



# **Cooperative Venture for Capacity Building Evaluation**

by Hassall & Associates

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*Publication No. 08/046*

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# Foreword

Between 2001 and 2007 the Cooperative Venture for Capacity Building (CVCB) invested in research and development projects focused on enhancing the understanding of learning, improving organisational arrangements to support rural human capacity building, and inspiring innovative farming practices.

The CVCB's first phase ended in 2007 and its partners commissioned this evaluation to

- Determine the impact of CVCB on key target audiences and
- Recommend measures to improve the efficiency, effectiveness and appropriateness of CVCB investments in delivering benefits to its stakeholders.

The evaluation found that the CVCB has deepened understanding of capacity building through research which defined the concept, key principles, models in use and future challenges. It also identifies factors which limited the program from fully achieving its outcomes.

The following priorities arise from the CVCB research and need to be addressed to ensure capacity building is appropriately positioned and used efficiently and effectively in the future:

- Continued development of best practice methods and models
- Building the capacity building skills of professionals
- Improving the strategic fit of capacity building within organisations
- Collaboration and cooperation between organisations involved in capacity building
- Informing policy development, particularly on capacity building.

This provides two focal areas for the future. Firstly the capacity of professionals and their organisations to design and implement capacity building needs to be built. This requires a professional and organisational development rather than a research approach. There would be great benefit in a collaborative approach between RDCs, Australian and state governments and the private sector to provide efficiencies and co-learning and collaboration opportunities.

Secondly a mechanism is needed to inform policy and coordinate/collaborate capacity building across organisations. This will require a shift from RD&E to on-going engagement of policy makers and the establishment of collaborative initiatives on capacity building between government, RDCs and the private sector.

This project was funded through the Cooperative Venture for Capacity Building in Rural Industries which is made up of the research and development corporations: Australian Wool Innovation; Cotton Research and Development Corporation; Dairy Australia; Grains Research and Development Corporation; Grape and Wine Research and Development Corporation; Horticulture Australia Limited; Land & Water Australia; Meat & Livestock Australia; Murray-Darling Basin Commission; Rural Industries Research and Development Corporation; Sugar Research and Development Corporation; and the Australian Government Department of Agriculture, Fisheries and Forestry.

This report is an addition to RIRDC's diverse range of over 1800 research publications which can be viewed and freely downloaded from our website [www.rirdc.gov.au](http://www.rirdc.gov.au). Information on the CVCB is available online at <http://www.rirdc.gov.au/capacitybuilding/>.

**Peter O'Brien**

Managing Director

Rural Industries Research and Development Corporation

# Abbreviations

AWI	Australian Wool Innovation
CRDC	Cotton Research and Development Corporation
CVCB	Cooperative Venture for Capacity Building
DAFF	Department of Agriculture, Fisheries and Forestry
GRDC	Grains Research and Development Corporation
GWRDC	Grape and Wine Research and Development Corporation
HAL	Horticulture Australia Limited
KRA	Key Result Area
LWA	Land and Water Australia
MDBC	Murray Darling Basin Commission
MLA	Meat & Livestock Australia
RDC	Research and Development Corporation
RD&E	Research, development and extension
RIRDC	Rural Industries Research and Development Corporation
SRDC	Sugar Research and Development Corporation

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# Executive Summary

## What this report is about

The Cooperative Venture for Capacity Building (CVCB) was established in 2001 to enhance capacity building in Australia's rural industries. The first phase of the CVCB ended in 2007 and Hassall & Associates were commissioned to evaluate the program in order to:

- Determine the impact of the CVCB on key target audiences
- Recommend measures to improve the efficiency, effectiveness and appropriateness of CVCB's investments in delivering benefits to its stakeholders.

The evaluation involved document review and stakeholder consultation against a tailored program logic which encapsulated the CVCB's outcomes and activities.

## Who is the report targeted at?

This report is targeted at firstly the member investors in the Cooperative Venture for Capacity Building and secondly at a broader audience of those organisations that invest in capacity building.

## Background

The CVCB was a partnership between RIRDC, rural RDCs and Australian Government agencies. It invested in research and development projects focused on enhancing the understanding of learning, improving organisational arrangements to support rural human capacity building, and inspiring innovative farming practices.

## Key Findings

### Outputs and Outcomes

The CVCB deepened understanding of capacity building through research which:

- Defined capacity building, key principles and the community of practice concept
- Characterised who undertakes capacity building, including the private sector
- Outlined financial, skill, competency and organisational capability challenges in maintaining an adequate stock of capacity building professionals
- Described capacity building models and their application
- Analysed how the VET sector integrates with capacity building in terms of training and education for landholders and capacity building professionals
- Documented factors which influence learning and the changing nature of rural landholders.

A key outcome of the CVCB was that it created and maintained a forum for capacity building. All stakeholders recognised the importance of capacity building and the need for a leadership vehicle to facilitate collaboration, learning and focus investment.

The CVCB sought to influence both strategic and operational target audiences through program/project participation and communication of results. The strategic audience encompassed policy and decision makers in the institutions commissioning and/or influencing capacity building in rural Australia. While the operational audience covered managers and staff designing and implementing capacity building initiatives.

The greatest impact was achieved when target audiences participated in CVCB projects since this achieved contextual relevance which is essential to understanding and applying capacity building principles and practices. The development and delivery of grounded capacity building materials had a significant impact on operational staff who were able to directly utilise the materials within their sphere of influence.

The impact on strategic target audiences, including agriculture, natural resource management and R&D and their associated institutions was less. While the research generated strategic and policy insights into capacity building, the results were not clearly applicable to the target audiences and often beyond their locus of control.

### **Program management**

The program was successful in defining capacity building and setting a strategic agenda around the four key results through which capacity building could be improved. There was an underlying assumption that this could be achieved through RD&E projects and the CVCB committee. Ultimately the CVCB did not fully achieve its outcomes and/or potential due to five factors:

- A logical rather than strategic portfolio of research due to the need to balance investor/researcher interests and the wide range of potential capacity building research against the divergent needs of the various stakeholders
- Inadequate consideration of the pathway through which research results would achieve the key results areas
- A wide range of plans and measures, but little monitoring and evaluation which limited the ability to demonstrate performance and maintain stakeholder confidence
- The inability of RD&E to address all the capacity building issues identified
- Insufficient mandate and ability of the CVCB to position and coordinate capacity building within the broader policy and institutional context.

### **Potential benefits of further investment in capacity building activities by RDCs and associated organisations**

Capacity building is an essential element to improving the sustainability of rural and regional Australia. It is widely used by RDCs, government agencies and the private sector. However the following priorities arising from the CVCB results and consultation need to be addressed to ensure capacity building is appropriately positioned and used efficiently and effectively:

- Continued development of best practice methods and models
- Building the capacity building skills of professionals
- Improving the strategic fit of capacity building within organisations
- Collaboration and cooperation between organisations involved in capacity building
- Informing policy development, particularly on capacity building.

Investors in the CVCB recognise the importance of structures such as the CVCB in addressing these priorities. However there is a distinct preference for investing in applied outcomes which have a tangible and immediate benefit on the investor's organisation.

This provides two focal areas for the future. Firstly the capacity of professionals and their organisations to design and implement capacity building needs to be built. This requires a professional and organisational development rather than a research approach. There would be great benefit in a collaborative approach between RDCs, Australian and state governments and the private sector to provide efficiencies and co-learning and collaboration opportunities.

Secondly a mechanism is needed to inform policy and coordinate/collaborate capacity building across organisations. This will require a shift from RD&E to on-going engagement of policy makers and the establishment of collaborative initiatives on capacity building between government, RDCs and the private sector.

# 1. Introduction

Capacity building for innovation in rural industries is a vital factor in developing long-term sustainability within rural Australia. Capacity building is defined as “externally or internally initiated processes designed to help individuals and groups associated with rural Australia to appreciate and manage their changing circumstances, with the objective of improving the stock of human, social, financial, physical and natural capital in an ethically defensible way.”

The Cooperative Venture for Capacity Building (CVCB) was established in 2001 to enhance capacity building in Australia’s rural industries. The CVCB is managed by the Rural Industries Research and Development Corporation on behalf of its partner members:

- Australian Wool Innovation (AWI)
- Cotton Research and Development Corporation (CRDC)
- Dairy Australia
- Grains Research and Development Corporation (GRDC)
- Grape and Wine Research and Development Corporation (GWRDC)
- Land & Water Australia (LWA)
- Meat & Livestock Australia (MLA)
- Murray-Darling Basin Commission (MDBC)
- Rural Industries Research and Development Corporation (RIRDC)
- Sugar Research and Development Corporation (SRDC)
- The Australia Government Department of Agriculture, Fisheries and Forestry (DAFF)
- Horticulture Australia Limited (HAL)

Between 2001 and 2007 the CVCB invested in research and development initiatives focused on enhancing the understanding of learning, improving organisational arrangements to support rural human capacity building, and inspiring innovative farming practices.

The first phase of the CVCB was completed in 2007 and the partners commissioned three levels of evaluation to review the impact, outputs and governance of the CVCB. The first level of evaluation is testing the outputs of the CVCB with practitioners and policy makers. The second level of evaluation is a review of the governance and management of the CVCB being undertaken by the CVCB steering committee. The third level of evaluation, the subject of this report, is an evaluation of the CVCB’s performance.

## 2. Objectives

The Rural Industries and Research Corporation commissioned Hassall & Associates to evaluate the Cooperative Venture for Capacity Building in order to:

- Determine the impact of CVCB on key target audiences
- Recommend measures to improve the efficiency, effectiveness and appropriateness of CVCB's investments in delivering benefits to its stakeholders.

Specifically the evaluation was required to evaluate the:

- Outputs and outcomes of the CVCB investment in R&D in relation to planned outcomes and objectives
- Impact to date and forecast the potential impact on the key target audiences of CVCB members, service providers and policy makers
- Program management, including influencing factors and recommendations to improve performance
- Potential benefits of further investment in capacity building activities by RDCs and associated organisations.

### 3. Methodology

In order to effectively evaluate the CVCB, Hassall & Associates developed an evaluation framework based on program logic which captured the explicit and implicit objectives of the CVCB and its partners and the scope of its research and development activities (Figure 1).

**Figure 1: Cooperative Venture for Capacity Building Evaluation Framework**

<b>Objectives and Outcome</b>	<b>Outcome</b>			
	<ul style="list-style-type: none"> <li>• An effective system for continuous capacity building in primary industries in Australia.</li> <li>• Improved knowledge of current ‘best practices’ in rural extension/education and training assisting in the design and delivery of learning activities to effect change in stakeholders.</li> <li>• Improved delivery of extension/education training</li> <li>• Increased accessibility of learning activities and involvement of the farming community.</li> <li>• Improved understanding of non-participation in learning activities</li> <li>• Improved capacity for Government, industry, and community groups to respond to new and changing environments.</li> <li>• Improved institutional arrangements to enhance learning, practice and capacity building in rural industries.</li> <li>• Improved capacity of rural service providers to deliver and enable effective learning activities.</li> </ul>			
<b>Impact</b>	↑ Best practices identified and applied	↑ Understanding of (non) participation integrated	↑ Improved institutional arrangements	↑ Increased service provider capacity
	↑ Effective reach of outputs with key audiences			
<b>Outputs</b>	↑ What works and why	↑ Foster involvement	↑ Optimised institutional arrangements	↑ Professional support for rural educators
<b>Program Management</b>	↑ Research and innovation projects		↑ Program management and communications	
	<ul style="list-style-type: none"> <li>• Program structure, culture and activities are focused and aligned on the core research questions, investment areas, strategies and objectives.</li> <li>• Projects compliment existing activities.</li> <li>• Projects design accords with desirable standards &amp; appropriate cost-benefit.</li> <li>• Inputs: investment, partnerships, knowledge assets.</li> </ul>			

The framework was populated through a review of the CVCB’s documentation and consultation with key stakeholders (see Appendices). The results were analysed and presented to the CVCB committee as a progress report and tested with key stakeholders at the July 2007 CVCB stakeholder workshop. The final report represents the synthesis of this work.

## 4. Objectives and outcomes

In 2001, the CVCB set an ambitious agenda for itself and capacity building which is reflected in the mission and vision statements. The CVCB **Vision** is for “rural industries initiating and managing positive change to achieve a sustainable future.” While the CVCB **Mission** is “to ensure an effective system for continuous capacity building in primary industries in Australia by coordinating and funding a targeted R&D program. The planned outcomes of the vision and mission were described as four **Key Result Areas (KRAs)**

- **What Works and Why?:** Improved knowledge of current good practices in rural extension/education and training assisting in the design and delivery of learning activities to effect change in stakeholders. Improved delivery of extension/education training
- **Foster Involvement:** Increased accessibility of learning activities and involvement of the farming community. Improved understanding of non participation in learning activities
- **Optimising Institutional Arrangements:** Improved capacity for Government, industry, and community groups to respond to new and changing environments. Improved institutional arrangements to enhance rural learning, practice and capacity building
- **Professional Support for Rural Educators:** Improved capacity of rural service providers to deliver and enable effective learning activities.

A number of additional objectives are described in CVCB business plans, investor contracts and promotional materials. They are a mixture of outcomes and process statements highlighting that the CVCB is both a **platform for joint R&D investment and capacity building of its partners/investors** and other stakeholders, including:

- Promoting the **benefits** of capacity building in managing change
- **Contributing** to the **direction** of rural capacity building R&D
- Contributing to **innovation** in rural industries by targeted capacity building and strategic support for broader initiatives and capacity building research
- **Delivering** learning methods and processes to cooperative venture partners and other stakeholders
- Providing a **forum** for members and stakeholders to learn from and help each other
- **Networking** with rural R&D industry groups and Commonwealth government organisations
- **Learning and sharing** new and emerging information of direct benefit to each participating organisation
- **Contact** with researchers and others involved in innovation and development of capacity building
- Providing **leverage** on funds invested by partners
- **Facilitating** R&D in key areas identified by the Cooperative Venture.

# 5. Program management

## Strategies

Due to the complex and interdependent nature of capacity building, the CVCB had a strong focus on partnerships and joint inquiry, combined with active communication to keep partners, policy makers and end users informed. The CVCB had four main strategies to achieve its objectives:

- Facilitating **research and development** in capacity building
- **Delivering** learning methods and processes to cooperative venture partners and their stakeholders
- Providing a **forum** for members and stakeholders to learn from and help each other
- **Promoting** the benefits of capacity building in managing change.

## Structure and functions

In order to deliver the strategies, CVCB utilises several structures to undertake various (and at times) overlapping functions, which can be summarised into three main groupings (Figure 2).

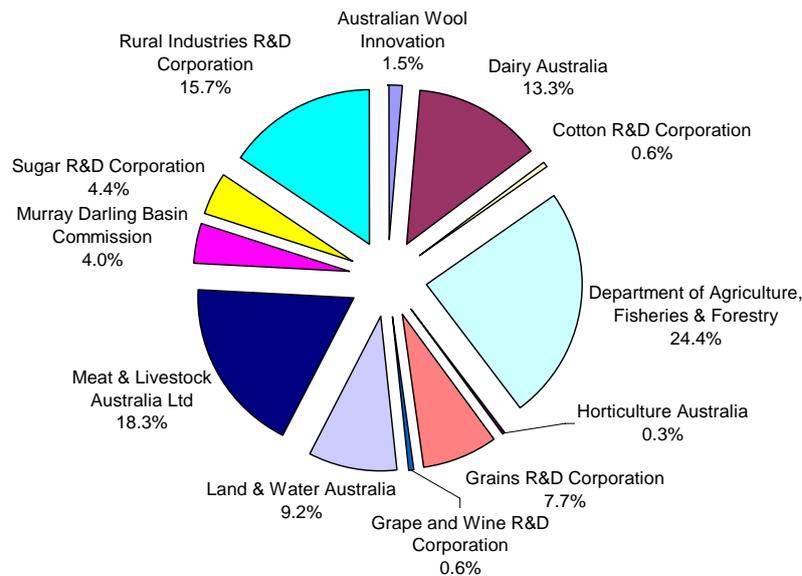
**Figure 2: CVCB Structures and Functions**

	Structure	Function	Composition
Strategy / governance	CVCB Steering Committee	Provide strategy and budget Research direction/investment Communicate achievements Integrate research outcomes into own organisations.	Representation from investors and program management.
	RIRDC	Manages CVCB. Provides resources and management systems.	RIRDC Board, Research Manager and Program Coordinator.
Management	RIRDC	Recruit and contract the Program Manager and provide from within RIRDC resources, administrative and communications support to the Cooperative Venture.	CV Program Manager, RIRDC Research Manager and RIRDC Program Coordinator
Components	CV Program Manager	Investor relationships and stakeholder engagement. Research project commissioning and contracts management. Program planning, delivery and reporting.	John McKenzie
	RIRDC Research Manager	Supervise Program Coordinator and Program Manager. Investor relationship. Reporting and integration with RIRDC. Communications and information systems.	Jane Fisher/Roslyn Prinsley
	RIRDC Program Coordinator	Secretariat and administrative services	RIRDC officer
	Project Teams	Deliver contracted projects.	Various

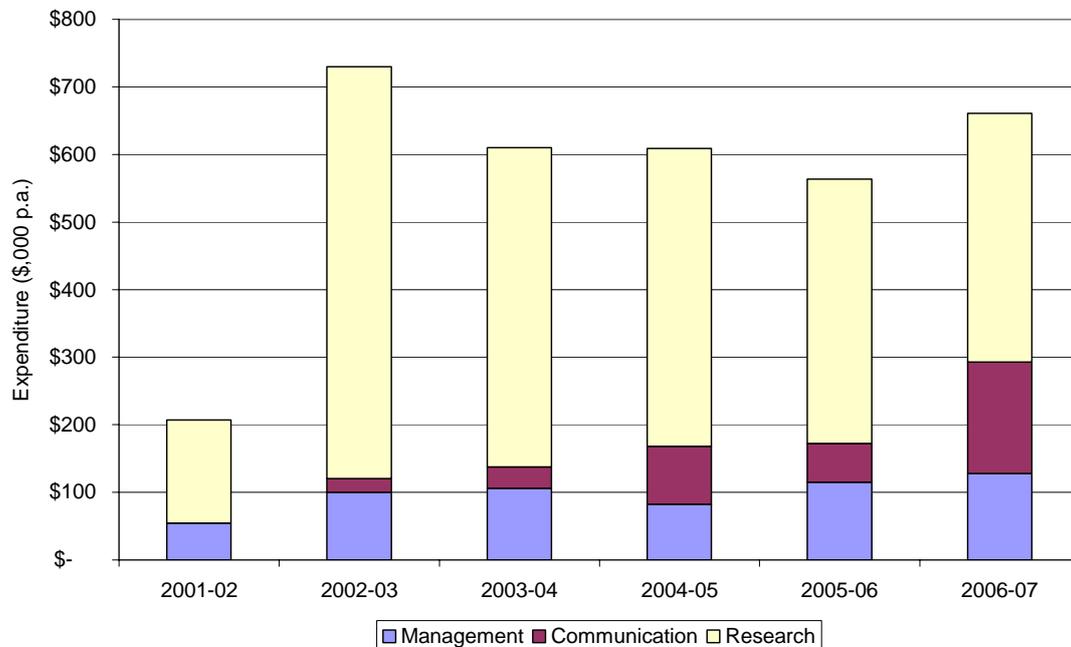
## Resources/Investment

The CVCB attracted \$4,457,072<sup>1</sup> of investment from 12 organisations between 2001-02 and 2006-07. Research and Development Corporations accounted for ten of the twelve investors (Figure 3). The Department of Agriculture Fisheries and Forestry was the largest investor. Expenditure has predominantly been on research projects (Figure 4). Communication and program management increased in later years in response to the need to disseminate and understand research outcomes.

**Figure 3: Investment Proportions of CVCB Partners**



**Figure 4: CVCB Expenditure Proportions**



<sup>1</sup> Sum total of income for all financial years. Source: CVCB Annual Budgets

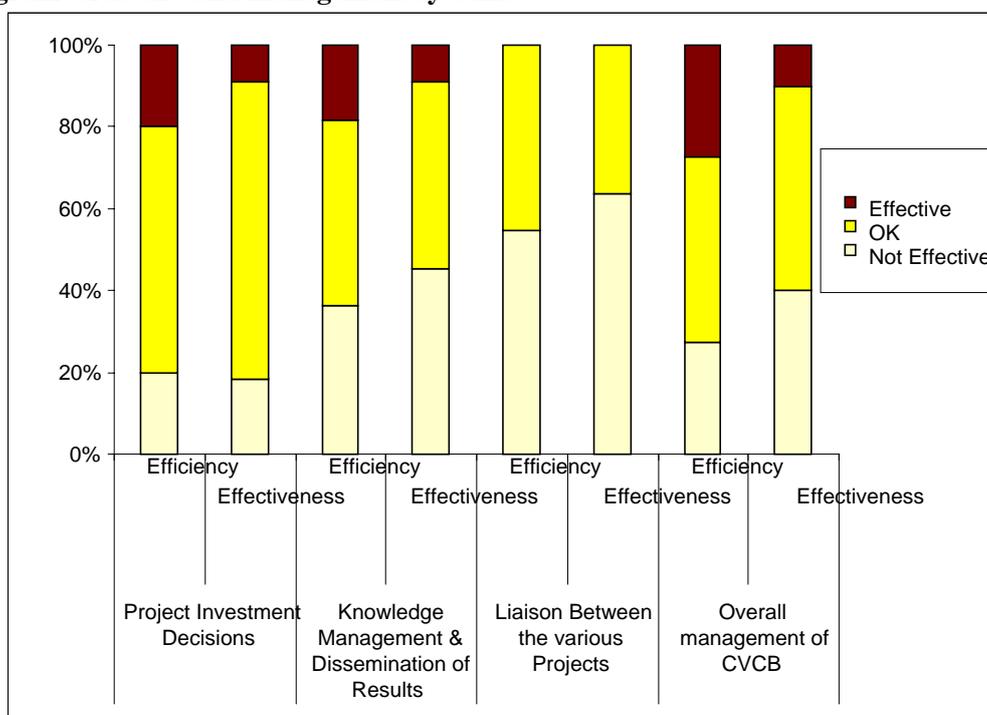
## Management Performance

This section discusses the performance of the management and the CVCB based on an analysis of its structures, functions and the consultations.

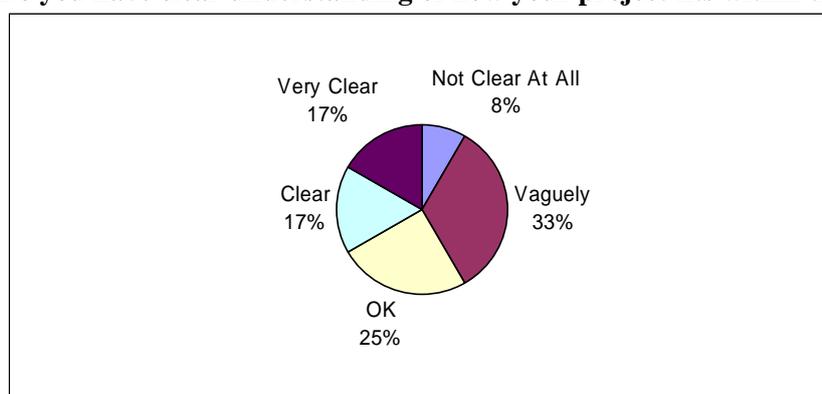
During the consultation phase of the evaluation, the investors and researchers were asked to rate four aspects of the CVCB's management (Figure 5). Overall two thirds of those consulted felt the program was managed reasonably effectively and efficiently. Project investment decisions were perceived to be the best managed aspect of the CVCB.

More than half of those consulted identified that liaison between the projects was poor and that knowledge management and dissemination of results could have been done better. This is reflected in the view of many researchers that they did not fully understand the strategic context and fit of their project within the CVCB (Figure 6). Investors noted that staff turn-over within the CVCB committee and their own organisations limited their knowledge and understanding of the CVCB and the results of its research.

**Figure 5: From your point of view, please indicate your thoughts about the CVCB program structure and management systems.**



**Figure 6: Do you have clear understanding of how your project fits within the CVCB?**



## **Coordination and strategic directions**

The CVCB utilised RIRDC's systems to provide a partnership platform for investors and the major structural elements of the program (Figure 2). The Steering Committee, Program Coordinator and RIRDC Research Manager were responsible for setting the strategic directions for the program, outlined in business plans. Under this model, the Steering Committee was crucial since it needed to balance investor interests with strategic investment in capacity building. This was dependent on the committee having a sound understanding of capacity building and the ability of individual members to represent their organisation's needs and work as a team.

The desktop review and consultations identified that the Steering Committee has not reached its full potential due to four factors. Firstly significant turn-over in membership limited the continuity required for an effective team. Secondly an associated reduction in the seniority of members shifted the focus and understanding of the committee. Thirdly, being representational, the committee did not always have or draw on available capacity building expertise. Finally the CVCB did not develop an agreed pathway through which the research outputs would improve capacity building.

Management of the program lay with the Coordinator and Research Manager who need to manage the Steering Committee processes, the project pipeline and associated communications plan. There was overlap between the Coordinator's and Research Manager's roles and responsibilities (Figure 2).

The business plan and annual operational plan provided the operational framework for the program. These plans outlined the strategic directions, high level outcomes and key tasks. However the link between the tasks and projects undertaken and the outcomes was not clearly articulated or widely understood by those consulted.

Additionally no monitoring or evaluation against the KRAs was implemented. This highlights a lack of clarity about how the CVCB would improve capacity building beyond developing an understanding of the four KRAs.

## **Research management**

The CVCB undertook projects through directly commissioning research and open calls for proposals in relation to the four KRAs. Research undertaken focused mainly on capacity building within the rural-NRM sector. It is judged by stakeholders to be of adequate quality which built an understanding of the issues and drivers in the four KRAs. Some indicated that the research could have drawn on capacity building research in other sectors such as community and regional development and health. Stakeholders and researchers consulted expressed concern about what happens with the project outputs. This relates to the issue of what the pathway for the use and application of the research was.

## **Learning and development within the CVCB and its partners**

The CVCB stated co-learning as an objective for the CVCB and its partners. The research outputs and CVCB process itself have strategic and operational implications for capacity building at an individual, program, organisational and sector levels.

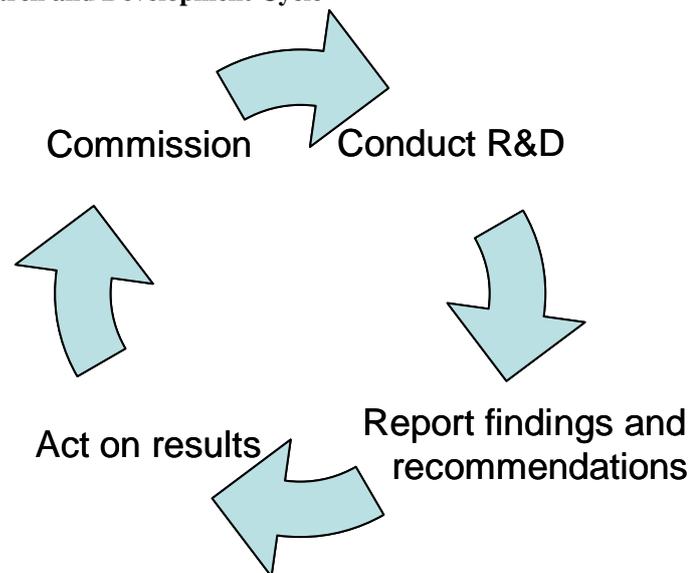
The primary mechanisms for co-learning were participation in the Steering Committee and projects which were of variable interest to individual partners. Given the complexity and diversity of the research undertaken, the two mechanisms limited the CVCB's and individual partners' ability to fully capture the potential value. All stakeholders identified that the CVCB needed a capacity building strategy for its own learning to fully capture this value. This was partially addressed in later projects. However the program would have benefited from developing such a strategy from the beginning and into the projects themselves.

## 6. Outputs

### Research and Development Context

A defining feature of the CVCB is that it operates under the principle of joint inquiry in undertaking research. This placed CVCB research in an action learning context where participation by investors in all stages of the research and development cycle (Figure 5) is crucial to both focusing research projects and capturing the resulting benefits. The CVCB objectives reflected this approach through stating co-learning and building investor capacity as outcomes for the program.

Figure 7: CVCB Research and Development Cycle



### Research and Development Outputs

The CVCB conducted its research through commissioned and open-call projects which occurred in three phases. The primary outputs from the projects are the reports, written as research papers, supported by communications and where applicable learning materials.

The first **contextual phase** involved establishing what capacity building is and the context in which it operates. The CVCB's first project, *Agricultural Extension, Learning and Change*, provided a foundation which identified four key points:

- Extension structures were going through fundamental change
- There is little research about extension practitioners
- There is little comparative analysis of the different approaches
- Research on barriers to participation on learning is limited.

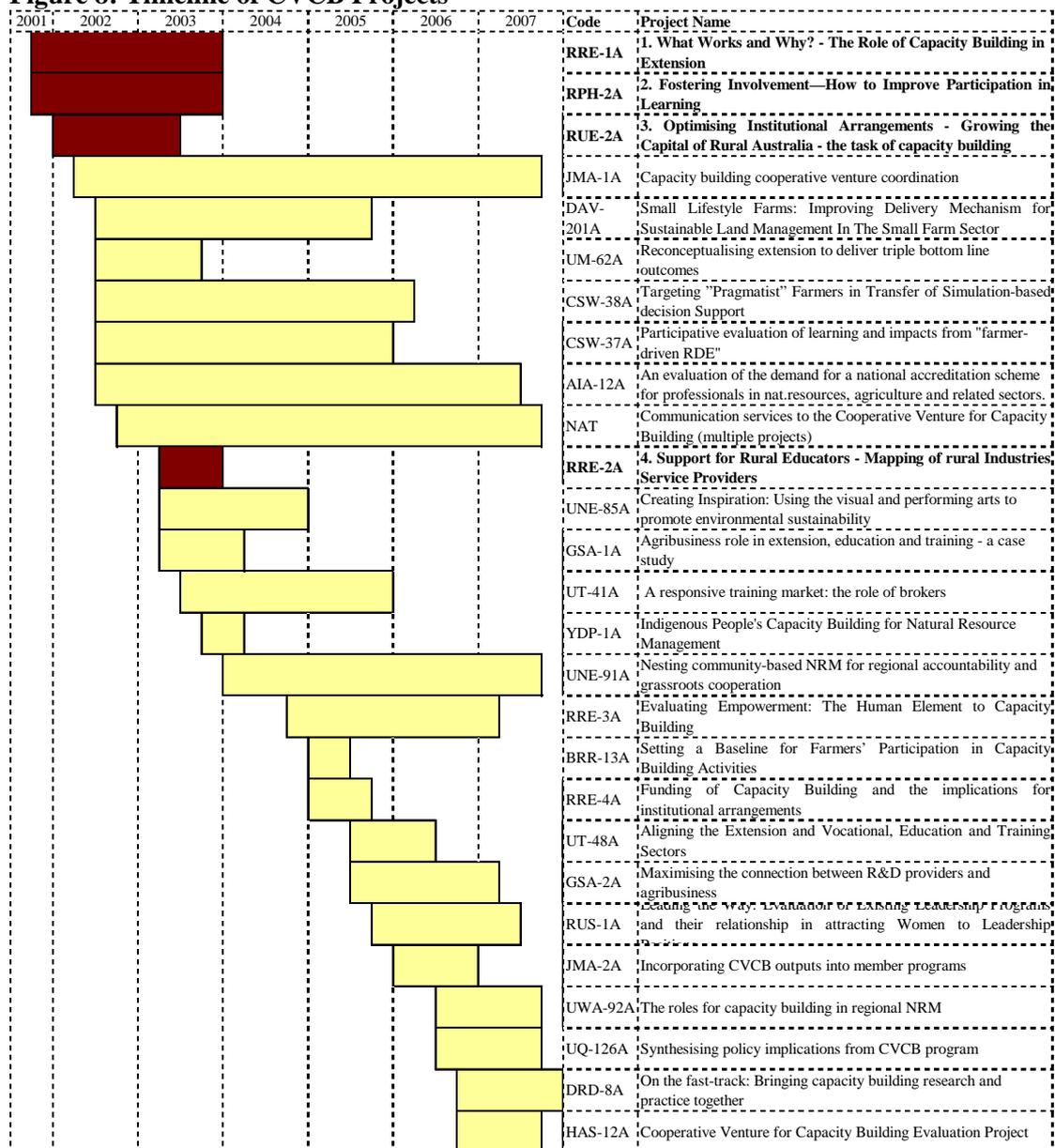
The insight from the foundational project was used to commission four projects on which the KRAs were based (Figure 8).

1. *What works and why*: Defined extension, identified five models and noted that stronger collaboration between funders is needed to ensure a range of learning models are in place to build capacity.
2. *Optimising institutional arrangements*: Defined capacity building in the context of the five capitals and established four criteria for effective capacity building.
3. *Fostering involvement*: Non-formal learning is harder to appraise than formal learning and identified four factors which influence participation.

4. *Mapping service providers*: “Best practice” is contextual with no one best approach, which means that competencies vary across industries. Security is inhibiting professional practice and the retreat of government from extension means new ways of providing extension with a non commercial benefit need to be found.

This was followed by an **exploratory phase** where a diverse range of commissioned and open call projects (Figure 8) which explored specific issues flowing on from the initial five projects.

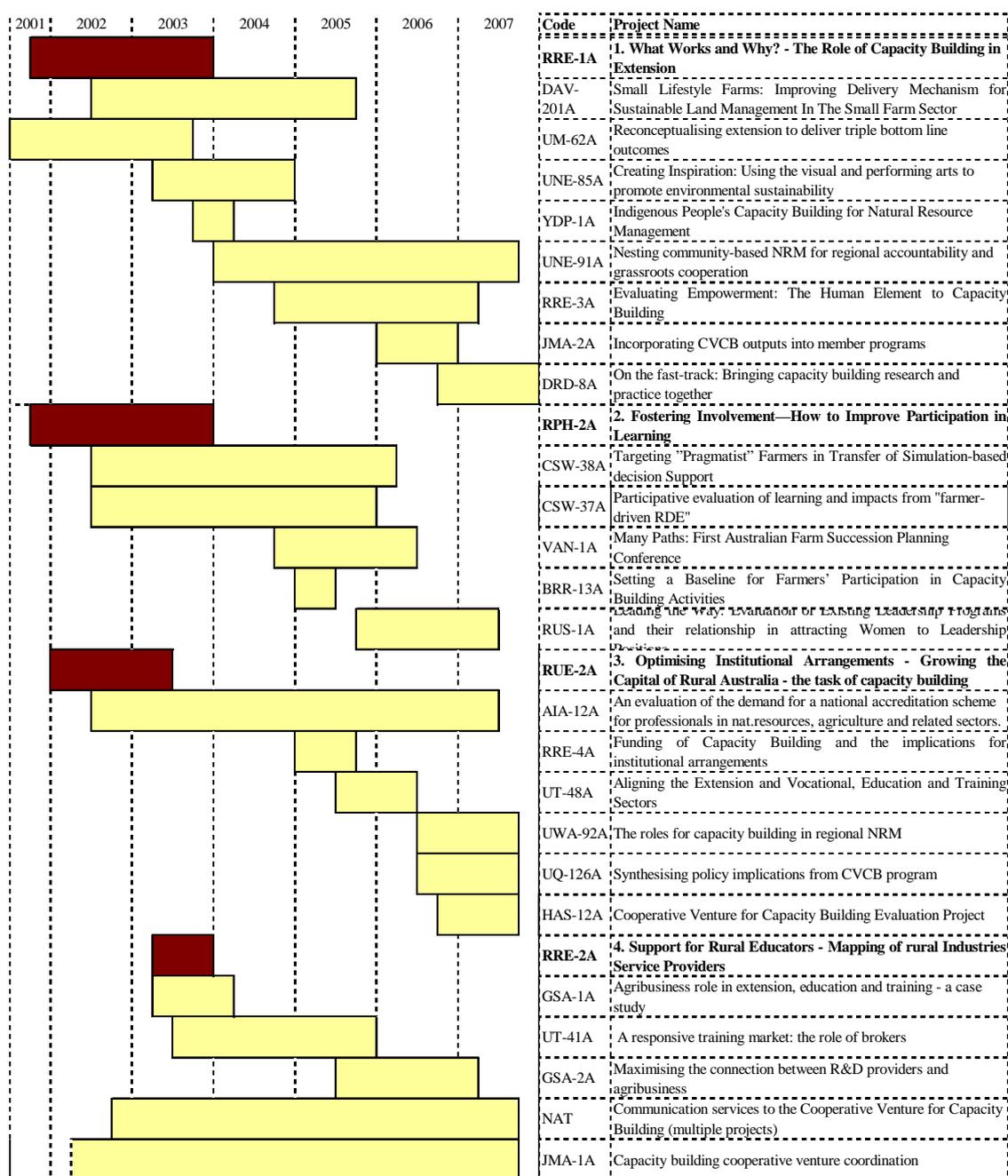
**Figure 8: Timeline of CVCB Projects**



The final **application phase** commenced in 2006, where greater emphasis was placed on getting both policy and practitioner audiences to consider and apply the outputs through targeted projects.

The links between the individual projects and the four KRAs are somewhat unclear (Figure 9). This is because the conclusions of completed research reports and changing policy and R&D environment informed the subsequent research questions and projects.

**Figure 9: CVCB Projects by KRA**



The *Synthesising Policy Implications of the CVCB Project* concluded that the research demonstrates that capacity building is widely used to implement agricultural and natural resource management policies and their findings and recommendations can be grouped into six categories.

- Principles of capacity building
- On-ground extension and capacity building practices
- Training and education
- Institutional arrangements
- Implications for resourcing
- Research and data collection

These are discussed in relation to the CVCB's target audiences and outcomes in the following section.

# 7. Impact and Outcomes

## Reach

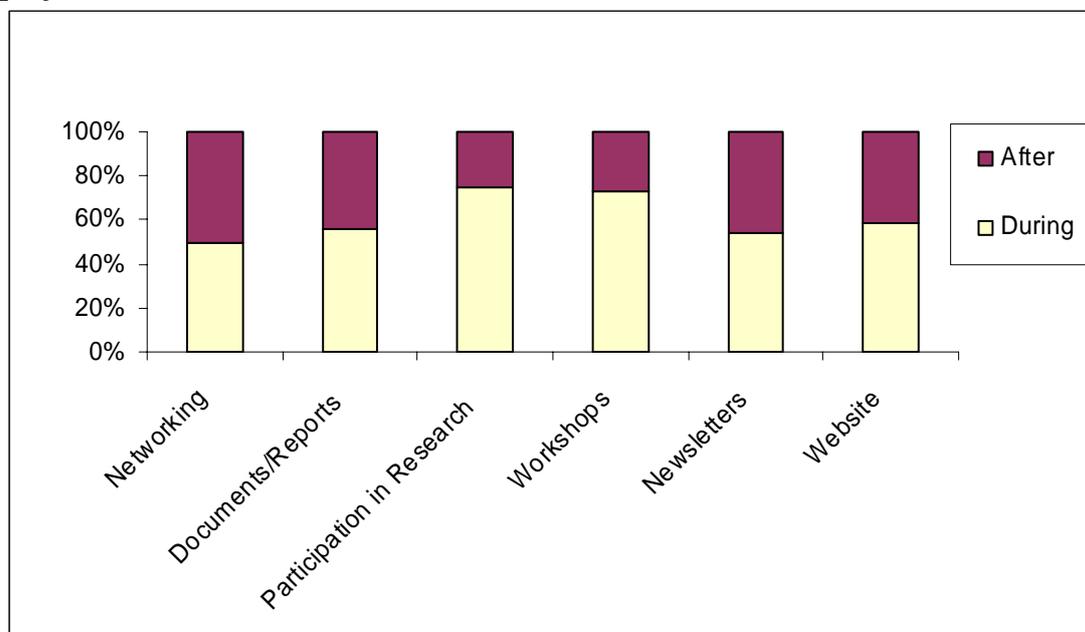
The CVCB plans recognized both strategic and operational audiences as targets for its outputs. The strategic audience encompassed policy and decision makers in the institutions commissioning and/or influencing capacity building in rural Australia. While the operational audience covered managers and staff designing and implementing capacity building initiatives.

The primary mechanism for reaching these audiences was being a partner in the CVCB and/or participation in projects. Communicating with audiences not directly participating in the CVCB focused on awareness raising and dissemination of research outputs. In practice the effectiveness of the CVCB's reach was influenced by a number of factors, including the:

- Diversity of projects which range widely in scope and outputs
- General nature of project recommendations
- Relevance and applicability of the project outputs to target audiences
- Ability of the CVCB partners to remain engaged in order to understand and apply the implications of the projects in their organizations.

There is limited information on how widely or effectively the CVCB reached its target audience. Individual project reports recorded participation and the CVCB maintained a stakeholder database through its communication project. The importance of participation within the CVCB's projects is highlighted by the timing and type of dissemination reported by investors and researchers during the consultations (Figure 10). However no evidence was cited on the effectiveness of the various efforts beyond the immediate life of projects<sup>2</sup>.

**Figure 10: How were results disseminated for information and use during and after your project?**

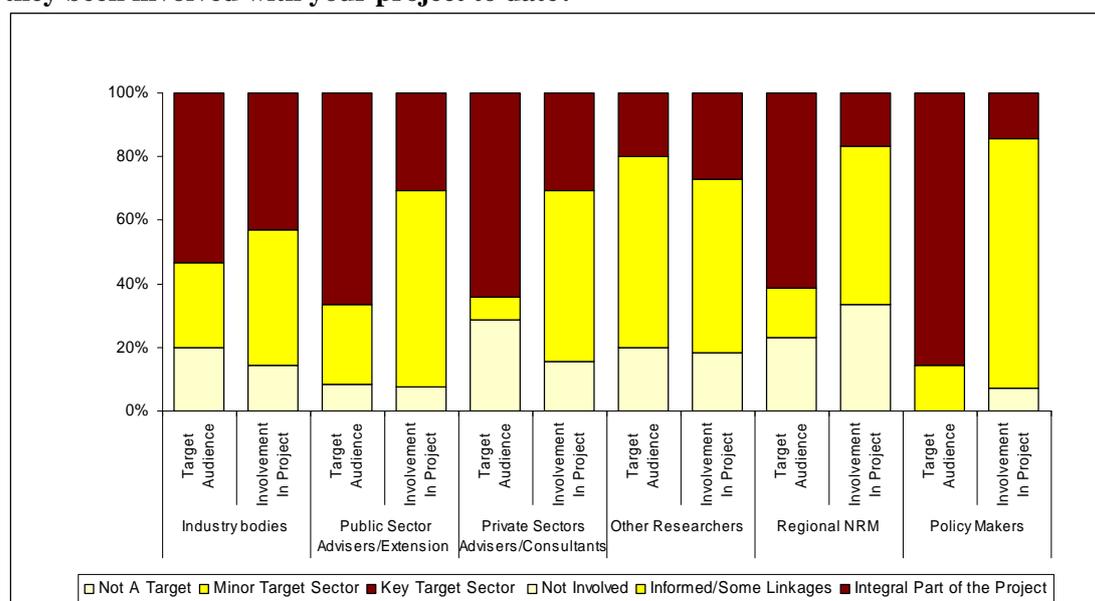


Both researchers and investors expressed frustration at the lack of a pathway through which their results could be actively disseminated, considered and ultimately applied following completion.

<sup>2</sup> The *Synthesising Policy Implications* and *On the Fast Track Projects* were in progress during the evaluation and their results were not available in time for this report.

An important consideration in understanding the reach of the CVCB is the number and breadth of target audiences involved in capacity building. Both investors and researchers identified all the significant stakeholder groups as key target audiences for the CVCB projects' (Figure 11). Involvement of significant stakeholder groups outside the industry bodies (RDCs) is variable and it is noteworthy that the while policy makers are a key target, their involvement is the lowest of all groups.

**Figure 11: Who are the target audiences for your CVCB project and how closely have they been involved with your project to date?**



## Outcomes

The CVCB stated outcomes for each KRA (Figure 12) were ambitious in that they sought not only to develop an understanding of each KRA, but to then also improve the strategic and operational performance of the key stakeholders. Many of whom were not direct partners in the CVCB, that is, not necessarily in the program's direct sphere of influence.

**Figure 12: Key Result Area Outcomes.**

Key Result Area	Outcome
What works and why	<ul style="list-style-type: none"> <li>Improved knowledge of current good practice in rural extension/education and training assisting in the design and delivery of learning activities to effect change in stakeholders</li> <li>Improved delivery of extension/education training</li> </ul>
Foster involvement	<ul style="list-style-type: none"> <li>Increased accessibility of learning activities and involvement of the farming community</li> <li>Improved understanding of non participation in learning activities</li> </ul>
Optimising institutional arrangements	<ul style="list-style-type: none"> <li>Improved capacity for Government, industry, and community groups to respond to new and changing environments</li> <li>Improved institutional arrangements to enhance rural learning, practice and capacity building</li> </ul>
Professional support for rural educators	<ul style="list-style-type: none"> <li>Improved capacity of rural service providers to deliver and enable effective learning activities</li> </ul>

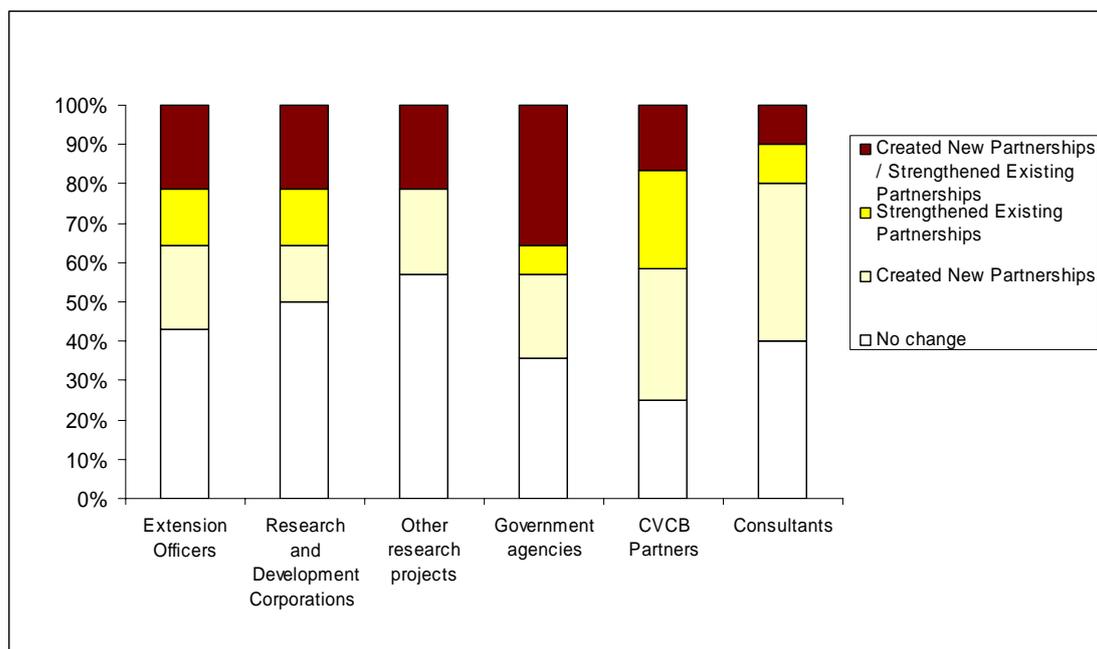
A direct outcome of the CVCB is a **deepened understanding of capacity building** through the project results which:

- Defined capacity building, key principles and the community of practice concept
- Characterised who undertakes capacity building, including the private sector
- Outlined financial, skill, competency and organisational capability challenges in maintaining an adequate stock of capacity building professionals
- Described capacity building models and their application
- Analysed how the VET sector integrates with capacity building in terms of training and education for landholders and capacity building professionals
- Documented factors which influence learning and the changing nature of rural landholders.

The outcome of developing this understanding is fragmented and less clear. At an investment level, the CVCB commissioned further projects to develop a deeper understanding of the four KRAs and in the later stages is undertaking projects to increase awareness (eg *Synthesising Policy Implications Project*) and assist partners apply learnings (eg *On the Fast Track Project*).

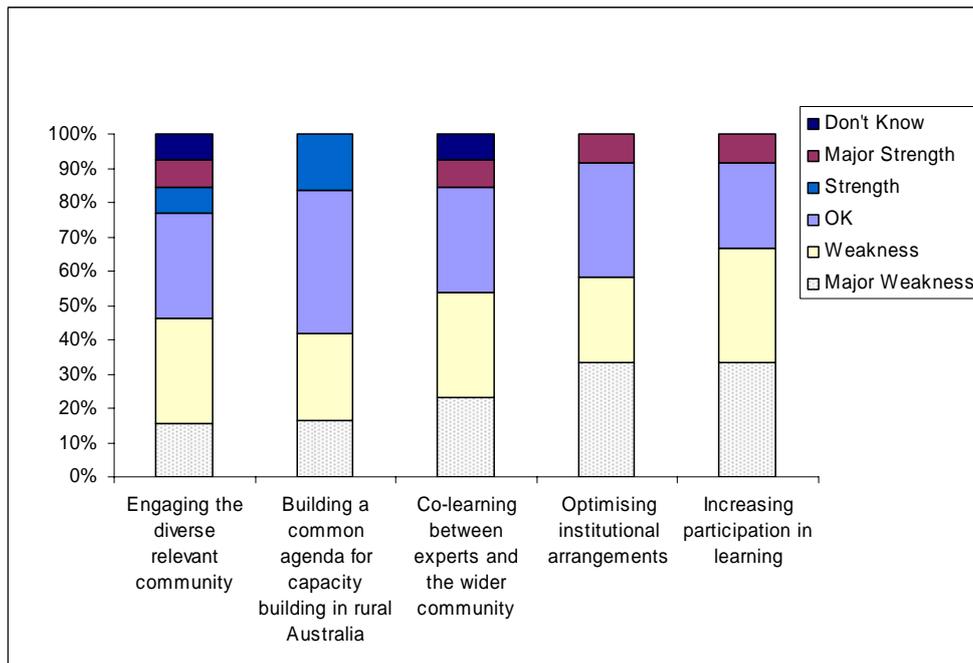
A key outcome of the CVCB was that it created and maintained a **forum for capacity building**. All stakeholders recognised the importance of capacity building and the need for a leadership vehicle to facilitate collaboration, learning and focus investment. The importance of the forum was reflected in the partnerships it strengthened and created for the CVCB's investors and researchers (Figure 13).

**Figure 13: What influence has your involvement in CVCB had on your partnerships with others?**



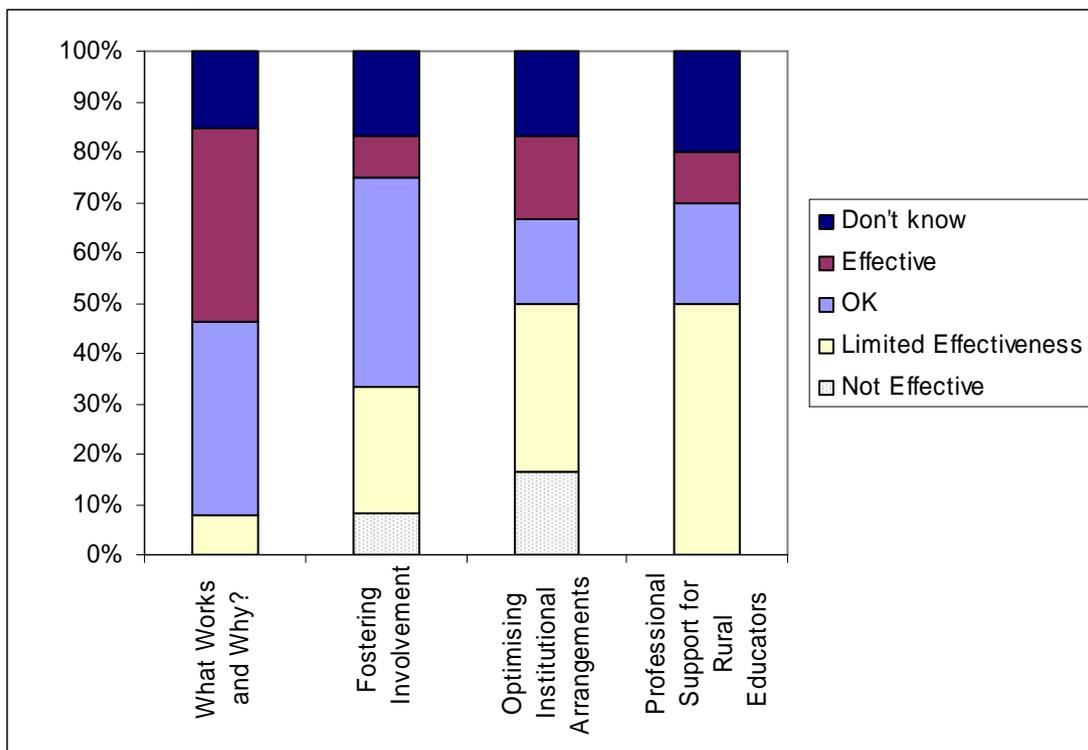
However investors and researchers did not perceive that the full potential of the CVCB as a capacity building forum was realised when asked to rate the strength of the attributes outlined in the CVCB's plans (Figure 14).

**Figure 14: Please rate your impressions of CVCB’s program achievements in relation to the following attributes.**



In essence there was no clear pathway for the understanding generated to be developed and applied in order to improve capacity building either strategically or operationally. This was raised as a significant weakness in the consultation and reflected in investor and researcher rating of the how effectively the CVCB achieved its KRAs (Figure 15).

**Figure 15: How effectively do you believe the CVCB program and its projects achieved the intended objectives?**



Stakeholders felt that the CVCB had successfully identified capacity building principles and practices and the factors that foster involvement and was starting to build awareness and skills in these areas. An illustrative example is that the *What Works and Why Project* results are being used to train professionals in capacity building around the five models identified. During the consultation, the five models were widely cited as being used.

Progress on optimising institutional arrangements and improving professional support KRAs was less, due to complexity and a lack of clarity about the results and what action needed to be undertaken because CVCB outputs:

- Are “too academic” to be implemented (i.e. not directly applicable)
- Are beyond their own sphere of influence and responsibility (e.g. strategic engagement of the private sector)
- Do not address how capacity building fits in the sector and their organisation (i.e. what is capacity building’s role relative to other options and how does it contribute objectives).

### **Capacity building in the future**

Capacity building will continue to be an important issue in the future. It is regarded as a key intermediate outcome in improving the sustainability of rural/regional Australia. All the strategic plans of the CVCB’s partners acknowledge capacity building as a goal and a strategy (see Appendices).

There is considerable diversity in capacity building between the partners. The diversity reflects the fact that capacity building needs to fit its industry/sector’s context and situation. This generates different concepts, terminology and approaches to capacity building. Using a conservative estimate of 20% of total budget, expenditure on capacity building is in the hundreds of millions per annum.

The diversity in capacity building creates challenges for the partners in the future. Firstly the variety in goals, approaches and language create challenges in comparing and learning from each other. This in turn creates challenges in coordinating and collaboration between the partners. The partners also face on-going resource scarcity and competition, overlap in target audiences and similar goals between partners.

Capacity building will continue to be an area of significant investment in the future and the CVCB has created deeper understanding on what it can achieve and how it can be used. The challenge for the CVCB and its partners in the future is improve the quality of capacity building and to ensure the required co-learning and collaboration occurs to enhance effectiveness and efficiency.

## 8. Conclusions

The purpose of the Cooperative Venture for Capacity Building (CVCB) evaluation is to determine the impact of CVCB on key target audiences and recommend measures to improve the efficiency, effectiveness and appropriateness of CVCB's investments in delivering benefits to its stakeholders.

### **Outputs and outcomes of the CVCB investment in R&D in relation to planned outcomes and objectives**

The CVCB's outputs were generated in three overlapping phases. The first contextual phase defined and established four key results areas relating to capacity building within Australian agriculture and natural resource management:

1. What works and why
2. Optimising institutional arrangements
3. Fostering involvement
4. Mapping service providers.

This was followed by an exploratory phase where a diverse range of projects explored specific issues flowing on from the initial five projects. The final application phase commenced in 2006, where greater emphasis was placed on getting both policy and practitioner audiences to consider and apply the outputs through targeted projects.

The CVCB deepened understanding of capacity building through its projects results which:

- Defined capacity building, key principles and the community of practice concept
- Characterised who undertakes capacity building, including the private sector
- Outlined financial, skill, competency and organisational capability challenges in maintaining an adequate stock of capacity building professionals
- Described capacity building models and their application
- Analysed how the VET sector integrates with capacity building in terms of training and education for landholders and capacity building professionals
- Documented factors which influence learning and the changing nature of rural landholders.

A key outcome of the CVCB was that it created and maintained a forum for capacity building. All stakeholders recognised the importance of capacity building and the need for a leadership vehicle to facilitate collaboration, learning and focus investment.

### **Impact to date and forecast the potential impact on the key target audiences of CVCB members, service providers and policy makers**

The CVCB sought to influence both strategic and operational target audiences through program/project participation and communication of results. The strategic audience encompassed policy and decision makers in the institutions commissioning and/or influencing capacity building in rural Australia. While the operational audience covered managers and staff designing and implementing capacity building initiatives.

The greatest impact was achieved when target audiences participated in CVCB projects since this achieved contextual relevance which is essential to understanding and applying capacity building principles and practices. The development and delivery of grounded capacity building materials had a significant impact on operational staff who were able to directly utilise the materials within their sphere of influence.

The impact on strategic target audiences, including agriculture, natural resource management and R&D and their associated institutions was less. While the research generated strategic

and policy insights into capacity building, the results were not clearly applicable to the target audiences and often beyond their locus of control.

### **Program management performance, and influencing factors**

The CVCB was a partnership between RIRDC, rural RDCs and Australian Government agencies. It invested in research and development initiatives focused on enhancing the understanding of learning, improving organisational arrangements to support rural human capacity building, and inspiring innovative farming practices.

The program was successful in defining capacity building and setting a strategic agenda around the four key result areas through which capacity building could be improved. There was an underlying assumption that this could be achieved through RD&E projects and the CVCB committee. Ultimately the CVCB did not achieve its outcomes and/or potential due to five factors:

- A logical rather than strategic portfolio of research due to the need to balance investor/researcher interests and the wide range of potential capacity building research against the divergent needs of the various stakeholders
- Inadequate consideration of the pathway through which research results would achieve the key results areas
- A wide range of plans and measures, but little monitoring and evaluation which limited the ability to demonstrate performance and maintain stakeholder confidence
- The inability of RD&E to address all the capacity building issues identified
- Insufficient mandate and ability of the CVCB to position and coordinate capacity building within the broader policy and institutional context.

### **Potential benefits of further investment in capacity building activities by RDCs and associated organisations**

Capacity building is an essential element to improving the sustainability of rural and regional Australia. It is widely used by RDCs, government agencies and the private sector. However the following priorities arising from the CVCB results and consultation need to be addressed to ensure capacity building is appropriately positioned and used efficiently and effectively:

- Continued development of best practice methods and models
- Building the capacity building skills of professionals
- Improving the strategic fit of capacity building within organisations
- Collaboration and cooperation between organisations involved in capacity building
- Informing policy development, particularly on capacity building.

Investors in the CVCB recognise the importance of structures such as the CVCB in addressing these priorities. However there is a distinct preference for investing in applied outcomes which have a tangible and immediate benefit for the partner organisation.

This provides two focal areas for the future. Firstly the capacity of professionals and their organisations to design and implement capacity building needs to be built. This requires a professional and organisational development rather than a research approach. There would be great benefit in a collaborative approach between RDCs, Australian and state governments and the private sector to provide efficiencies and co-learning and collaboration opportunities.

Secondly a mechanism is needed to inform policy and coordinate/collaborate capacity building across organisations. This will require a shift from RD&E to on-going engagement of policy makers and the establishment of collaborative initiatives on capacity building between government, RDCs and the private sector.

# **Appendix 1: Questionnaire – CVCB Managers**

## **What are your thoughts on the CVCB Program?**

An Evaluation of the Impact CVCB  
and Its Future

20-30 Minute Survey

Hassall & Associates, an independent rural consulting group, has been contracted by the Cooperative Venture for Capacity Building (CVCB) to evaluate the impact of the program to date and also gather views about the future of the program.

As an investor in the CVCB program, your input is very important to this evaluation. To make the best use of your time, the questionnaire has been divided into two sections. Please complete the first section and return via fax or email prior to your interview. It would also be helpful if you took a few moments to review the second section of the questionnaire. For your reference, a summary of the key result areas, four foundation projects and subsequent projects is attached.

Please be aware that all responses will be kept in the strictest confidence.

If you have any queries in relation to survey please do not hesitate to contact Jan Paul van Moort on (02) 9241 5655 or at [jvanmoort@hassall.com.au](mailto:jvanmoort@hassall.com.au).

Thank-you for your cooperation.

**SECTION ONE**

Please complete this section and return via fax or email prior to your interview

Email: [jvanmoort@hassall.com.au](mailto:jvanmoort@hassall.com.au) Fax: (02) 9241 5684

Your Name \_\_\_\_\_ Organisation \_\_\_\_\_

**1.1 How effectively do you believe the CVCB program and its projects (refer to attached material) achieved the intended objectives?** (please circle)

Key Result Area Established for the CVCB program	Objective	Not Effective	Limited Effectiveness	OK	Effective	Excellent
What Works and Why?	To identify current 'best practices' in rural extension/education and training to assist in the design and delivery of learning	1	2	3	4	5
Fostering Involvement	To improve understanding of non-participation in learning activities and what is needed to involve current non-participants to increase accessibility of learning activities and involvement of the farming community	1	2	3	4	5
Optimising Institutional Arrangements	To promote and rethink rural extension/education through government, industry, and community groups so they respond to new and changing environments and enhance rural learning and practice	1	2	3	4	5
Professional Support for Rural Educators	To enhance the capacity of rural service providers to deliver and enable effective learning activities	1	2	3	4	5

Comments:

.....  
 .....

**1.2 How well do you believe the recommendations posed by the four foundation projects were addressed by the subsequent studies?** (refer to attached material)



Comments:

.....  
 .....

**1.3 Please rate your impressions of CVCB in relation to each of the following key attributes:** (please circle)

Key Attribute	Major Weakness	Weakness	OK	Strength	Major Strength
Engaging the diverse relevant community	1	2	3	4	5
Building a common agenda for capacity building in rural Australia	1	2	3	4	5
Co-learning between experts and the wider community	1	2	3	4	5
Optimising Institutional Arrangements	1	2	3	4	5
Increasing participation in learning	1	2	3	4	5

Comments:

.....  
 .....

**1.4 Who are the CVCB's key target audiences and what impact has the venture had on them?**

	Not a target	Audience Minor target	Key target	Not involved	Impact Informed /aware	Improved capacity
Industry bodies	<input type="checkbox"/>	<input type="checkbox"/>				
Public sector advisers/extension	<input type="checkbox"/>	<input type="checkbox"/>				
Private sectors advisers/consultants	<input type="checkbox"/>	<input type="checkbox"/>				
Other researchers	<input type="checkbox"/>	<input type="checkbox"/>				
Regional NRM	<input type="checkbox"/>	<input type="checkbox"/>				
Policy makers	<input type="checkbox"/>	<input type="checkbox"/>				
Other .....	<input type="checkbox"/>	<input type="checkbox"/>				

Comments:

.....  
 .....

**1.5 How well has the CVCB met your organisation's objectives relating to capacity building?**



Comments:

.....  
 .....

**1.6 What influence has your involvement in CVCB had on your partnerships with others?**

	No change	Created new partnerships	Strengthened existing partnerships
Research and Development Corporations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Government agencies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other research projects	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Extension Officers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
CVCB Partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Consultants	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

.....  
 .....

**1.7 How effective and efficient do you believe the CVCB program structure and management systems have been? (please ✓)**

	Efficiency			Effectiveness		
	Not Efficient	OK	Efficient	Not Effective	OK	Effective
Project Investment decisions	<input type="checkbox"/>					
Knowledge Management & Dissemination of Results	<input type="checkbox"/>					
Liaison Between the Various Projects	<input type="checkbox"/>					
Overall management of CVCB	<input type="checkbox"/>					

Comments:

.....  
 .....

----- End of Section One -----

**SECTION TWO**

Please take a few moments prior to your interview to review this section of the questionnaire.  
Please note: you are not required to return this portion of the questionnaire.

**2.1 What were your/your organisation’s key objectives in investing in the CVCB program?**

- a) .....
- b) .....
- c) .....

**2.2 What have you/your organisation gained from investing in the CVCB program?**

.....  
.....

**2.3 What initiatives, if any, has your organisation taken as a result of the CVCB program and its projects? (refer to attached material)**

- a) .....
- b) .....
- c) .....

**2.4 What have been the benefits of these initiatives?**

.....  
.....

**2.5 Do you think these would have occurred without the CVCB program?**

Yes / No

**Why?**

.....  
.....

**2.6 What do you consider to be the two key strengths of the CVCB program?**

- a) .....
- b) .....

**2.7 What do you consider to have been the two most significant weaknesses of the CVCB program?**

- a) .....
- b) .....

**2.8 What future initiatives do you believe are required to improve capacity building**

.....  
.....

**2.9 What modifications do you believe need to be introduced to increase the effectiveness of the CVCB program delivering benefits?**

.....  
.....

# **Appendix 2: Questionnaire – CVCB Investors**

## **What are your thoughts on the CVCB Program?**

An Evaluation of the Impact CVCB  
and Its Future

20-30 Minute Survey

Hassall & Associates, an independent rural consulting group, has been contracted by the Cooperative Venture for Capacity Building (CVCB) to evaluate the impact of the program to date and also gather views about the future of the program.

As a manager of the CVCB program, your input is very important to this evaluation. To make the best use of your time, the questionnaire has been divided into two sections. Please complete the first section and return via fax or email prior to your interview. It would also be helpful if you took a few moments to review the second section of the questionnaire. For your reference, a summary of the key result areas, four foundation projects and subsequent projects is attached.

Please be aware that all responses will be kept in the strictest confidence.

If you have any queries in relation to survey please do not hesitate to contact Jan Paul van Moort on (02) 9241 5655 or at [jvanmoort@hassall.com.au](mailto:jvanmoort@hassall.com.au).

Thank-you for your cooperation.

**SECTION ONE**

Please complete this section and return via fax or email prior to your interview

Email: [jvanmoort@hassall.com.au](mailto:jvanmoort@hassall.com.au)

Fax: (02) 9241 5684

Your Name \_\_\_\_\_ Organisation \_\_\_\_\_

**1.1 How effectively do you believe the four foundation projects were in achieving their intended objectives?** The table below contains the key result areas identified by the CBCV program. (please circle)

Key Result Area	Objective	Effectiveness			
		Not Effective	Limited Effectiveness	OK	Effective
What Works and Why?	To identify current 'best practices' in rural extension/education and training to assist in the design and delivery of learning	1	2	3	4
Fostering Involvement	To improve understanding of non-participation in learning activities and what is needed to involve current non-participants to increase accessibility of learning activities and involvement of the farming community	1	2	3	4
Optimising Institutional Arrangements	To promote and rethink rural extension/education through government, industry, and community groups so they respond to new and changing environments and enhance rural learning and practice	1	2	3	4
Professional Support for Rural Educators	To enhance the capacity of rural service providers to deliver and enable effective learning activities	1	2	3	4

Comments:  
 .....  
 .....

**1.2 How well do you believe the subsequent studies addressed the recommendations posed in the four foundation projects?** (refer to list of subsequent studies) (please circle)



Comments:  
 .....  
 .....

**1.3 To what extent have the outputs of the projects reached the wider community and met the objectives on whole?** (please circle)



Comments:  
 .....  
 .....

**1.4 How strategic to you feel the CVCB has been in their investment decisions?** (please circle)

Ad hoc, no strategy	Little strategy, reliant on project proposals	OK – reasonable attempt, could be better	Carefully considered, reasonably strategic	Very Strategic

Comments:  
 .....  
 .....

**1.5 Please rate your impressions of CVCB in relation to each of the following key attributes:** (please circle)

Key Attribute	Major Weakness	Weakness	OK	Strength	Major Strength
Engaging the diverse relevant community	1	2	3	4	5
Building a common agenda for capacity building in rural Australia	1	2	3	4	5
Co-learning between experts and the wider community	1	2	3	4	5
Optimising Institutional Arrangements	1	2	3	4	5
Increasing participation in learning	1	2	3	4	5

Comments:  
 .....  
 .....

**1.6 From your point of view, please indicate your thoughts about the CVCB program structure and management systems.** (please ✓)

	<u>Efficiency</u>			<u>Effectiveness</u>		
	Not efficient	OK	Efficient	Not effective	OK	Effective
Project Investment decisions	<input type="checkbox"/>					
Knowledge Management & Dissemination of results	<input type="checkbox"/>					
Liaison Between the Various Projects	<input type="checkbox"/>					
Overall management of CVCB	<input type="checkbox"/>					

Comments:  
 .....  
 .....

**1.7 Do you think the CVCB projects have addressed the challenges faced by capacity building in regional Australia?** (please circle)

Not at all	Not well	OK	Well	Very Well

Comments:  
 .....  
 .....

**SECTION TWO**

Please take a few moments prior to your interview to review this section of the questionnaire.  
Please note: you are not required to return this portion of the questionnaire.

**2.1 What is your understanding of the overall objectives of the CVCB program?**

.....  
.....

**2.2 What are the major challenges that have occurred within project management?**

.....  
.....

**2.3 What do you consider to be the two key strengths of the CVCB program?**

- c) .....
- d) .....

**2.4 What do you consider to have been the two most significant weaknesses of the CVCB program?**

- a) .....
- b) .....

**2.5 What future initiatives do you believe are required to improve capacity building**

.....  
.....

**2.6 What modifications need to be introduced to increase the effectiveness of the CVCB program delivering benefits?**

.....  
.....

----- End of Questionnaire -----  
Thank you for your cooperation

# **Appendix 3: Questionnaire – CVCB Researchers**

## **What are your thoughts on the CVCB Program?**

An Evaluation of the Impact CVCB  
and Its Future

20-30 Minute Survey

Hassall & Associates, an independent rural consulting group, has been contracted by the Cooperative Venture for Capacity Building (CVCB) to evaluate the impact of the program to date and also gather views about the future of the program.

As a researcher conducting CVCB project(s), your input is very important to this evaluation. To make the best use of your time, the questionnaire has been divided into two sections. Please complete the first section and return via fax or email prior to your interview. It would also be helpful if you took a few moments to review the second section of the questionnaire.

Please be aware that all responses will be kept in the strictest confidence.

If you have any queries in relation to survey please do not hesitate to contact Jan Paul van Moort on (02) 9241 5655 or at [jvanmoort@hassall.com.au](mailto:jvanmoort@hassall.com.au).

Thank-you for your cooperation.

**SECTION ONE**

Please complete this section and return via fax or email prior to your interview

Email: [jvanmoort@hassall.com.au](mailto:jvanmoort@hassall.com.au)

Fax: (02) 9241 5684

Your Name \_\_\_\_\_ Organisation \_\_\_\_\_

**1.1 Who are the target audiences for your CVCB project and how closely have they been involved with your project to date? (please tick)**

	Target audiences			Involvement in project			Integral part of project
	Not a target	Minor target sector	Key target sector	Not involved	Informed	Some linkage into project	
Industry bodies	<input type="checkbox"/>	<input type="checkbox"/>					
Public sector advisers/extension	<input type="checkbox"/>	<input type="checkbox"/>					
Private sectors advisers/consultants	<input type="checkbox"/>	<input type="checkbox"/>					
Other researchers	<input type="checkbox"/>	<input type="checkbox"/>					
Regional NRM	<input type="checkbox"/>	<input type="checkbox"/>					
Policy makers	<input type="checkbox"/>	<input type="checkbox"/>					
Other .....	<input type="checkbox"/>	<input type="checkbox"/>					

Comments:

.....  
 .....

**1.2 How were project results disseminated for information and use during and after your project?**

Mechanism	During	After
Networking	<input type="checkbox"/>	<input type="checkbox"/>
Documents/Reports	<input type="checkbox"/>	<input type="checkbox"/>
Participation in Research	<input type="checkbox"/>	<input type="checkbox"/>
Workshops	<input type="checkbox"/>	<input type="checkbox"/>
Newsletters	<input type="checkbox"/>	<input type="checkbox"/>
Website	<input type="checkbox"/>	<input type="checkbox"/>
Other .....	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

.....  
 .....

**1.3 What influence has your involvement in CVCB had on your partnerships with others?**

	No change	Created new partnerships	Strengthened existing partnerships
Extension Officers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Research and Development Corporations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other research projects	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Government agencies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
CVCB Partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Consultants	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

.....  
 .....

**1.4 From your point of view, please indicate your thoughts about the CVCB program structure and management systems.** (please ✓)

	<u>Efficiency</u>			<u>Effectiveness</u>		
	Not efficient	OK	Efficient	Not effective	OK	Effective
Project Investment decisions	<input type="checkbox"/>					
Knowledge Management & Dissemination of Results	<input type="checkbox"/>					
Liaison Between the Various Projects	<input type="checkbox"/>					
Overall management of CVCB	<input type="checkbox"/>					

Comments:

.....  
 .....

**1.5 Please rate your impressions of CVCB's program achievements in relation to the following attributes.**

<u>Key Attributes</u>	Major weakness	Weakness	OK	Strength	Major Strength
Engaging the diverse relevant community	1	2	3	4	5
Building a common agenda for capacity building in rural Australia	1	2	3	4	5
Co-learning between experts and the wider community	1	2	3	4	5
Optimising institutional arrangements	1	2	3	4	5
Increasing participation in learning	1	2	3	4	5

Comments:

.....  
 .....

**1.6 Do you have clear understanding of how your project fits within the CVCB?**

Not at all clear	Vaguely	OK	Clear	Very clear

Comments:

.....  
 .....

**1.7 How effectively do you believe the CVCB program and its projects achieved the intended objectives?** (please circle)

<b>Key Result Area</b> Established for the CVCB program	<b>Objective</b>	Not Effective	Limited Effectiveness	OK	Effective	Excellent
What Works and Why?	To identify current 'best practices' in rural extension/education and training to assist in the design and delivery of learning	1	2	3	4	5
Fostering Involvement	To improve understanding of non-participation in learning activities and what is needed to involve current non-participants to increase accessibility of learning activities and involvement.	1	2	3	4	5
Optimising Institutional Arrangements	To promote and rethink rural extension/education through government, industry, and community groups so they respond to new and changing environments and enhance rural learning/practice	1	2	3	4	5
Professional Support for Rural Educators	To enhance the capacity of rural service providers to deliver and enable effective learning activities	1	2	3	4	5

----- End of Section One -----

**SECTION TWO**

Please take a few moments prior to your interview to review this section of the questionnaire.  
Please note: you are not required to return this portion of the questionnaire.

**2.1 In relation to the four foundation projects undertaken by CVCB program, are you aware of the objectives and recommendations of these projects? (please circle)**

**Yes/No**

**If yes, how do you think your project helped achieve these objectives or recommendations?**

.....  
.....

**2.2 What were the key outputs of your project?**

.....  
.....

**2.3 Please describe the potential impact of your project and its results.**

.....  
.....

**2.4 How did you monitor impact of your project?**

.....  
.....

**2.4 What strategies did you use to facilitate the dissemination and use of your project's outputs?**

.....  
.....

**2.5 Have any sectors/organisations used the results of your project? (please circle)**

**Yes / No**

**If yes, please describe what occurred and who by.**

.....  
.....

**2.7 What do you consider to be the two key strengths of the CVCB?**

e) .....

f) .....

**2.8 What do you consider to have been the two most significant weaknesses of the CVCB?**

a) .....

b) .....

**2.10 What future initiatives do you believe are required to improve capacity building**

.....  
.....

**2.11 What modifications need to be introduced to increase the effectiveness of the CVCB program delivering benefits?**

.....  
.....

**----- End of Questionnaire -----  
Thank you for your cooperation**

## **Appendix 4: Stakeholders interviewed**

Amabel Fulton  
Anne Currey  
Bob McAdam  
Bruce Pyke  
Cameron Archer  
Carole Hollier  
Dana Kelly  
David Curtis  
David Pannell  
Elwin Turnbull  
Gordon Stone  
Graham Marshall  
Heather Aslin  
Jane Fisher  
Jeff Coutts  
Jenny Andrew  
Jo Eady  
John McKenzie  
Kate Roberts  
Kevin Goss  
Lisa Brennan  
Mark Gardner  
Michael Lester  
Michael Young  
Paul Comyn  
Richard Stephens  
Ruth Beilin  
Ruth Nettle  
Sue Kilpatrick  
Tom McCue  
Tracy Henderson

## Appendix 5: Capacity Building goals and strategies within CVCB Partners<sup>3</sup>

Partner	Capacity building goals	Strategies	Comment
Cotton	Leadership and investment in research, innovation, knowledge creation and transfer for a more sustainable, profitable and competitive cotton industry providing increased environmental, economic and social benefits to regional communities and the nation	Sustainable resource management - Spending 49% of budget on developing or promoting sustainable strategies and practices. Multidisciplinary approach of Area Wide Management systems which bring together scientists, field consultants and growers.	These figures for "People and knowledge" R&D only - CB elements probably exist in other 5 R&D areas.
		Ensuring quality - building ties with processing and marketing organisations to help identify research opportunities to ensure grower production meets consumer needs (whole of industry approach)	
		Human resources - ensuring technology transfer through the extension program and encouraging professional development through educational opportunities, travel grants and industry training the Corporation is looking to promote further development.	
GRDC	Increase the awareness and capacity to optimise the adoption of grains research outputs.	National audit and analysis of current grains research capacity to determine its strengths and weaknesses and set the framework for a nationally coordinated research capacity strategy.	"Communications and Capacity Building" portfolio currently 6% of total allocations. CB components also in other 3 "lines of business" areas.
		An integrated program of education, training and technology transfer that will develop industry capacity, including a detailed study of the range, level, suitability, accreditation status and delivery mode of current programs	
		Identification of opportunities for the GRDC to work collaboratively with research partners, industry partners and governments to deliver information in ways that reduce duplication, better target stakeholders and are more cost effective	

<sup>3</sup> Based on partners' strategic plans available on their websites on 1 July 2007.

Partner	Capacity building goals	Strategies	Comment
		<p>Publications and products that increase awareness of the GRDC's research outputs in the grains industry and wider community and reflect the needs of different target audiences</p> <p>A standardised reporting structure for research projects, developed and adopted by the rural R&amp;D corporations to enhance their ability to deliver relevant information to identified customer segments</p>	
LWA	Via research, improve the way natural resources are managed for sustainability and help governments manage competing demands on natural resources and rural landscapes	<p>Investing in strategic R&amp;D for NRM knowledge generation at three scales (on-farm to develop more sustainable and productive primary industries at landscape scale to inform on-ground implementation of policies and programs at national scale.</p> <p>Develop productive partnerships and undertake strategic analyses to support improved R&amp;D investment in NRM.</p> <p>Improve adoption of the outputs of R&amp;D via accessibility, synthesis and uptake of knowledge generated.</p>	Total budget for 07/08, capacity building elements difficult to separate
RIRDC	Underpin innovation and change in Australian agriculture - build a broader comprehension of farm and regional community opportunities and human capacity for change, learning and innovation in Australian Agriculture	<p>Ensure wide recognition of the importance of human capacity building in delivering positive changes for rural and regional Australia.</p> <p>Improve the business and financial risk management skills of Australian producers.</p> <p>Facilitate wider availability of information technology in rural Australia to secure and utilise timely data and information for business improvement.</p> <p>Examine and design processes to enhance rural learning and practice, including rural extension and education.</p> <p>Contribute to the development of the next generation of rural industry leaders.</p> <p>Promote improved farm health and safety performance.</p>	

Partner	Capacity building goals	Strategies	Comment
		Investigate processes of social change in rural Australia and options to improve outcomes from industry restructure.	
	Provider capacity and contributions	In a dynamic research-provider environment, RIRDC will consider its expectations of providers to contribute to R&D costs and our approach to shaping and growing R&D provider capacity.	
SRDC	Industry capacity program: Building human capacity for change, learning and innovation in the sugar industry	<p>Enhance people's capacity to learn and change, including through:</p> <p>1) an action learning approach to the acquisition of management skills</p> <p>Foster targeted continuing education, attraction and retention of human capital throughout the industry value chain</p> <p>Promote safe healthy workplaces through the adoption of appropriate OH&amp;S work practices</p> <p>Promote more effective coordination of R&amp;D activities across industry and R&amp;D providers, and enhance the performance of the R&amp;D system through evaluation, review and feedback</p> <p>Develop systems analysis skills of people within the industry.</p>	Industry Capacity programs is allocated 10-15% of the budget annually (in 06/07 was 19%).
GWRDC	<p>Innovation and technology adoption - building an understanding of viticulture and winemaking and creating opportunities to assist with interpretation and adoption of research results.</p> <p>Sustainable production</p>	<p>Enhancing the capacity of growers to adapt research results</p> <p>Improved capacity to assess fruitfulness and predict yield</p> <p>Adoption of environmental management plans by regions as well as individual growers enhancing the Australian industry's ability to identify and address environmental concerns</p> <p>Improved water use efficiency - irrigation research and extension at the regional level enabling growers to schedule water applications with greater confidence</p>	Output 1 (extension and training packages) had a budget of \$6m in 05/06 (23% of budget)

Partner	Capacity building goals	Strategies	Comment
	Quality and differentiation	<p>Improve grower understanding of influences on grape quality in the vineyard</p> <p>Increased knowledge of contributors to wine quality - accurate and convenient set of tools for measuring contributors</p>	
Dairy Australia	Increase farm productivity - improve capability and capacity, decision making and business system support at the farm level	<p>Increase opportunity for and access to world class skills and knowledge development</p> <p>Higher levels of sustainable productivity through better education</p>	40% of total budget allocated to this objective
AWI	<p>Profitable grazing for wool sheep</p> <p>NRM</p> <p>Education and adoption</p>	<p>Provide wool producers in the pastoral zone with new tools and skills to reduce their cost of production by 5% and increase the sustainability of grazing systems.</p> <p>Provide wool growers with the knowledge, tools and confidence to enhance their profitability and the natural resources within their farming systems</p> <p>Ensure R&amp;D project outputs are adopted by the target sector of the industry and that the monitored rate of adoption improves over time</p>	For Education and Adoption program, but capacity building elements in other program areas as well.
HAL	<p>Maximise the long term return on investment in industry programs</p> <p>Enhance efficiency, responsiveness and product integrity of the supply chain</p>	<p>Assist industry to develop better strategies and make more rigorous investment decisions on programs - industry strategic plans underpinned by analytical business case.</p> <p>Across industry funded programs address issues to enhance horticulture's capacity to compete in a globalised environment.</p>	All R&D expenditure – capacity building elements not separated.
MLA	Adoption and capacity program - continually building industry's capability at every stage of the supply chain to meet the MLA's purpose of creating opportunities for Australia's red meat industry to prosper	<p>1: Communication - increase producer awareness of MLA's tools and information.</p> <p>2. Delivery - increase producer access to and uptake of information</p> <p>3. Building capacity - Build capacity of producers and intermediaries to increase their understanding and application of industry best practice</p> <p>4. M&amp;E - Track program awareness and adoption of key management practices</p> <p>5. Processor innovation adoption services - Accelerate the adoption of R&amp;D outcomes in the processing</p>	2006/07 figure

Partner	Capacity building goals	Strategies	Comment
		<p>sector via a variety of innovation transfer activities</p> <p>6. Processor leadership and management capability - Undertake research aimed at developing leadership and organisational capabilities in the processing sector</p> <p>7. Plant-initiated projects - Support and enhance the innovation capabilities of the processing sector via the development and implementation of individual company focused R&amp;D projects</p> <p>8. Meat profit days - Showcase new technologies and information that benefit levy payers</p>	
DAFF	Adjusting to change and managing risk - never stop learning: equipping producers and industries with the skills and financial tools to manage risk and adjust to change	Agriculture - Advancing Australia package providing information and advice, training and investment in capacity building, and targeted support for primary producers, farm households, producer groups and rural industries.	Based on 255m four year package (2007/08-2010/11)
MDBC	Delivery of high quality advice to Council, and achievement of its endorsed priorities, through strengthened capacity of the Commission and the Commission Office	<p>3.1 Employ contemporary best practice financial and management systems.</p> <p>3.2 Strengthen corporate, technical and policy capacity of the Commission and the Commission Office, to deliver on its obligations to partners, staff and the general public</p> <p>3.3 Better align the roles and skills of the Commission and jurisdictions.</p> <p>3.4 Develop and maintain necessary Commission communication, and technical and corporate information resources</p> <p>3.5 Use Council priorities to drive communication, feedback and information delivery activities with stakeholders and communities</p> <p>3.6 Ensure effective institutional and governance arrangements are in place</p>	

Partner	Capacity building goals	Strategies	Comment
NHT	Community capacity building and institutional change - support for individuals, landholders, industry and communities with skills, knowledge, information and institutional frameworks to promote biodiversity conservation	<p>Encouraging the development of sustainable and profitable management systems for application by land-holders and other natural resource managers and users:</p> <p>a. Tools and practices that improve the management of natural resources, including techniques, practices, decision support tools and incentives.</p> <p>b. Dissemination and transfer of information and knowledge about tools and practices that improve the management of natural resources.</p> <p>c. Innovative approaches and technologies for the management and conservation of natural resources</p> <p>Providing land-holders, community groups and other natural resource managers with understanding and skills to contribute to biodiversity conservation and sustainable natural resource management:</p> <p>a. Dissemination and transfer of information and knowledge that improve the management of natural resources, including Indigenous ecological knowledge.</p> <p>b. Engagement of industries and communities, including Indigenous communities, in improved natural resource management.</p> <p>c. Assessments of the extent and condition of Australia's natural resources to ensure that data and information is available to assist in improving that management of these resources.</p> <p>d. Effective training resources and programs to assist land managers and regional organisations in the sustainable management of natural resources</p>	For five years from 2008/09 (specific figures for capacity building not provided)