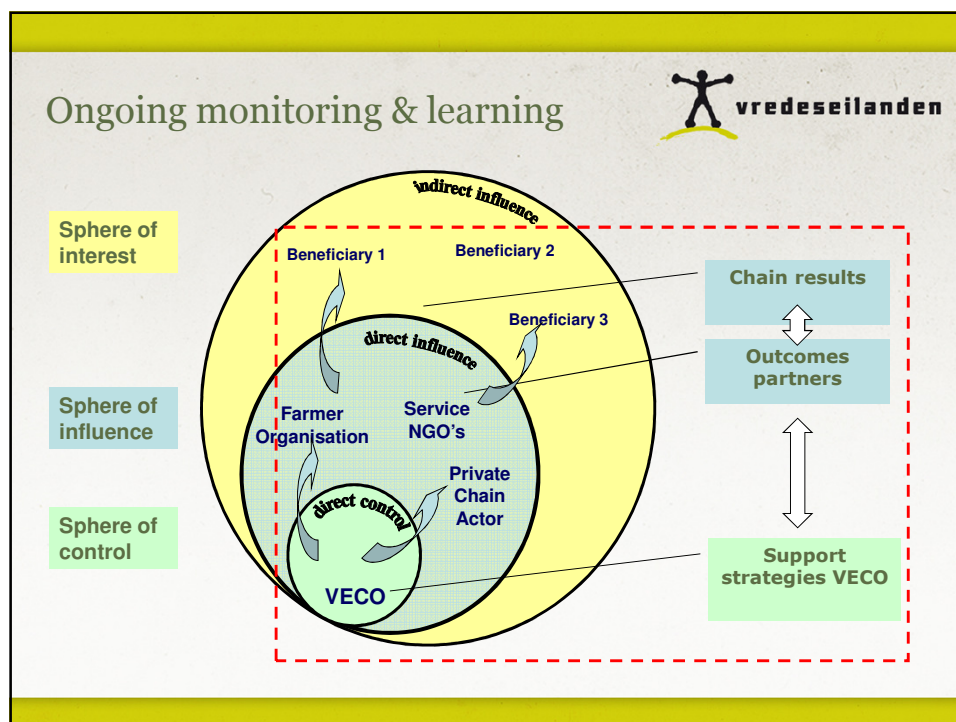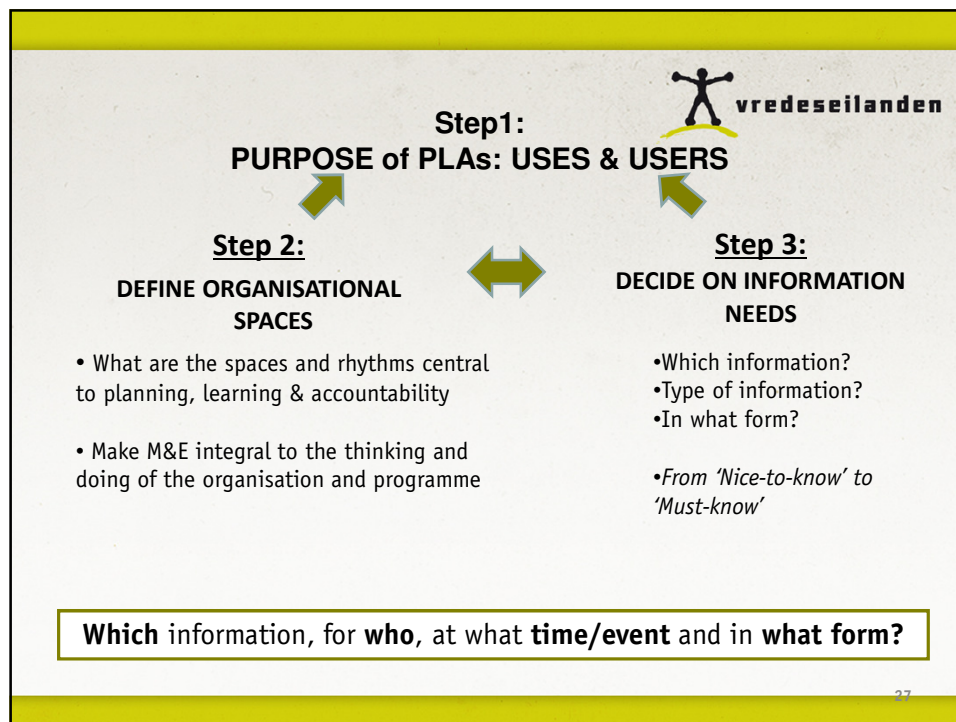vredeseilanden

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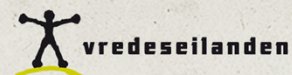
Planning, Learning & Accountability

Systematic data collection, sense-making and documentation process that

- ✓ supports the **planning** & steering of the value chain development process
- ✓ facilitates organisational and institutional **learning**
- ✓ fulfills the **accountability** requirements

Step1:
PURPOSE of PLAs: USES & USERS

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Step 2:

DEFINE ORGANISATIONAL SPACES

• What are the spaces and rhythms central to planning, learning & accountability

• Make M&E integral to the thinking and doing of the organisation and programme

Step 3:

DECIDE ON INFORMATION NEEDS

•Which information?
•Type of information?
•In what form?

•*From 'Nice-to-know' to 'Must-know'*

Which information, for **who**, at what **time/event** and in **what form?**

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Ongoing monitoring & learning

vredeseilanden

Sphere of interest

Sphere of influence

Sphere of control

indirect influence

Beneficiary 1   Beneficiary 2

direct influence

Beneficiary 3

Farmer Organisation   Service NGO's

Private Chain Actor

direct control

VECO

Chain results

Outcomes partners

Support strategies VECO

Thanks!

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www.veco-ngo.org