

CARE International in PNG Coffee Industry Support Project Mid-term Evaluation Report

14 September 2017

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Acronyms

ACIAR	Australian Centre for International Agricultural Research
CISP	Coffee Industry Support Project
DFAT	Department of Foreign Affairs and Trade
INGO	International nongovernmental organisation
PNG	Papua New Guinea

Executive Summary

The Coffee Industry Support Project (CISP) is funded by the Pacific Women Shaping Pacific Development (*Pacific Women*) program and implemented by CARE International in Papua New Guinea (CARE). It supports coffee industry stakeholders in the Highlands of Papua New Guinea to mainstream gender equity in their policies, practices and approaches. CISP increases women's access to training and extension services. It improves family business management practices so smallholder coffee farming families can work together more effectively. This enables the whole family to benefit from coffee production and income.

This evaluation was a mid-term review of Phase 2, focusing on the period mid-2015 to early 2017. The evaluation assessed if the Project model was good value for money; the extent to which it was meeting its objectives; and to provide advice to the Australian Department of Foreign Affairs and Trade (DFAT) on whether to fund the continuation of this phase.

CISP was assessed using a value for money framework that considers the four dimensions of economy, efficiency, effectiveness and ethics. The dimensions align with the DFAT Value for Money Principles. The evaluation included an audit of CISP systems and review of project documents. Interviews and Ripple Effect Mapping were conducted with 122 key informants in Goroka, Kivirinka, Gotobe and Orumbafoe in February and March 2017.

Findings

CISP was rated '**5 out of 6**'. This means CISP is a **good value for money** project, rating as 'high level' and 'satisfactory' in all components of the value for money rubric.

Economy

5 out of 6

The evaluation found CISP is efficient in its use of funds. Seventy-nine per cent of project funds are spent on direct service delivery undertaken in a complex and challenging operating environment. CISP has one international project manager and nine local staff. CISP covers the salary and costs of a project officer seconded from Backyard Farms, a community-based organisation partner. CARE and Australian Centre for International Agricultural Research (ACIAR) jointly fund a local researcher.

The Australian government invested AU\$1,144,869.45 in CISP between July 2015 and December 2016. CISP staff and partners trained 11,088 participants in the period. If the total investment is divided by the number of training participants, the cost per training participant was AU\$103.26. On this simple analysis, given the remote locations and value of the coffee industry, the project represents good value for money.

All private sector and farmers' cooperative partners perceive CARE to be more economical than government or multilateral organisations because it keeps its costs low, is targeted in its work and the partners with whom it works, and is not constrained by high levels of bureaucracy. CARE has the comparative advantage over local organisations. There was consensus among evaluation informants that there are no nongovernmental organisations operating in the Highlands with the required financial, management and administrative capacity to provide an equivalent quality of work.

Efficiency

6 out of 6

CISP's strategies are targeted to meet project outcomes. CISP has a sound theory of change and a strong monitoring, evaluation, and learning framework. Processes are in place for managing risks.

Strategies are in place for addressing partner capacity, time and resistance to change issues. This includes an assessment of the strength of each partnership and guidelines for when to withdraw from partnerships that are not working effectively.

CISP staff are responsive in addressing issues as they arise. For example, the Model Farming Families approach introduced in 2015 provides a way for CISP to support communities that are not part of private sector partners' farmers' networks and are not actively targeted by coffee industry extension services. The approach draws on skilled community based trainers to support farmers.

Effectiveness

5 out of 6

CISP has built productive relationships with its seven private sector partners. CISP has a good relationship with its government partner, but has been unable to influence substantial change or progress in the partnership agreement. Due to the government partner's strategic importance, CISP maintains regular contact with managers and has put a detailed offer for partnership and support to activities in writing. Alternatives means of influencing the Coffee Industry Corporation should continue to be explored.

In Phase 2, CISP expanded its range of strategies to increase its potential to support sustainable changes for industry partners and farmers. For example, CISP now provides professional development, workplace, and pastoral support to graduates participating in the coffee industry agricultural graduate program. This has been critical for the retention of women graduates as extension officers.

CISP and its partners significantly increased women farmers' access to training. Of the 810 participants trained by CISP staff directly, 352 (43.5 per cent) were women.¹ Of the 10,277 participants trained by partners, 3,639 (35.4 per cent) were women. In 2013-2014, less than five per cent of farmers receiving extension training were women. By working with partners to provide the training, CISP has increased the training delivered to farming communities by factor of 12.7.

Objective 1: Key industry stakeholders have improved capacity to enable women's meaningful participation in the coffee industry

CISP has influenced its private sector and farmers' cooperative partners to increase their focus on women's empowerment. The three coffee exporter partners have recruited female extension officers and developed extension service protocols for engaging and supporting female farmers. One partner has implemented a gender equitable salary scale.

CARE certified a community-based organisation partner organisation as a provider of Family Business Management training. It has subsequently been contracted by World Bank funded Productive Partnerships in Agriculture Project and the Coffee Industry Corporation to provide Family Business Management training to farmer networks.

Private sector extension officers and model farmers have incorporated a gender empowerment and equity focus in their work with farming families. Most male extension officers and community based coordinators reported that prior to CISP, they would only speak to men. Extension officers reported that the higher level of technical, gender, and family business management knowledge gained through working with CISP has increased their level of professionalism.

Objective 2: Women have increased access to, and control over, income from coffee farming

Participants in the Gender, Equity and Diversity, Financial Business Management and Financial Literacy training reported increased communication, consultation and combined decision making

¹ These numbers reflect training participant numbers. Some people attended several training activities.

around the use of household income.² They reported recognising the importance of sharing workloads between husbands and wives and have started changing behaviours in their households to ensure that work is more equitably shared.

Some farmers have achieved their financial goals set during the CISP training. They have saved money and have diversified their income. One farmer reported using income from coffee to buy and resell small goods in village. Several farmers reported building houses. One farmer couple built a permanent house as a result of the training.

Male model farmers reported that their positive behaviour is influencing other men in their community. While there are ongoing challenges to men and women 'going against deep rooted gender roles and practices,' some men are determined to change and are leading by example.

The engagement of female graduates has increased the number of women farmers approaching extension officers for information. During their 12-month graduate program period, Sustainable Management Services PNG graduates provided training to 1,158 women.

CISP training and extension support has contributed to improvements in quality and yield of coffee. Farmers from three networks reported improvements in the quality of coffee produced. This has opened opportunities for them to sell to the specialty market. Farmers from the Timuza Cooperative in Kainantu won the 2016 National Coffee Cupping Competition.

Objective 3: Learning about women's empowerment in the coffee industry has improved industry-wide strategies and policies

There is increased recognition by CISP partners that improving women's engagement in the industry is good for business. One exporter found that some farmers valued the social benefits of the training over the financial gain they received from working with them exporter. As a result, the company signed up for an extension of the agreement with CISP. Partners can do more to fully incorporate gender inclusive policies and practices throughout their organisations and value chain. CISP could encourage partners to think more proactively about women in their roles as suppliers, employees, consumers and community members and to adapt tools developed for Papua New Guinea businesses through the Business Coalition for Women.

Increasing global demand for ethically produced coffee has provided the Papua New Guinea coffee industry with an incentive for investing in gender equality. CISP training and field support enables industry partners to fulfil the social component of the certification program. Industry partners reported that CISP contributes to increased income for farmers as they qualify for the specialty market.

CISP's work with community-based organisation partners has strengthened their capacity to operate as businesses. CISP's work with Model Farming Families and its direct employment of community based service providers has strengthened the capacity of local farmers to guide improvements in farming practices.

CISP is undertaking seven research activities to inform coffee industry strategies. It is assessing the impact of women's economic empowerment on the quality and quantity of coffee produced. It is investigating how women can increase their engagement with roadside coffee sellers, researching the challenges faced by women leaders of cooperatives, and the impact of certification schemes on coffee communities.

CISP and the Australian National University are researching the relational drivers of women's economic empowerment in households. Family Teams Research collaboration with Papua New Guinea National Agricultural Research Institute and the University of Canberra will result in a training package that can be used throughout Papua New Guinea. CISP and Curtin University are piloting women-led savings groups.

² Seventy-nine farmers participated directly in the evaluation. Feedback was provided through group and individual interviews and ripple effect mapping.

There is an opportunity to improve the dissemination of key learnings and research findings.

Ethics

5 out of 6

CARE is perceived by project partners as highly transparent and accountable. Private sector partners were found to have an added advantage in their business negotiations with international coffee buyers thanks to CARE's reputation for ethical practices.

During Phase 2, CISP increased its reach to vulnerable and marginalised women who live in poorly serviced communities by supporting improved gender inclusive extension practices and by working directly with farmers through the Model Farming Family approach. This included 177 women who received training as Model Farming Families. However, because there are few services in addition to CISP in the Papua New Guinea Highlands, many women in farming communities do not receive services and the need remains high.

Recommendations to DFAT

1. Continue funding the remainder of Phase 2.
2. In accordance with the *Pacific Women* Three-Year Evaluation recommendation, encourage CARE to identify opportunities to work across *Pacific Women* outcomes. This might include, for example, working with industry partners to introduce family and sexual violence workplace policies and practices and looking for opportunities to support women to take on more leadership roles in partner organisations.
3. Look for opportunities to scale up CISP project strategies.

Recommendations to CARE

4. Produce summary reports of key learnings and research findings for distribution to project and other partners.
5. Continue to explore different ways to influence and incentivise meaningful engagement with Coffee Industry Corporation.

1. Introduction

1.1 Context

Coffee is a major export commodity for Papua New Guinea, earning between PGK300 million and 1 billion per year. Roughly, one-third of Papua New Guinea's labour force is involved in its production, processing and sale.³ In Papua New Guinea, coffee provides the highest potential for growth and gains within the agriculture sector and has the potential to support the growth of the economy.

However, productivity is low, with coffee yields averaging 30–50 per cent of their potential. Coffee quality is deteriorating due to ageing plants, poor coffee husbandry practices, limited support services, and poor access to markets.⁴ The economic potential of the coffee sector is poorly understood by smallholder farmers. Provision of services including extension, training, capacity building, and finance is limited and badly targeted.

Gender inequality contributes to low productivity. Gender-specific tasks and needs are insufficiently integrated into the design and delivery of extension and training services.⁵ In 2015, less than 10 per cent of women farmers had access to extension services⁶ and only five per cent of the farmers who received extension training were women.⁷ The meaningful involvement of women in the coffee industry is necessary to ensure the quality of the final coffee product.⁸

1.2 Overview of CISP

CISP is a \$4.5 million⁹ project that aims to improve the economic and social wellbeing of women coffee farmers in the highlands provinces of Papua New Guinea.¹⁰

Pacific Women has funded CARE to implement CISP since July 2013. CISP contributes to achieving *Pacific Women's* intended outcome 2: 'Women have expanded economic opportunities to earn an income and accumulate economic assets.'

Phase 1 of CISP was conducted between July 2013 and mid-2015. A review was conducted in 2015 by CARE International and its recommendations guided the design of Phase 2 (July 2015–June 2019). The current grant arrangement covers Phase 2 until December 2017, with the continuation of funding until the end of Phase 2 (June 2019) subject to the findings of this evaluation.

CISP's Phase 2 objectives include:

- Key industry stakeholders have improved capacity to enable women's meaningful participation in the coffee industry.
- Women have increased access to, and control over, income from coffee farming.
- Learning about women's empowerment in the coffee industry has improved industry-wide strategies and policies.

CARE works in partnership with coffee industry stakeholders towards these objectives. Organisational partners include the Coffee Industry Corporation Ltd, Sustainable Management Services PNG, PNG Coffee Exports Ltd, New Guinea Highlands Coffee Exports, Backyard Farms, Lower Unggai

³ CARE International in PNG. (April 2015). *Coffee Industry Support Project Design Document* (p. 5)

⁴ CARE International in PNG. (April 2015). *Coffee Industry Support Project Design Document* (p. 5)

⁵ World Bank. (2014). *The Fruit of Her Labor: Promoting Gender-equitable Agribusiness in Papua New Guinea: Coffee Sector Summary* (pp. 1-9).

⁶ CARE International in PNG. (April 2015). *Coffee Industry Support Project Design Document* (p. 5)

⁷ CARE International in PNG. *Coffee Industry Support Project Monitoring, Evaluation and Learning Framework*

⁸ World Bank. (2014). *The Fruit of Her Labor: Promoting Gender-equitable Agribusiness in Papua New Guinea: Coffee Sector Summary* (p. 5)

⁹ This amount covers the entire period of Phases 1 and 2: July 2013 – June 2019

¹⁰ CISP works predominantly in Eastern Highlands provinces, as well as in Chimbu, Morobe, Jiwaka and Western Highlands provinces

Community Development Foundation, Sukapass Cooperative, and Highlands Organic Agriculture Cooperative.

CISP supports coffee industry stakeholders to mainstream gender equity in their policies, practices and approaches. The project increases women's access to extension services. It also improves family business management practices so that smallholder coffee farming families can work together more effectively. This enables the whole family (women, men, girls and boys) to benefit from coffee production and income.

By promoting and working with stakeholders to promote women's role in the industry, CISP contributes to achieving Goal 2 of the Papua New Guinea Medium Term Development Plan 2 (2016–2017)¹¹ that aims to support large scale agricultural enterprises and smallholder growers to meet domestic and international needs. CISP also responds to Target 2.3 of the international Sustainable Development Goals, which strives to double the agricultural productivity and incomes of small-scale food producers; in particular, women, indigenous peoples, family farmers, and pastoralists, by 2030.¹²

Project activities

Phase 2 activities build on the work begun in Phase 1. Table 1 shows CISP's Phase 2 activities.

Delivery of training is a key element of the project design. Table 2 contains descriptions of the trainings and their target audiences.

CISP implements a range of research and learning activities to explore and improve knowledge about the role of women in the coffee industry in Papua New Guinea. Table 3 outlines these research activities.

Table 1 Types of activities

Objectives	Activities
Key coffee industry stakeholders have improved capacity to enable women's meaningful participation in the coffee industry.	<ul style="list-style-type: none"> Organisational gender assessments and development for private sector partners. Cooperative organisation strengthening. This includes establishing governance and management systems. Agriculture graduate program. Capacity building through targeted training. Secondment of one civil society organisational partner with CARE to strengthen the organisation.
Women have increased access to, and control over, income from coffee farming.	<ul style="list-style-type: none"> Partner mentoring and field support for extension officers. Targeted training for farmers. Agriculture radio program. Coffee curriculum support. Working with roadside coffee buyers. Financial and business literacy training.
Learning about women's empowerment in the coffee industry has improved industry-wide strategies and policies.	<ul style="list-style-type: none"> Certification strengthening. Advocacy and support for integration of gender responsive policies and procedures. Creative media products such as videos of success stories. Researching the business case for women's economic empowerment. Socialisation of women's economic empowerment research findings with industry stakeholders. Field research for household relationships and women's economic empowerment undertaken in partnership with the State, Society and Governance in Melanesia program at the Australian National

¹¹ Papua New Guinea Department of National Planning and Monitoring. (2015). *Papua New Guinea Medium Term Development Plan 2 (2016–2017)*

¹² United Nations General Assembly. (25 September 2015). *Resolution A/RES/70/1*

Objectives	Activities
	University; findings finalised and incorporated into program interventions.

Table 2 Description of training courses and target groups

Name of Training	Training description	Target group, location and length of training
Gender, Equity and Diversity	What is gender and why is it important for an individual, group, family or workplace?	Extension officers, trainers, advisory groups, and employees of coffee growing, export, cooperative, and smallholder groups. Delivered at a venue convenient for the participants over three days.
Facilitation Skills	The skills and techniques to run effective, participatory, and fun training that enhances learning. The gender inclusive focus of the training gives extension officers specific strategies and ways to include women better in the training they provide.	Extension officers, trainers, and employees of coffee growing, export, and advisory groups. Delivered at a venue convenient for the participants over three days.
Family Business Management	How farming families can work together better, make plans, and budget their money so that they get more out of their farming. The training challenges men's attitudes and cultural norms that prevent women's full participation and benefit. The training is designed for people with low levels of literacy and poor access to financial services.	Smallholder farmers. Designed for couples to attend together. Delivered in the community/village where the farmers are based over five half days.
Financial Literacy	Skills farmers need to budget their money, save, and increase their income. The training is designed for people with low levels of literacy and poor access to financial services. (developed by Pacific Adventist University)	Smallholder farmers. Designed for couples to attend together. Delivered in the community/village where the farmers are based over four half days.
Model Farming Families Induction	Overview of the roles and responsibilities of Model Farming Families and effective strategies for sharing lessons in their communities.	Model Farming Families. Delivered in the community/village where the farmers are based over four half days.
Organisational Strengthening	Knowledge and skills to set clear priorities and develop plans. The training encourages good governance and women's leadership to achieve the group's vision. Training provides leaders with a step-by-step process and requires basic education level.	Community and/or farmer group leaders. Delivered at a venue convenient for the participants over four days. Training is normally held at the group's meeting place.
Agronomy	Knowledge and skills needed by farmers to improve their coffee farming practices. Covers coffee pest & disease, processing, crop management and climate change. It is held in a group session for both men and women farmers.	Smallholder women and men farmers. Delivered at a central model coffee garden or at a location convenient for the field officers to 'show & tell' and farmers to practice. Run over five days.

Table 3 Research projects and partnerships 2015–2017

Research project	Partners	Description
Research into relational drivers of women's economic empowerment at the household level	Australian National University (State, Society and Governance in Melanesia program)	The research looks at relational drivers of women's economic empowerment at the household level. The field research component was conducted with more than 120 households across four project sites. The research provided capacity development for the local CARE M&E Officer.
Family Teams	University of Canberra, Papua New Guinea National Agricultural Research Institute	The research draws learnings from CISP's Family Business Management training and the University of Canberra's Family Teams approach* to develop a training package that can be scaled up and conducted for farmers throughout Papua New Guinea.

Research project	Partners	Description
	(co-funded with the Australian Centre for International Agricultural Research (ACIAR))	* This project is co-funded by <i>Pacific Women</i> and ACIAR.
Women's Entrepreneurship / Agribusiness	Curtin University (co-funded with ACIAR)	A research project that will pilot women-led savings groups.
Analysis of cooperatives		The research identifies challenges faced by cooperatives, women leaders, and farmers, to inform interventions to improve organisational capacity to increase women's meaningful participation in group activities. The results of the research contributed to the development of the organisational strengthening trainings that CISP undertakes with community groups / cooperatives.
Development of the business case for women's economic empowerment in the coffee industry		The research aims to increase understanding about the impact women's economic empowerment has on the quality and quantity of coffee produced. It will result in a business case for incorporating gender into organisational policies and practices.
Roadside sellers		The research aims to understand how women can better benefit from intermediary / roadside buyers to suggest how to increase engagement of and support for women roadside sellers.
Impact of coffee certification schemes on coffee growing communities		A small-scale study to understand better the impact coffee certification schemes have on coffee growing communities, and on women.

2. Evaluation overview

The evaluation focused on the period mid-2015 to early 2017. The purpose of the evaluation was to review:

- CISP's success to date in achieving its planned outcomes and objectives;
- lessons learned to improve the project, and the extent to which these are being integrated into CISP; and
- the extent to which CISP demonstrates value for money.

DFAT requested the evaluation to inform decisions about continuing the program for the duration of its existing phase.

3. Methodology

The evaluation was conducted by the *Pacific Women* Papua New Guinea Monitoring and Evaluation Adviser, the *Pacific Women* Papua New Guinea Monitoring, Evaluation and Learning Officer, and the *Pacific Women* Support Unit Finance and Administration Manager.

Evaluation questions were taken from the *Pacific Women* Papua New Guinea Second Country Plan Monitoring and Evaluation Framework (2014–2019). Annex 1 lists the evaluation questions.

Through a literature review, the evaluation team identified a theory-driven value for money approach as suitable for evaluating a *Pacific Women* project in Papua New Guinea that operates in a complex environment, targets remote and marginalised communities, and is required to achieve change with limited funds.

3.1 Assessing value for money

The project was assessed using a value for money framework that considered the four dimensions of economy, efficiency, effectiveness and ethics. The dimensions align with the DFAT Value for Money

Principles outlined in Table 4 below. These eight value for money principles were developed to guide decision-making and maximise the impact of its investments.¹³ The principle of equity was added to ethics by *Pacific Women* to capture the program's aim to reach marginalised and vulnerable women.

An evaluation specific value for money approach that incorporated an assessment rubric, criteria and standards was used to synthesise the economic, quantitative and qualitative data. The value for money rubric and rating scale was developed collaboratively by the Papua New Guinea Australian High Commission Counsellor – Gender and Sports, the CARE Program Manager, and the evaluation team.

The CISP value for money rubric and rating scale also aligned with CISP's monitoring, evaluation, and learning framework and the *Pacific Women* value for money rubric.

Table 4 DFAT value-for-money principles

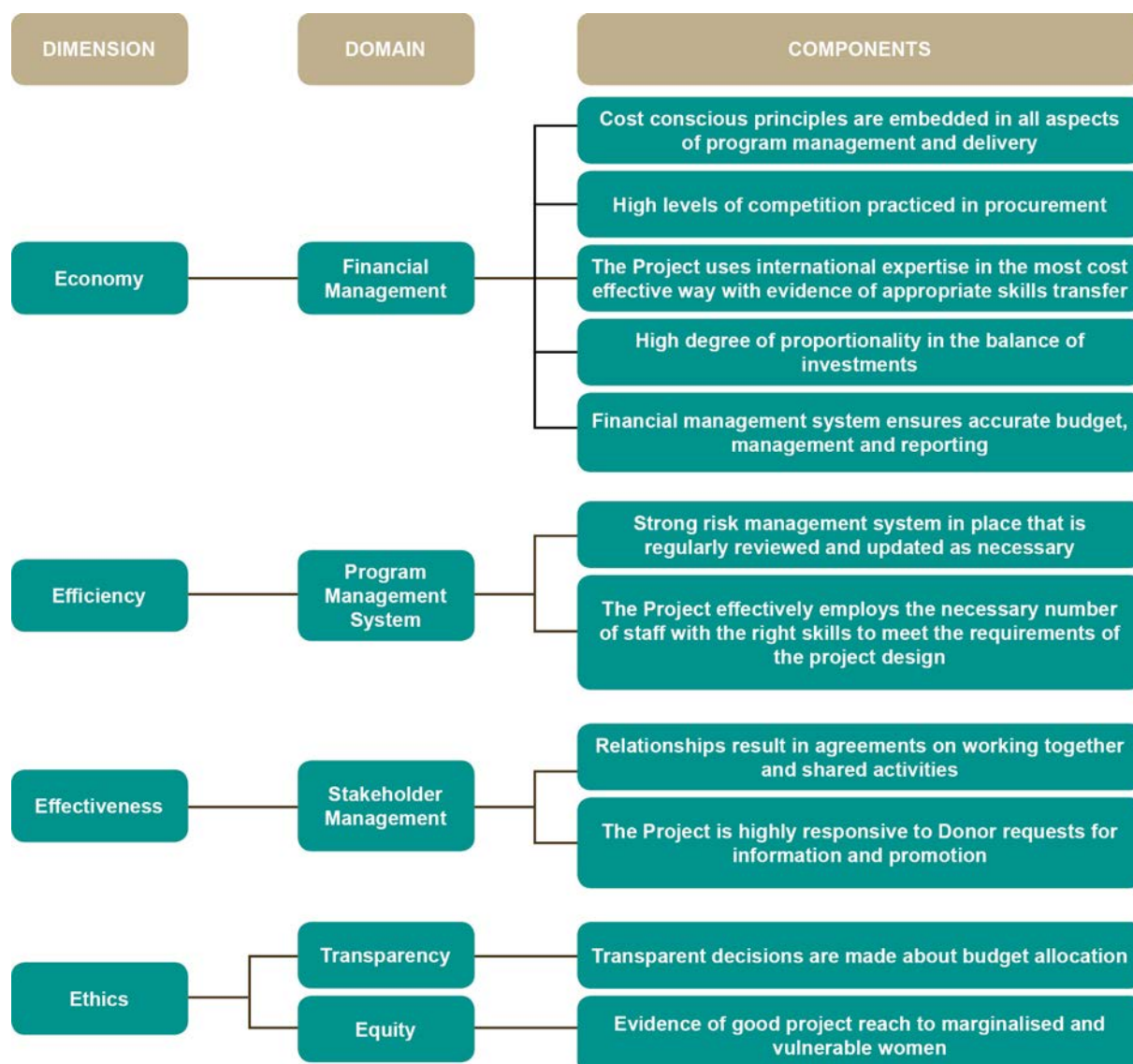
Economy	Efficiency	Effectiveness	Ethics
<ul style="list-style-type: none"> Cost consciousness Encouraging competition 	<ul style="list-style-type: none"> Evidence based decision making Proportionality 	<ul style="list-style-type: none"> Performance and Risk Management Results Focus Experimentation and innovation 	<ul style="list-style-type: none"> Accountability and transparency + Equity

When you consider Table 4 in relation to a program logic approach, economy is related to how inputs are procured, efficiency to the way that outputs are agreed and delivered, effectiveness with the translation of outputs to outcomes, and ethics with accountability across the process.

In the value for money assessment rubric each value for money dimension (economy, efficiency, effectiveness, ethics) contained one or more domain. Each domain included one or more components. An example showing excerpts from each dimension is shown in Figure 1 below.

¹³ Australian Government Department of Foreign Affairs and Trade (Retrieved 2017)

Figure 1 Value for money dimensions, domains and components examples



The evaluation team recorded their findings on an evidence spreadsheet for each component. The team recorded a summary of the evidence, where the evidence was found and any exceptions or issues arising from the evidence.

Once the evidence was assessed by the evaluation team, each **component** was rated (3) High level, (2) Satisfactory or (1) Poor. Each **domain** was then rated (1) High level, (2) Satisfactory or (3) Poor by averaging the scores of the components. Finally, each **dimension** was rated by averaging the scores of the domains within it and given an overall score:

1. Does not satisfy criteria in any domain (Poor)
2. Does not satisfy criteria in several major domains (Poor)
3. On balance satisfies criteria but marginal in at least one major domain (Satisfactory)
4. On balance satisfies criteria. Does not fail in any major domain (Satisfactory)
5. Satisfies criteria in almost all domains (High Level)
6. Satisfies criteria in all domains (High level)

The value for money rubric used for the evaluation and showing component scores is in Annex 2.

3.2 Data collection methods

3.2.1 Audit of CISP systems

The evaluation team conducted an audit of CARE's general and CISP's specific financial policies, procedures and reports. The team reviewed additional documents (such as field visit reports and training reports) during the field visit to Goroka in February 2017 to validate the findings.

3.2.2 Key informant interviews

The evaluation team held in-depth and focused group interviews with 122 key informants in Goroka, Kivirinka, Gotobe and Orumbafoe over two weeks in February and March 2017. Interviews were conducted with CISP team members, CARE managers, private sector and government partner managers and staff, extension officers, farming community leaders, model farmers, farmer cooperative members, and graduate extension officers. A list of interviewees is in Annex 3.

3.2.3 Field visits

The evaluation team visited farming communities in Kivirinka, Gotobe and Orumbafoe that had received Family Business Management training and Financial Literacy training since July 2015.

3.2.4 Ripple effect mapping

The evaluation team also observed two Ripple Effect Mapping evaluation processes in Kivirinka and Orumbafoe, facilitated by the ACIAR / CARE Research Officer.

Ripple Effect Mapping is an evaluative process that uses participatory methods to collect and assess qualitative information from project beneficiaries. It combines discussions, storytelling, mind mapping and appreciative enquiry interviews.

3.3 Data analysis and assessment

Following the audit of CISP's systems, the evaluation team assessed the weight of the evidence and recorded it in the scoring template. The evaluation team discussed these initial assessments. Where the team felt there was insufficient evidence to make an assessment on a component, they asked for additional information to be provided by the CISP team or to be collected during the field visits.

Next, the findings from document review, key informant interviews, Ripple Effect Mapping activities, and observations conducted during the field visits were documented in the scoring template. The evaluation team met again to discuss the findings and agree on ratings. Once more, where the evidence was not considered sufficient to provide an assessment, the evaluation team sought further information from stakeholders.

Finally, the evaluation team tested the assessment ratings with the CISP team and Papua New Guinea DFAT Gender team between mid-April and mid-May 2017. Issues raised about the quality of evidence and the assessment were documented. The evaluation team provided additional information where necessary to ensure agreement on the robustness of the assessment.

The data collection plans are in Annex 4 and the data collection forms and guides are in Annex 5.

4. Findings

4.1 Overall value for money rating

The CISP was rated '**5 out of 6**'. This means CISP is a **good value for money** project, rating as 'high level' and 'satisfactory' in all components of the value for money rubric.

Table 5 Value for money rating

Dimension	Out of 6	Definition
Overall	5	Satisfies criteria in almost all domains of the value for money rubric
Economy	5	Satisfies criteria in almost all domains of the economy dimension
Efficiency	6	Satisfies criteria in all domains of the efficiency dimension
Effectiveness	5	Satisfies criteria in almost all domains of the effectiveness dimension
Ethics	5	Satisfies criteria in almost all domains of the ethics dimension

4.2 Economy

CISP rated '5 out of 6' in the economy dimension. It satisfied criteria in almost all domains of the economy dimension.

4.2.1 Financial management

Cost consciousness

Cost conscious principles are embedded in all aspects of program management and delivery.

Seventy-nine per cent of project funds are spent on direct service delivery undertaken in a complex and challenging operating environment to meet project priorities. Service delivery includes advocacy and provision of capacity building and organisational support to coffee industry partners and farmer's cooperatives, and direct training and extension support to farmers. Project staff account for 62 per cent and project activities account for 17 per cent of costs, with the remaining 21 per cent for project support costs such office costs and project monitoring. There are ten full time staff: one international project manager (accounting for 41 per cent of the project's staff costs) and nine local staff. CARE support and management staff are partially costed to CISP appropriately. This distribution of costs was assessed as efficient.

CISP leverages additional co-funding arrangements through its partnerships. This includes co-funded research projects and shared salary costs between ACIAR and CARE for family teams research. In addition, CISP covers the salary and costs of one project officer seconded from Backyard Farms.

All seven private sector and farmers' cooperative partners and the Coffee Industry Corporation Ltd informant to the evaluation perceive CARE to be more efficient than government or multilateral organisations because it keeps its costs low, is targeted in its work and the partners with whom it works, and is not constrained by high levels of bureaucracy.

CARE has the comparative advantage over local organisations. There was consensus among evaluation informants that there are no nongovernmental organisations operating in the Highlands with the required financial, management and administrative capacity to provide an equivalent quality of work.

Competition in procurement

High levels of competition are practiced in procurement. CISP adheres to CARE's procurement policy and human resource and recruitment guidelines. A significant portion of procurement is in staff recruitment. Project documents show high levels of due diligence in staff and partner selection. Staff recruited for CISP are highly skilled and have the experience necessary for the work required.

Cost effective use of international expertise

The project uses international expertise in the most cost-effective way, with evidence of appropriate skills transfer. Strategies are in place to ensure that local staff are learning from international staff. CISP's local staff reported that the international Project Manager has built their knowledge of gender equity strategies and CARE's frameworks. This has increased their professionalism and confidence to guide and support partners to integrate and strengthen their gender equitable policies and processes.

The training provided to partner extension officers and cooperative staff and the mentoring in the field was reported to be the highest quality training and support they receive. CISP's Project Manager is well regarded amongst coffee industry partners and the project team. Her influence and ability to manage relationships has contributed to the strong and successful partnerships necessary to implement the project.

There are skills transfer strategies in place for short-term international staff. Additional skills transfer was provided by visiting researchers. For example, the lead researcher from the Australian National University who conducted the 'Do No Harm' research trained CISP staff in data collection strategies. Local project staff have benefited from participating in international events and conferences. They have also been supported to increase their skills through scholarship programs.

Proportionality of investment

There is an adequate degree of proportionality in the balance of CISP's investments. The allocation of investments in CISP is justified based on the project design and needs of coffee industry partners and coffee farmers. Costs are appropriately distributed to each of the project objectives, with most costs allocated to training and field support of extension officers. Through ongoing learning and reflection, CISP identified the need to work directly with coffee farmers. As a result, it increased investment to direct support for farmer groups through the Model Farming Family program.

The total Australian government investment in the CISP between July 2015 and December 2016 was AU\$1,144,869.45. The total number of participants trained by CISP staff and partners during the same period was 11,088. If the total investment is divided by the number of training participants, the cost per person trained was AU\$103.26. Given the rural and remote locations and value of the coffee industry, this represents good value for money. It is important to note that training was not the only activity conducted by CISP, and some people trained may have attended more than one training.

Finance management systems

The financial management system ensures accurate budget, management and reporting. CARE's Country Office Finance Manual is a comprehensive document that details CISP's financial management procedures, due diligence procedures, and management of partnerships and service agreements. CARE has the necessary internal control procedures in place and trains all its employees to implement the policies.

The 2016 financial audit provided an unqualified audit opinion. CARE complies with the Australian Accounting Standards and International Financial Reporting Standards. In 2016, CARE accounted properly for all money received. CISP's detailed financial report includes a costed work plan and

indicative budgeting for the remaining funds through to the end of the Phase 2. This demonstrates proper monitoring of costs and budgeting in a timely manner.

4.3 Efficiency

CISP rated '6 out of 6' in the efficiency domain. It satisfied criteria in all domains of the efficiency dimension.

4.3.1 Project model

CISP is underpinned by a strong theory of change, community consultation, and informed by global learning. CISP's project model was informed by global research, community consultations, baseline studies, and CARE's history of working with communities in Papua New Guinea. CISP's strategies are targeted to address the identified needs for increasing quality and effectiveness of the coffee industry and women's engagement in the coffee value chain.

Pursuant to CARE's framework documents, CISP considers the three interconnected components of structures, relationships and agency when planning activities. The model is guided by CARE's Gender Equality Framework and Gender Based Violence Strategies, CARE Australia's Disability Framework 2015–2018, the Gender Equality and Women's Voice Guidance Note, and the CARE 2020 Program Strategy.

The project model addresses the main findings and recommendations made in the relevant joint World Bank-International Finance Corporation paper on promoting gender-equitable agribusiness in Papua New Guinea's Coffee Sector.¹⁴ The key findings in the report are:

- Women are key to quality.
- Labour dynamics affect outcomes in the sector. Labour constraints are especially apparent when the gender division of labour is taken into account.
- Critical services are lacking. Gender specific tasks and needs are insufficiently integrated into the design and delivery of extension and training services.
- CISP is researching the validity of its theory of change and its project design as it develops and tests the business case for investing in gender through research. Findings of the research will be provided to partners in 2017 and used to strengthen the project design.

What is women's economic empowerment?

CARE defines women's economic empowerment as the process by which women increase their right to economic resources and power to make decisions that benefit themselves, their families, and their communities. This requires equal access to and control over economic resources, assets, and opportunities as well as long-term changes in social norms and economic structures that benefit women and men equally.

4.3.2 Program management systems

Risk management system

CISP has a strong risk management system in place that is regularly reviewed and updated as necessary. Processes are in place for managing risks in partnerships, program activities, and outcomes. This includes an assessment of the strength of each partnership and guidelines for when to withdraw from partnerships that are not working effectively. Strategies are in place for addressing partner capacity, time and resistance to change issues. Some of these risk management strategies have been difficult for CISP to implement, particularly getting leadership commitment from government agencies to make real changes.

CISP has strategies to mitigate against project activities contributing to increased inequality within farming communities or increased tensions within families. Most of the identified risks have been

¹⁴ World Bank. (2014). *The Fruit of her Labor: Promoting gender-equitable agribusiness in Papua New Guinea: coffee sector*.

addressed through programmatic and research activities. Mitigation approaches include training Model Farming Families, directly employing farmers as trainers, working with families, and linking gender to planning to strengthen the family unit's increase in income and savings.

The CISP team participates in security briefings before all field visits and in debriefings immediately after field visits. The debriefing processes are used to ensure internal risk management processes and information are up to date and relevant.

Project staff

The project effectively employs the necessary number of staff with the right skills to meet the requirements of the project design. The CISP team works together efficiently and effectively. The roles and responsibilities of team members are clearly defined and integrated to meet project requirements. Team members are qualified for their roles. The partnerships coordinator has a master's degree in tropical agriculture, development management and agribusiness. The project officers are qualified agriculturalists. The team is supported during fieldwork by skilled drivers and well-trained security staff.

CISP provides its team members with professional development opportunities to ensure that they are competent to provide the required services. The new Acting Project Manager has attended leadership and management courses. One project officer spent several weeks with a coffee industry partner to learn all aspects of the coffee chain from planting to cupping.¹⁵ Two CISP staff have won Australia Awards fellowships to complete six-week programs in agribusiness and agricultural entrepreneurship during 2017. CISP staff encouraged partners to apply for scholarships and two partner staff also won agribusiness scholarships.

Monitoring, evaluation, and learning system

A comprehensive monitoring, evaluation, and learning system is established and implemented that enables the collection, analysis, and reporting of required data; and draws out learnings which informs activity planning and approaches. CISP's monitoring, evaluation, and learning framework aligns with the *Pacific Women* Papua New Guinea Second Country Plan Monitoring and Evaluation Framework (2014–2019) and enables the required data collection and reporting for *Pacific Women*. The system is robust and well-resourced with two staff responsible for its implementation. All CISP staff collect and report on monitoring and evaluation data and participate in daily reflection and learning sessions during fieldwork.

CISP's monitoring, evaluation, and learning framework has a strong emphasis on learning and reflection. Lessons are integrated into ongoing programming. All 24 extension officers and service providers interviewed report that their exposure to the CISP staff's review practices has led them to improve the quality and effectiveness of their own fieldwork and training practices.

CISP's monitoring, evaluation, and learning system would be further strengthened by producing summary reports of key learnings and research findings for distribution to project and other partners. These would serve as valuable advocacy and communication tools.

CISP staff are responsive in addressing issues as they arise and have factored challenges into their planning. For example, the Model Farming Families program was designed to address identified gaps in services for smallholders. The Family Teams research will track what works in the implementation of the model and share lessons that can guide project development and be used in other agricultural programs.

¹⁵ Cupping a coffee tasting process used to evaluate the aroma and quality of the coffee

4.3.3 Reporting

The project provides high quality reports with the required information on time, including analysis and reflection. CISP's information management systems collect and store data and provide information for reports. CISP provides timely and comprehensive reports to *Pacific Women*.

The CISP team are proactive in looking for new and innovative ways of assessing and reporting changes in communities. The CISP managers regularly meet with industry partner managers and teams to provide updates and progress reports. The ACIAR / CARE Research Officer is currently trialling the Ripple Effect Mapping tool to assess changes achieved through CISP activities. The evaluation team observed it to be an effective tool to engage project beneficiaries and to use in remote communities where there are very low levels of literacy.

4.4 Effectiveness

CISP rated '5 out of 6' in the effectiveness dimension. It satisfied criteria in almost all the domains.

4.4.1 Stakeholder management

Relationships with partners

Relationships result in agreements on working together and shared activities. CISP has a cooperation agreement or partnership head agreement in place with each partner. Most partnership agreements are operating effectively.

CISP's partnerships guidelines require partners to:

- be open and committed to change;
- engage with farmers as core business;
- have the potential for scale and growth;
- have potential for sustainable outcomes;
- be committed to better understand gender;
- be open to sharing and communication for mutual benefit; and
- have an existing organisational structure to support implementation of activities.

CISP partnership agreements are guided by the CARE partnership policy that defines partnerships as, 'a purposeful relationship, with clearly defined objectives, that engages the strengths of different actors to contribute to positive impacts for marginalised and vulnerable groups'.

If a partner does not meet critical criteria, the CISP team limits its focus on, or suspends activities with the partner. This occurred for the partnership with the Highlands Organic Agriculture Cooperative. Once suspended, the onus is on the suspended organisation to drive further partnership activities.

CISP staff have built productive relationships with the private sector partners. Sustainable Management Services PNG, PNG Coffee Exports Ltd, New Guinea Highlands Coffee Exports, Backyard Farms, Lower Unggai Community Development Foundation, Sukapass Cooperative and Highlands Organic Agriculture Cooperative reported that they benefit significantly from the partnership.

CISP has a good relationship with the Coffee Industry Corporation, but has been unable to influence any change or substantial progress in that partnership agreement. Due to its strategic importance as the key government partner, CISP maintains regular contact with the senior and middle managers in the Coffee Industry Corporation and has put a detailed offer for a range of partnership and support activities in writing.

CISP should also explore different approaches and ways of influencing or incentivising meaningful engagement with the senior management. The National Gender Equity and Social Inclusion policy may provide an entry point for engaging the Coffee Industry Corporation.

Responsiveness to donors

The project is highly responsive to donor requests for information and promotion. CISP willingly trialled the *Pacific Women* reporting database and provided useful information to help refine and improve it. CISP is highly responsive to *Pacific Women* Support Unit and DFAT requests to attend planning activities and to host high-level visits. In 2015, CISP hosted two visits by Australian parliamentarians. In 2016, CISP hosted the Australian Minister for Pacific and Development. CISP also organised coffee industry partners and model farmers to meet with and present to the Australian Global Ambassador for Women and Girls and other dignitaries during an official visit to Goroka.

4.4.2 Effective implementation

CISP demonstrates a strong results focus where outputs lead logically and sequentially to the intended outcomes, with ongoing reflection for program improvement. During Phase 2, CISP expanded its range of strategies to increase its potential to achieve planned outcomes and support sustainable changes for industry partners and farmers. For example, CISP now provides professional development, workplace, and pastoral support to graduates participating in the coffee industry agricultural graduate program. This has been critical for the retention of women graduates as extension officers.

Table 6 below shows the training provided directly by CISP staff between July 2015 and December 2016. The project's baseline from 2013–2014 found that less than five per cent of farmers receiving extension training were women. The target set by the project for increased women farmers participation in coffee related trainings was a ten per cent increase. CISP surpassed this target and significantly increased women farmers access to training. Of the 810 participants trained by CISP directly in the evaluation period, 352 (43.5 per cent) were women.

Table 6 Training provided by CISP staff July 2015 – December 2016

CARE training	July–Dec 2015			Jan–July 2016			July–Dec 2016			Full Period Jul 2015 – Dec 2016		
	F	M	Total	F	M	Total	F	M	Total	F	M	Total
Gender, Equity & Diversity	60	86	146	30	37	67	6	7	13	96	130	226
Facilitation Skills	4	13	17	3	9	12	0	0	0	7	22	29
Family Business Management	10	14	24	126	141	267	53	73	126	189	228	417
Family Business Management Training of Trainers	0	0	0	0	0	0	3	1	4	3	1	4
Model Family Farms Induction	0	0	0	0	0	0	21	34	55	21	34	55
Organisational Strengthening	0	0	0	0	0	0	16	30	46	16	30	46
Financial Literacy	0	0	0	0	0	0	20	13	33	20	13	33
Total	74	113	187	159	187	346	119	158	277	352	458	810

Table 7 below shows the number of participants trained by CISP's partners and, in the case of the Model Farming Family training, by service providers employed directly by CISP, between July 2015 and December 2016. Of the 10,277 participants trained, 3,639 (35.4 per cent) were women. The sex of 605 participants (six per cent) was not specified. It was not reported whether any of these people received multiple training opportunities. It is assumed that they did.

Significantly, by working with partners to provide the training, CISP has increased the training delivered to farming communities by factor of 12.7.

Table 7 Training provided by partner staff July 2015 – December 2016

Partner-led Training	July to Dec 2015			Jan to July 2016			July to Dec 2016			Full Period Jan 2015 – Dec 2016			
	F	M	Total	F	M	Total	F	M	Total	F	M	Not spec	Total
Family Business Management	84	109	193	693	819	1512	1109	2396	3505	1886	3324	0	5210
Agronomy	514	684	1198	1013	1654	2667	49	81	130	1576	2419	605	4600
Model Farming Families	0	0	0	0	0	0	177	290	467	177	290	0	467
Total	598	793	1391	1706	2473	4179	1335	2767	4102	3639	6033	605	10277

The high proportion of women farmers receiving training is attributable to CISP's training guidelines. These require farmers in the Family Business Management training to be trained as couples (wife and husband) and effort is being put into ensuring women attend agronomy training.

Since 2015, CISP has worked directly with farmers using the Model Farming Family approach. This approach provides a way for CISP to support communities that are not part of private sector partners' farmers' networks and are not actively targeted by coffee industry extension services. The approach aims to increase the pool of skilled community based trainers, improve coffee production, diversify farmers' income, and increase the potential for sustainable improvements throughout the coffee industry. The approach was piloted in partnership with Lower Unggai Community Development Foundation and Sukapass Cooperative. Due to management issues faced by Sukapass Cooperative, pilot activities were suspended to allow the partner time to re-establish its leadership team and organisational structure.

Figure 2 shows the process for working with Model Farming Families.

Figure 2 Model Farming Families process



4.4.3 Effective outcomes

CISP is on track to achieve defined and planned outcomes for its beneficiaries. Progress towards outcomes is reported under each outcome area below.

Objective 1: Key industry stakeholders have improved capacity to enable women's meaningful participation in the coffee industry

Outcome 1.1: Project partners have more gender equitable and inclusive policies, practices and programs

CISP has influenced its seven private sector and farmers' cooperative partners to increase their focus on women's empowerment. The three coffee exporter partners reported that they have developed a greater appreciation of the value of female extension officers through their partnership with CISP. The exporters have integrated gender inclusive approaches into their extension services by recruiting female extension officers and developing extension service protocols for engaging and supporting female farmers.

PNG Coffee Exports and Sustainable Management Services committed to the Agricultural Graduate Program for a second year. Sustainable Management Services employed its first two graduates (one woman and one man) as permanent extension officers and recruited a third, a female graduate

extension officer. PNG Coffee Exports extended the contracts of its first two female graduates for a second year. It seconded them to an associated organisation, Apo Angra Anga Kange Cooperative, where they will gain extended agricultural extension experience.

Sustainable Management Services PNG has implemented a gender equitable salary scale and promoted one female employee to the Extension and Training Coordination position. New Guinea Highlands Coffee Exports has asked CISP to provide Gender, Equity and Diversity training and Family Business Management training to its entire staff after seeing the improvements in the quality of its extension officers' work.

Following an organisational assessment, CISP is working with Backyard Farms, a farmers' cooperative to strengthen their financial management and human resources systems. Backyard Farms has adopted some of CARE's security protocols to ensure the safety of their personnel (women and men) when they are in the field.

The CISP team provided a high level of mentoring support to one private sector partner that failed to ensure adequate duty of care to its two young women graduate extension officers during their graduate placement. Insufficient safety procedures were implemented during field visits to protect the young women. During one extension visit, the women sat in the back of the vehicle while their male colleagues sat inside the cabin exposing them to threatening treatment by men in the farming community. The CISP team worked with the partner to improve its care of the young women and provided pastoral support to the women for the remaining time of their graduate placement.

This experience highlighted the need for CISP to assess the readiness of partners to support women extension officer graduates before placing them in the organisation. It identified the need for CISP to raise awareness of the duty of care required when employing women extension officers. It also highlighted the need to support partners to develop risk management strategies to ensure women's safety in the field.

Outcome 1.2: Project partners have improved capacity to provide farmer services that are appropriate for both women and men

Private sector extension officers and model farmers reported that they have incorporated a gender empowerment and equity focus in their work with farming families. They have learned from CISP new ideas and ways of approaching farmers. Their confidence has increased in speaking to farmers about best practices for coffee farming and about the value of working as family groups. Most of the male extension officers and community-based coordinators reported that prior to CISP, they would only speak to men.¹⁶

I spoke to men only as they were the head of the household but that idea has changed since the trainings. I now speak to women too, as I learned in the trainings that men and women are equal, they have the same power to make decisions regarding land, income from coffee or about anything, they are equal.
(Community Based Coordinator)

Working alongside CISP staff has helped extension officers and community facilitators to set clear and concrete steps for working with the community and to improve their job performance. Extension officers reported that the higher level of technical, gender, and family business management knowledge gained through working with CISP has increased their level of professionalism. Increased professionalism was reported to include improvements in work ethics and practices, clearer appreciation of roles and responsibilities, and more effective planning and review. Extension officers and graduates reported that farmers are more open and responsive to them and respect them more as professionals and experts since they have been working with CISP.

Sustainable Management Systems PNG extension officers visit each farmer network twice a year. They provide Family Business Management training and Gender, Equity and Diversity training, with

¹⁶ CARE International in PNG. *Coffee Industry Support Project: Change Story*, Thomas Oruga, Coordinator Backyard Farms

refresher training on the following visit. An average of 50–60 people attended the three-day sessions, although numbers can reach 300. CISP staff accompanied Sustainable Management Services PNG extension officers during the initial years. By 2017, most extension officers can conduct the training by themselves.

In 2015, CISP trained Backyard Farms to provide Family Business Management training and Gender, Equity and Diversity training and during the year Backyard Farms co-facilitated three Gender, Equity and Diversity trainings. In 2016, CARE certified Backyard Farms as providers of Family Business Management training. CISP supported Backyard Farms to prepare a successful submission to the World Bank-funded Productive Partnerships in Agriculture Project and the Coffee Industry Corporation to provide Family Business Management training to farmer networks. The Seventh Day Adventist Church has also approached Backyard Farms to provide training.

Backyard Farms uses the income from training to support its extension work with women farmers in the Asaro area and to develop a fish farming industry in Obura-Wonenara district.

CISP support for the Lower Unggai Community Development Foundation and development of its Model Farming Family project has strengthened the cooperative's move towards meeting its goals. The organisation plans to establish four training centres; one for each cluster in its network. These will include storage facilities, an office, and a tool shed for the farmers in the cluster. Model Farming Families will manage these resources.

'The training has brought to light some of the gender issues that were not considered as problems in the past. Previously [gender inequality] was regarded as custom and something that everyone all should abide by. Now, it is seen as a problem and needs to be addressed.'

(Farmers' Cooperative Leader)

Objective 2: Women have increased access to, and control over, income from coffee farming

Outcome 2.1: Household labour and decision making is more equitably shared in smallholder coffee farming families

Women and men who participated in the Gender, Equity and Diversity training, Financial Business Management training and Financial Literacy training reported increased communication, consultation and combined decision making around use of household income as a result.¹⁷

Participants reported recognising the importance of sharing workloads between husbands and wives and have started changing behaviours in their households to ensure that work is more equitably shared.

The 24 extension officers and six farmer network leaders interviewed for the evaluation confirmed that since attending the training, men and women are working better together, creating budgets and using them to save income from coffee sales and other revenue sources.

Some members of the targeted communities have already achieved some of their goals set during the CISP training. Farmers reported that they have saved money and have diversified their income. One farmer reported using income from coffee to buy and

'My family has two ways where we earn income; coffee and food crops. Before the training I used to hide money from my husband and never told him about how much I made from selling food at the market. After the training, I tell him how much I earn and show him my money. We now decide together. He tells me how much money he made from selling coffee and I do the same with garden food. Together we decide on how much should be spent on what.'

(Female farmer)

¹⁷ Seventy-nine farmers participated directly in the evaluation; feedback was provided through group and individual interviews and ripple effect mapping

resell small goods in village. Several farmers reported building houses. One farmer couple built a permanent house as result of the training.

A female coffee farmer reported: 'Before the training we used to spend money unnecessarily, we didn't have an aim, didn't have a picture in mind of where we wanted to go. After this training a lot of things have become clear for me. I used to think that because I did all the work in my garden (food garden), money I earned from that was mine and I could do as I pleased with it. After sitting in the training, I learnt that family is a unit and everything should be shared between husband and wife. Now when I sell my food crops I bring the money straight home and show it to my husband. We sit down and discuss together on what to buy for the family. We have a picture of where we want to go, we have a dream now.'

The changes reported by farming families during the evaluation were significant and consistent. The CISP training provided knowledge and skills that farmers saw as valuable and could immediately put into practice.

Farmers reported that the Model Farming Families approach is successfully creating change. Model farmers reported that their positive behaviour is influencing other men in their community. While there are ongoing challenges to men and women 'going against deep rooted gender roles and practices,' some men are determined to change and are leading by example. A community facilitator said: 'I do receive criticisms from other men in the community especially when I help my wife carry my new born daughter while she does other things. However, I call those men together and we sit and I talk to them about the things I learned in Family Business Management training.... I tell them women are equally important and so, if we want to develop Papua New Guinea, let's put aside the old ideas and thoughts we have.'

'CARE training is suited to all, including people with low levels of literacy. This is complemented by the CARE Financial Literacy training enabling people to learn how to save, and now people are trying to access banks. Our community members are trying to set up a small micro-bank to help the community access capital to start small projects.' (Farmers' cooperative leader)

Outcome 2.2: Women farmers have improved access to services and information that support their coffee farming needs

CISP training programs are practical and targeted at rural farming families, particularly women, with low levels of literacy and numeracy and limited access to established financial services. The provision of gender inclusive and appropriate training by extension officers to their farmer networks has increased the number of women participating in Family Business Management and Financial Literacy training. In 2016–2017, women comprised 43.5 per cent of participants trained by CISP and 35.4 per cent of people trained by partners (compared to a pre-project baseline in 2013–2014 of five per cent participation by women).

The engagement of female graduates has resulted in an increased number of women farmers approaching extension officers for information. During their 12-month graduate program period, the Sustained Management Services PNG graduates provided training to 1,158 women.

The Model Farming Family approach has increased CISP's reach to communities that have limited or no access to extension services. Financial literacy training and materials were developed by the Pacific Adventist University and piloted with CISP communities. Pacific Adventist University trainers guided and supported CISP staff to prepare them to lead the training. CISP will share its reporting on the financial literacy training provided with Pacific Adventist University staff.

In 2016, two community based service providers were contracted by CISP to support model farmers with technical training and advice on agronomy, coffee husbandry and farm management. Each community based service provider consisted of a team of one woman and one man (four people in total). CISP provided Gender, Equity and Diversity training to potential service providers during the recruitment process.

CISP training has contributed to improvements in quality and yield of coffee. The evaluation team visited three networks and spoke to 79 farmers. Farmers from these networks reported that there have been improvements in the quality of coffee produced. This has opened up opportunities for farmers to sell to the specialty market. Coffee farmers have realised that if the quality of coffee is maintained from when it is picked, dried and bagged for sale or roasted, then a higher price can be fetched for high quality beans. Lower Unggai Community Development Foundation has improved its coffee quality and has begun roasting and packing its own 'single origin' coffee. It is supplying an Australian and a Port Moresby roaster and is looking to increase sales within Papua New Guinea and abroad.

A farmers' network leader from Kivrinka reported: 'I have not sat in the trainings CARE facilitate, but my wife and I buy coffee from these farmers. I have seen a difference in the quality of the coffee these farmers bring to us now. Before the coffee brought to me didn't have as much weight. After [coffee exporter] Monpi and CARE's trainings the coffee weight has increased. I have seen that the farmers are now more focused on taking care of their coffee and families, and they actually have dreams now. It wasn't like that before... this is what I have seen and I think it is good for the farmers.'

CISP broadcast a 12-episode program on local radio throughout Eastern and Western Highlands Provinces in 2015 and 2016. The radio program had an estimated audience of 45,000 people.¹⁸ Each 30-minute episode provided 15 minutes of technical information to support farmers and a 15-minute instalment of the family comedy '*Kofi Raun Wantaim Manu na Grace*'. The comedy follows the adventures of a coffee farming couple as they learn to work together better to get more out of their coffee farm. CISP implemented a messaging system for listeners to send in feedback and responses to questions that are included in each episode by mobile phone to monitor audience responses. Responses indicate that people are hearing the messages. For example, in response to a question about the key lessons from one episode, a male listener texted 'I think men are supposed to respect their wives because they have done a lot to support us'.

Looking forward, in 2017, CISP and Curtin University will jointly deliver ACIAR funded Women in Agribusiness training. They will work with target farmer groups and communities to establish women-led savings groups based on the CARE Village Savings and Loans Associations model.

Outcome 2.3: Women have increased engagement in marketing activities

In 2016, CISP undertook a range of activities to increase women's engagement in the coffee industry, including marketing activities.

CISP supported Lower Unggai Community Development Foundation to roast and package their coffee. The coffee was presented at the annual Coffee Cupping Competition. An Australian coffee buyer favoured the coffee and worked with Lower Unggai Community Development Foundation to develop and stock the coffee in its cafe. The organisation's chairperson has successfully established relationships with other roasters, including Duffy's, in Port Moresby.

In 2016, CISP researched intermediary roadside coffee buyers about their engagement with women coffee growers. Twenty roadside buyers participated. The research found very low appreciation of the role women play in coffee production and the importance and benefit of involving women in marketing activities. Many buyers take advantage of women selling their coffee, taking the view that women are not able to talk back or negotiate costing. To combat this, men accompany women to sell coffee, or men go alone to sell the coffee. This results in men having primary access to that income. The research reinforces CISP's approach that improving household relations to be more supportive of women is critical in increasing their access to and control over income. CISP will use the research findings to identify opportunities for involving women more in the marketing of coffee. CISP will conduct a follow-up workshop with targeted buyers to learn more in 2017.

¹⁸ The estimate is based on the radio station's average listenership for the broadcast area

Objective 3: Learning about women's empowerment in the coffee industry has improved industry-wide strategies and policies

Outcome 3.1: Industry level stakeholders increasingly support women's meaningful participation along the coffee value chain

An example of CISP's increasing influence is Fairtrade Australia and New Zealand's incorporation of more gender equitable and inclusive approaches into Fairtrade's farmer support services and programs. In May 2016, CISP and Fairtrade Australia and New Zealand jointly delivered a four-day Organisational Gender Development Workshop in Goroka for 42 Fairtrade partners. The workshop focused on improving producer organisations' approaches to addressing gender inequality through good governance. CISP provided Gender, Equity and Diversity training and facilitated gender assessments for the Fairtrade Australia and New Zealand partner organisations at the workshop. The gender assessments were the same as CISP undertakes for its partners. CISP plans to conduct follow up support visits to target Fairtrade producer groups in 2017. This had not occurred at the time of the evaluation.

CISP is conducting a small scale study to understand better the impact that coffee certification schemes have on coffee growing communities, and on women. The study findings will be circulated in 2017.

Outcome 3.2: The business case for women's economic empowerment is better understood

In 2016, CISP developed and trialed a tool to assess women's economic empowerment. CISP collected baseline data from more than 280 households in 2016 and initial analysis was underway at the time of the review. The assessment will help CISP better understand the impact of women's economic empowerment on the quality and quantity of coffee produced. It will help CISP present targeted and compelling information to partners to influence their business practices.

The evaluation team found evidence of increased recognition by CISP partners of the value for improving women's engagement in the industry resulting from the work of the project. A private sector partner reported working with CISP has made them realise improving their focus on gender equity is good for business. Several private sector partners reported they had been sceptical of the business case in the first few years of their partnership with CISP. However, the benefits to their organisations, observable changes in practices, and feedback from beneficiaries has changed their minds.

The Chief Executive Officer of one private sector partner said that he was not convinced of the business case for gender equity until he saw the improvements in the work of the extension officers. The value of the project to the exporter's work with the farmers was evident when a farmer came in and reported that the gender training was the most useful training he had ever received. According to the Chief Executive Officer, some farmers valued the social benefits of the training over the financial gain they received from working with the exporter. As a result, the company signed up for an extension of the agreement with CISP. 'We are willing to invest more time into the work with CARE.'

Outcome 3.3: Research findings about women's economic empowerment are shared and socialised with industry stakeholders

In addition to the business case research, CISP is undertaking six other research activities focused on women's economic empowerment. It is investigating how women can increase their engagement with roadside coffee sellers, researching the challenges faced by women leaders of cooperatives, and the impact of certification schemes on coffee communities.

CISP and the Australian National University's State, Society and Governance in Melanesia program are researching the relational drivers of women's economic empowerment at the household level. This research includes more than 120 households across four project sites in Papua New Guinea. It analyses the drivers in households that enable women's economic empowerment. It also seeks to

learn more about the challenges that cooperatives, women leaders and farmers face, to inform interventions that will improve organisational capacity to improve women's meaningful participation in group activities. The research report, also funded through *Pacific Women*, will be finalised in 2017.

The Family Teams Research project is a collaboration between CISP, the Papua New Guinea National Agricultural Research Institute and the University of Canberra. The research aims to use the lessons from the two training programs to develop a training package that can be scaled up and conducted for farmers throughout Papua New Guinea. A research project to pilot women-led savings groups is being conducted with Curtin University.

The CISP team includes a local researcher working on the Family Teams Research project, bringing an additional evaluation resource to CISP. The Family Teams Research project is a collaboration between CISP and the University of Canberra. ACIAR funds the local researcher position and *Pacific Women* and CARE fund the research. The research is looking at CISP's Family Business Management training and the University of Canberra Family Teams approach developed for, and run in, the Western Highlands, East New Britain and Eastern Highlands provinces. The research aims to use the lessons from the two training programs to develop a training package that can be scaled up and conducted for farmers throughout Papua New Guinea. The research was completed in the Western Highlands province in 2016 and will be conducted in East New Britain and Eastern Highlands in 2017.

In partnership with Curtin University, CISP will conduct a research project in 2017 to pilot women-led savings groups. These savings groups will follow the successful CARE Village Savings and Loans Associations model that has been widely implemented in Africa and parts of Asia.

4.4.4 Influence and leverage

Stakeholder support and influence

The project has strong stakeholder support and buy-in and has influenced key stakeholders.

All seven of CISP's coffee private sector and farmers' cooperative partners, the Coffee Industry Corporation Ltd and the three farmers' groups interviewed reported that the CISP team enhances their work and helps them achieve their outcomes. Partners value the depth of expertise within the CISP team and international expertise that CARE provides.

Partners identify the project activities as being strategic and well targeted. Sustainable Management Services PNG, PNG Coffee Exports Ltd, New Guinea Highlands Coffee Exports, Backyard Farms, have adopted CARE policies. One industry partner Chief Executive Officer noted the lower level of bureaucracy they experienced with CARE compared with other larger projects. The Chief Executive Officer said CISP was easy to deal with, with less reporting requirements than other agencies. The Chief Executive Officer of another private sector partner reported that support from CISP is particularly important for them as the private sector (generally) lacks experience working towards the 'social development' of the coffee industry. CISP offers the type of support that 'was lacking in the private sector prior to CARE and is not offered by anyone else'. The three private sector partners reported that the professionalism of the CISP staff rubs off on their staff who participate in project activities.

Partners and beneficiaries highly value the benefits CISP brings to the coffee certification process. The increasing global demand for ethically produced coffee has provided the Papua New Guinea coffee industry with a business case for investing in gender equality. CISP's industry partners see the project as valuable in this regard. CISP training and field support enables industry partners to fulfil the social component of the certification program. Industry partners also reported that CISP contributes to increased income for farmers as they qualify for the specialty market. The case story at the end of this section was provided by New Guinea Highlands Coffee Exports. It showcases the increased coffee yield and increased finances for coffee farming families resulting from their partnership with CISP.

'CARE adds value to [our] work. We can stick to what we do best. CARE has [developed] those programs so let them work with us and cater for a module in our training that addresses the issues that stop farmers getting ahead. [Such as] spending all the money made at Ela motors or SP brewery. We can stick to our core business. We do coffee agronomy and market access and CARE does these [social] programs. In our collaboration, we got together and shaped existing programs into training modules that we can roll out now every time we are in the field. So, talk about 'bang for our buck'. It is a rudimentary part of what we do thanks to the help of CARE international.'

(Private sector partner)

CARE is the only international nongovernmental organisation working with private sector coffee industry partners in the Highlands. Coffee exporters approached other similar organisations working on HIV / AIDS and climate change issues to invite them to work with them. CARE was the only organisation that showed interest in working with them to provide social training.

Adding value to other development initiatives and stakeholders

The project adds value to other development initiatives and stakeholders in clearly identifiable ways. The Bougainville Cocoa Family Support Project design draws on CISP learnings and incorporates CISP's processes to strengthen women's economic empowerment and to drive renewal of the cocoa industry. It incorporates CISP strategies to develop extension and business services and uses a Model Farming Family approach. CISP is a partner to the ACIAR research, led by Curtin University, aimed at identifying opportunities and constraints for rural women's engagement in small-scale agricultural enterprises in Papua New Guinea.

CISP team members have contributed to conferences and seminars on the value of, and strategies for, empowering women in economic development. For example, in July 2016 the CISP Project Manager spoke on social inclusion in the informal economy at the Leadership and Innovation in the Agriculture Sector Executive Leadership Short Course run by the Papua New Guinea Investment Promotion Authority and the University of Queensland.

CISP's partnership with Fairtrade Australia and New Zealand strengthened Fairtrade's gender focus and expanded CISP's influence. The Chief Executive Officer of Fairtrade Australia and New Zealand noted:

Fairtrade works to tackle deeply rooted social and economic injustice. To succeed, we need strong partnerships that can improve rural communities' positions to fight these issues. CARE's invaluable experience and understanding of gender inequality are instrumental in shifting this historical imbalance. At Fairtrade, we know that with the appropriate support, Fairtrade communities can do a lot to help women and girls to thrive.¹⁹

¹⁹ <http://fairtrade.com.au/en-au/news/news/archive/fairtrade-anz-and-care-international-in-png-join-efforts-to-tackle-gender-inequality>

Case Story: New Guinea Highlands Coffee Exports and Coffee Industry Support Project Partnership

In 2015–2016 CISP provided training to New Guinea Highlands Coffee Exports extension officers, graduate extension officers and extension managers and support staff in Gender Equity and Diversity, Family Business Management, Family Business Management Training of Trainers, and Facilitation skills. The CISP team accompanied the New Guinea Highlands Coffee Exports extension officers to farming communities in its network to support their training of farmers and extension work. Three partnership activities conducted throughout 2016 were:

- training and capacity development
- specialty market – National Association for Sustainable Agriculture Australia Certification
- coffee nursery and expansion.

Training and capacity development: CISP and New Guinea Highlands Coffee Exports jointly conducted training and capacity development for Kainantu farmers, particularly the Konkua Okipa and Namura Timusa groups, and some coffee farmer groups in Chimbu province. Training covered Gender Equity and Diversity, basic Financial Management and Family Business Management. Capacity development included coffee husbandry and best management practices, post harvesting and quality improvement. Training will be continued in 2017 to cover more New Guinea Highlands Coffee Exports farmers.

Specialty market – National Association for Sustainable Agriculture Australia

Certification: New Guinea Highlands Coffee Exports undertakes coffee marketing for 957 certified farmers, including 354 certified farmers in the Kainantu network. The Kainantu Coffee Growers Co-operatives have two farmers groups within the network that are certified organic. The Konkua group has 147 farmers and the Timuza group has 207 farmers.

Coffee nursery and expansion: New Guinea Highlands Coffee Exports has established a nursery that has raised and distributed 126,515 seedlings to farmers in Kainantu and Goroka.

Outcomes for farmers

Training and capacity development: Farmer couples are working together to increase the quality of parchment beans. Most farmers in the Kainantu Coffee Cooperative groups have built raised beds to dry their parchment.

Specialty market – National Association for Sustainable Agriculture Australia

Certification: Kainantu farmers increased quality of coffee and market access. The Timuza Coffee Cooperative Group, from Timuza village outside Kainantu town in the Eastern Highlands Province won the 2016 National Coffee Cupping competition organised by the Coffee Industry Corporation Ltd. Over 200 coffee farmer groups from 12 provinces competed.

According to New Guinea Highlands Coffee Exports, 2016 was the best year for farmers in terms of production and sale earnings from the certified organic market. In 2016, money earned increased by 100 per cent from 2014 to 2016.²⁰

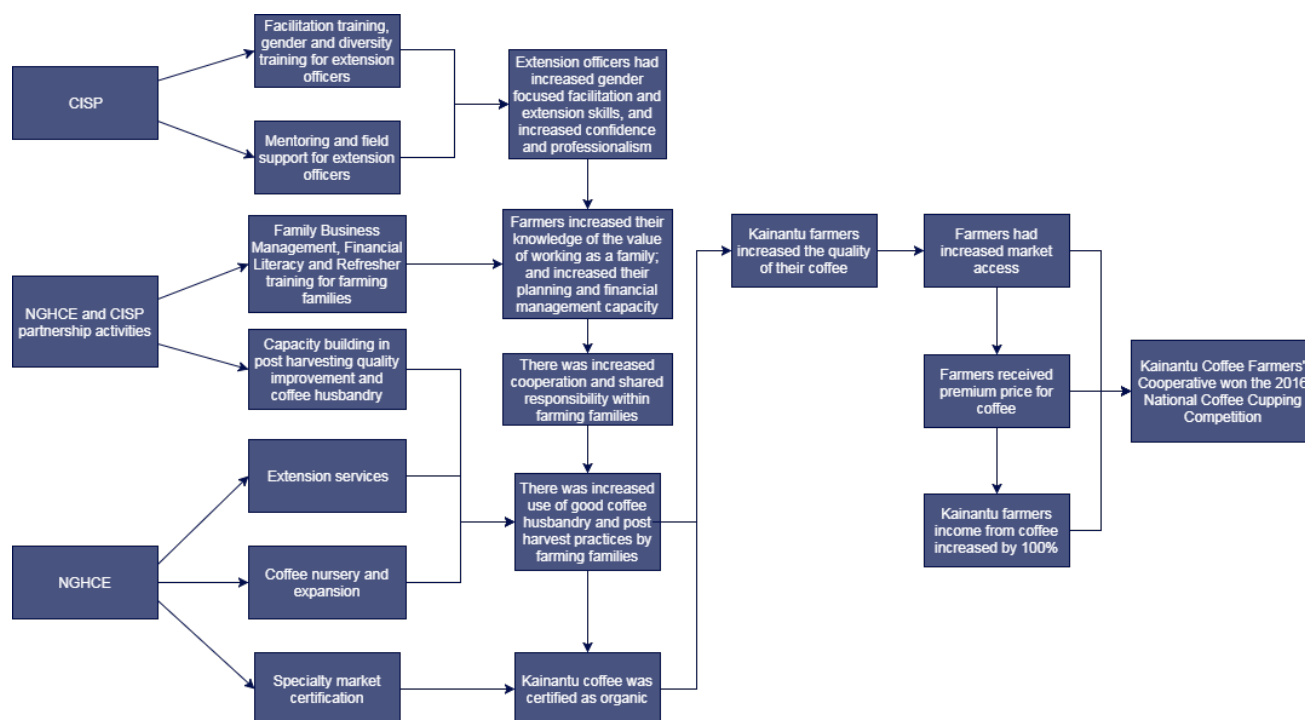
Coffee nursery and expansion has provided farmer with strong, healthy new plant stock.

New Guinea Highlands Coffee Exports attributes these ‘tangible results’ to its partnership with CISP and the joint work they have done with the farmers. They anticipate an increase in coffee volume and earning as more farmers join the certification program.

²⁰ New Guinea Highlands Coffee Exports Sustainable Department (2016), Partnerships in Coffee Project Report: New Guinea Highlands Coffee Exports and CARE International.

Table 8 Anticipated increase in coffee volume and earnings

Year	Green bean bags (60kg)	Earnings from organic coffee sales (only) – Kina
2014	833	380,181
2015	2931	708,803
2016	3778	1,696,438
Total	7542	2,785,422

Figure 3 Results for the Kainantu coffee farmers

4.4.5 Innovation

The Project trials new approaches; knowledge and lessons learned are shared. The CISP family teams approach which combines the provision of technical skills and strategies for empowering women to improve coffee quality and livelihoods is innovative. The Model Farming Families approach is valuable for its identification and development of farmers that exhibit high quality practice. The training and support for model farmers strengthens their good practice and expands the reach of the project to disadvantaged and poorly serviced communities. It is showing promise as a way to strengthen community skills and livelihoods.

CARE's research partnerships have considerable potential for disseminating valuable learnings from CISP. The CARE / University of Canberra joint Family Teams Research will have considerable reach. The research examines the different family teams' models developed by CISP and the University of Canberra. It seeks to understand more about the enablers and barriers for women, as programs move towards a more family-based approach. It aims to identify what is required for the family-based model to become a sustainable and scalable approach to development in Papua New Guinea.

The CISP engagement with the private sector is innovative and has shown to have far-reaching impact. CISP's advocacy, training and support has strengthened the private sector's willingness and ability and to provide gender equitable services.

4.4.6 Sustainability

The project builds the capacity of partners and individual beneficiaries. Industry partners have incorporated gender equity into their training and increased the gender responsiveness of their extension services because of working with CISP. As this evaluation demonstrates, there is evidence of increased individual and organisational capacity of farming networks.

CISP works with private sector businesses that are well established and have local knowledge and presence, suggesting high potential for continuity beyond the life of CISP. CISP partnership activities with private sector partners and certification groups provide opportunities for scale. Coffee exporters have the capacity to integrate gender equity into their ongoing training and extension. Fairtrade Australia and New Zealand are keen to incorporate more gender equitable and inclusive approaches into its farmer support services and programs.

CISP's work with community organisations provides opportunities for achieving sustainable change within households. The support CISP provides to Backyard Farms and Lower Unggai Community Development Foundation has strengthened their capacity to operate as businesses, 'to identify and take advantage of options for sustaining ourselves so that we can continue to deliver services to our community' (Community Leader). CISP's work with Model Farming Families and its direct employment of community based service providers is building the capacity of local farmers to guide improvements in farming practices.

Smallholder cooperatives and organisations face significant challenges sustaining the gains achieved through their partnership with CISP. Groups like Lower Unggai Community Development Foundation are not sufficiently robust to stand alone without ongoing support. The cooperative leader expressed fear that when CISP ceases to provide support, they will not be able to function effectively. 'The support and work put into the organisation over the last two years will be a waste if [the organisation] is not able to operate on its own.' The cooperative leader further reported that it is hard for communities to put into practice some of the things they have learned, especially if they receive no support to help diversify their income, or to connect them to other support and access to markets to sell their products.

To enable CISP to continue to strengthen its partners' and farming communities' capacity to fully engage women farmers, it is recommended that *Pacific Women* continue funding CISP. The *Pacific Women* Three-Year Evaluation recommended working across outcomes should be further facilitated wherever possible.²¹ CARE should be encouraged to do so. This could include continued actively encouraging women's leadership and influence as well as finding entry points to address and prevent family and sexual violence.

4.5 Ethics

CISP rated '5 out of 6' in the ethics dimension. It satisfied criteria in almost all of the domains.

4.5.1 Transparency

Transparent decisions are made about budget allocation. CISP's financial systems are robust and effectively guide budget allocation. CISP staff receive project budget documents for weekly team review. Team review has increased staff knowledge of the budgeting process and activity expenditure, as well as increasing the staff's own commitment to transparency and accountability.

Partners perceive CISP to be highly transparent in its decision-making and budget allocation. One partner reported it is 'only able to invest time and resources because of CARE's reputation and the

²¹ ITAD (2017), *Pacific Women Shaping Pacific Development (Pacific Women) 3 Year Evaluation – Final Report*. Submitted 7 April 2017, p.51.

confidence they have in CARE to deliver the project well... [and there are no issues with] nepotism, corruption and mismanagement.'

4.5.2 Accountability

Processes are in place and used to ensure accountability. Private sector partners reported that CARE provides a high level of accountability and has strong management systems backed up by strong research capability. Coffee exporters reported that, as businesses, they cannot afford to work with groups that have low financial accountability. One coffee exporter reported that clients such as Nestlé regard them as a 'safe bet' because they are in partnership with CARE. 'CARE is audited on a regular basis. They have policies and procedures in place to ensure that there is accountability and transparency in the way they operate.'

CARE has earned the trust of coffee exporters to provide quality services. Free trade and organic certifications depend on high quality services. Coffee exporters reported that they would prefer to work with CARE because 'experience has shown that local groups have not been consistently reliable' and 'there are no examples of a national nongovernmental organisation that can provide the support that CARE provides with the level of professionalism and reliability.'

4.5.3 Ownership and relevance

There is evidence of good ownership and relevance of the project. Evaluation informants consistently reported that CISP's training and support is relevant, providing them with the skills and knowledge they need to make improvements in practices, planning and productivity. CISP has trained 80 per cent of the three private sector exporter partners' and Coffee Industry Corporation's extension staff. It has trained and mentored the leaders, model farmers and members of Backyard Farms, Lower Unggai Community Development Foundation, Sukapass Cooperative, and Highlands Organic Agriculture Cooperative. All of those interviewed reported incorporating the learnings into their practices. Farmer leaders reported that CISP training and support has enabled them to educate other farmers and to monitor and control how coffee is grown and processed to ensure quality is maintained. 'We are promoting self-reliance, using what we have to help ourselves.'

4.6 Equity

There is evidence of adequate project reach to marginalised and vulnerable women. CISP reaches marginalised and vulnerable women by supporting improved gender inclusive extension practices and by working directly with farmers through the Model Farming Family approach. However, because there are few services in addition to CISP, many women in farming communities do not receive services and the need remains high.

CISP has increased its project reach to women in remote communities and women with low levels of literacy by working with partners. Between July 2015 and December 2016, CISP partners provided training to over 3,639 women (35.4 per cent). Of these, 177 women received training as Model Farming Families. CISP provides high quality support to cooperatives, such as Backyard Farms, Lower Unggai Community Development Foundation, and Sukapass Cooperative that is not offered by any other organisation.

4.7 Challenges and responses taken

CARE has been proactive in addressing the challenges identified during the 2015 Phase 1 mid-term review. Where possible, CISP has effectively incorporated learnings from research, project monitoring and evaluation.

This evaluation identified the following challenges for CISP and, where possible, action taken to address these challenges.

4.7.1 Working through coffee industry stakeholders to achieve outcomes

Competing priorities influence the time industry partners spend on providing gender-focused services and has delayed implementation of project activities. CISP has responded to this challenge by providing direct field support to extension officers and by working directly with farmers through the Model Farming Family approach. This has increased the number of farmers receiving training and advice and increased project reach.

4.7.2 Scepticism among some partners of the business case for women's empowerment in the coffee industry

Some partners remain sceptical about the value of women's empowerment. Coffee Industry Corporation senior managers have not engaged with CISP. It has not implemented the partnership agreement. In part, because CISP does not fund Coffee Industry Corporation staff or farmers to attend training.

CISP maintains regular engagement with the Coffee Industry Corporation. It provides training support on request. However, it needs to explore ways to more effectively engagement and influence senior managers.

This evaluation found that private sector partners have become more convinced of the business case due to increasing evidence of project benefits. All private sector partners have increased engagement of women farmers and several have incorporated CISP policies and procedures.

Partners can do more to fully incorporate gender inclusive policies and practices throughout their organisations, particularly in terms of human resources and risk management. CISP could encourage partners to introduce family and sexual violence workplace policies and practices and apply 'gender smart' workplace safety audit tools developed through the Business Coalition for Women. It could directly support women to take on more responsibility and management roles within their organisations.

To assist, CISP has developed the Women's Economic Empowerment assessment tool to support the development of the business case for women's economic empowerment in the coffee industry.

4.7.3 Drought, floods and poor access to target communities

The severe dry season and drought in 2015 and 2016 caused by El Niño and subsequent heavy rains delayed the implementation of planned training, extension support, and organisational strengthening activities. Washed-away roads (or no road access at all) to many coffee farmer network communities made it difficult for cooperative groups and coffee exporters to support their members.

CISP addressed the weather and access challenges by rescheduling planned activities to suit partners' and farmers' availability. The CISP team committed to visiting and supporting hard-to-reach communities, frequently walking in to communities when necessary.

Farmer cooperatives reported that CISP and its coffee exporter partners provide a level of service that many other government and coffee industry service agencies are not willing or able to provide. Farmers' groups highly value the visits and support provided by the CISP team and private sector extension officers.

4.7.4 Expectations of services beyond the project's mandate

The needs of the farmer cooperatives and smallholder families outweigh the capacity of CISP to deliver. Requests for support are often outside the project mandate. CARE is one of the few groups working to strengthen family business skills in the highlands. Because the need is high, CARE is receiving an increasing number of requests for support from farmers' groups and cooperatives that receive little or no support from other agencies. Limited government or private sector support for

cooperatives means they struggle to achieve their goals. Most of the smallholder organisations supported by CISP are driven by one or a small number of people who often commit personal funds to support organisational activities.

Two smallholder partners expressed expectations that CARE, as an international nongovernmental organisation, could provide financial support and supply materials including seedlings, farming equipment and infrastructure. Several partners requested a training allowance for participants or financial support after the training.

Partner expectations that CISP will cover allowances for staff attending training or fieldwork also hamper the implementation of partnership agreements.

CISP has sought to overcome the challenge of expectations for support beyond its mandate through ongoing communication with partners about what services it can provide and the execution of clear partnership agreements that outline roles and responsibilities.

Recommendations to DFAT

1. Continue funding the remainder of Phase 2.
2. In accordance with the *Pacific Women* Three-Year Evaluation recommendation, encourage CARE to identify opportunities to work across *Pacific Women* outcomes. This might include, for example, working with industry partners to introduce family and sexual violence workplace policies and practices and looking for opportunities to support women to take on more leadership roles in partner organisations.
3. Look for opportunities to scale up CISP project strategies.

Recommendations to CARE

4. Produce summary reports of key learnings and research findings for distribution to project and other partners.
5. Continue to explore different ways to influence and incentivise meaningful engagement with Coffee Industry Corporation.

Annex 1 Evaluation Questions

CISP was assessed against the value for money dimensions of economy, efficiency, effectiveness and ethics, with evaluation questions grouped into these four dimensions.

Economy

- How efficiently are inputs (resources and funds) applied in the delivery of the project?
- Was due diligence exercised?

Efficiency

- How efficient is the management of CISP?
- What is the value of CISP and CARE's management of CISP to the partners and to beneficiaries?
- What is the comparative advantage / value of CARE (an international nongovernmental organisation) delivering the project?

Effectiveness

- To what extent is CISP on track to achieve its objectives?
- What are the challenges with the CISP model and how these are overcome?
- Has CISP influenced industry stakeholders to increase priority for women empowerment in their work?
- What results, expected and unexpected, direct and indirect, were produced by CISP?
- To what extent have lessons for improvement been integrated into CISP?
- Was there country ownership, cultural relevance and relevance to beneficiaries?
- Were the most marginalised and vulnerable women reached?

Ethics

- Was there accountability and transparency in the delivery of outputs?

Annex 2 Coffee Industry Support Project Value for Money Assessment rubric with component scores

Value for Money Dimension	Domain	Components			Score		
Dimensions are rated 1-6	Components and domains are rated 1,2 or 3	High Level (3)	Satisfactory (2)	Poor (1)	Component	Domain	Dimension
		Very strong performance without gaps or weaknesses	Acceptable performance with no significant gaps or weaknesses	Performance is unacceptably weak with significant gaps			
		6- satisfies criteria in all domains	4-on balance satisfies criteria; does not fail in any major domain	2-does not satisfy criteria in several major domains			
		5- satisfies criteria in almost all domains	3-on balance satisfies criteria but marginal in at least one major domain	1-does not satisfy criteria in any domain			
Economy	Financial Management	Cost conscious principles are embedded in all aspects of program management and delivery **	Adequate principles of cost consciousness evident	Inadequate cost consciousness principles practiced	3	3	5
		High levels of competition practiced in procurement**	Competition principles appropriately applied in procurement	Inadequate competition practiced in procurement	3		
		The Project uses international expertise in the most cost effective way with evidence of appropriate skills transfer	The Project uses international expertise in a cost effective way	The Project is over reliant on international expertise without evidence of skills transfer	3		
		High degree of proportionality in the balance of investments**	Adequate degree of proportionality	Low degree of proportionality	2		
		Financial management system ensures accurate budget, management and reporting	Financial system used to monitor costs and aggregate budget in timely manner	Financial system does not allow for timely monitoring of costs and forecasting	3		
Efficiency	Project Model	The Project is underpinned by a strong theory of change, community consultation, and informed by global learning	The Project is underpinned by a sound theory of change with some evidence of use of global learning	The Project is not underpinned by sound theory of change	3	3	6
	Program management systems	Strong risk management system in place that is regularly reviewed and updated as necessary	Processes are in place to manage risks and respond to challenges	Limited or no evidence of risk management plans or timely identification and or response to risks	3	3	

** Standards have been taken directly from the draft *Pacific Women* Value for Money rubric used in the evaluation of the *Pacific Women* Three-Year Evaluation.

Value for Money Dimension	Domain	Components			Score		
	Components and domains are rated 1,2 or 3	High Level (3)	Satisfactory (2)	Poor (1)	Component	Domain	Dimension
		Very strong performance without gaps or weaknesses	Acceptable performance with no significant gaps or weaknesses	Performance is unacceptably weak with significant gaps			
Dimensions are rated 1-6		6- satisfies criteria in all domains	4-on balance satisfies criteria; does not fail in any major domain	2-does not satisfy criteria in several major domains			
		5- satisfies criteria in almost all domains	3-on balance satisfies criteria but marginal in at least one major domain	1-does not satisfy criteria in any domain			
		The Project effectively employs the necessary number of staff with the right skills to meet the requirements of the Project design	The Project has an adequate number of staff with the right skills to meet the requirements of the Project design	The Project does not have adequate number of staff with the necessary skills to meet the requirements of the Project design	3		
		A comprehensive M&E system is established and implemented that enables the collection, analysis and reporting of required data and draws out learnings which informs activity planning and approaches	A M&E system is established and implemented that enables the collection, analysis and reporting of required data	M&E Plan is inadequate or not effectively implemented to enable the collection and analysis of required data to contribute to Pacific Women	3		
	Reporting	The Project provides high quality reports with the required information on time including analysis and reflection	The Project provides reports with most of required information on time	The Project does not provide reports with enough of the required information in a timely manner	3	3	
Effective-ness	Stakeholder management	Relationships result in agreements on working together and shared activities	Relationships with key stakeholders are based on understanding and mutual respect	Relationships with key stakeholders are shallow and do not result in change or not based on mutual respect	3	3	5
		The Project is highly responsive to Donor requests for information and promotion	The Project provides information when required	The Project is slow to respond to requests for information and promotion	3		
	Effective implementation	Strong results focus where outputs lead logically and sequentially to the intended outcomes, with ongoing reflection for program improvement	Adequate focus on results and program improvement	Weak performance with limited focus on results and program improvement	3	3	
	Effective Outcomes	The Project delivers outcomes in excess of those planned for its beneficiaries	The Project is on track to achieve defined and planned outcomes for its beneficiaries	Limited evidence of the Project being on track to achieve outcomes for its beneficiaries	2	2	

Value for Money Dimension	Domain	Components			Score		
	Components and domains are rated 1,2 or 3	High Level (3)	Satisfactory (2)	Poor (1)	Component	Domain	Dimension
		Very strong performance without gaps or weaknesses	Acceptable performance with no significant gaps or weaknesses	Performance is unacceptably weak with significant gaps			
Dimensions are rated 1-6		6- satisfies criteria in all domains	4-on balance satisfies criteria; does not fail in any major domain	2-does not satisfy criteria in several major domains			
		5- satisfies criteria in almost all domains	3-on balance satisfies criteria but marginal in at least one major domain	1-does not satisfy criteria in any domain			
	Influence and leverage	The Project has strong stakeholder support and buy in and has influenced key stakeholders	Some evidence of Project support and influence of industry stakeholders	Limited or no evidence of industry stakeholders support	3	3	
		The Project adds value to other development initiatives and stakeholders in clearly identifiable ways	The Project activities are well regarded by other development initiatives and stakeholders	There is no evidence of the project adding value to development initiatives and stakeholders	3		
	Innovation	The Project trials new approaches, knowledge and lessons learned are shared and used, new ways of communicating are sought	The Project trials new approaches, knowledge and lessons learned are shared	The Project does not identify or trial new approaches that have the potential to improve outcomes for women	2	2	
	Sustainability	The Project builds the capacity of partners and beneficiaries and outcomes and results are evident in organisational practices and structures	The Project builds the capacity of partners and individual beneficiaries	Limited evidence of capacity improvements or changed practices of partners and beneficiaries	2	2	
Ethics	Transparency	Transparent decisions are made about budget allocation	Most budget reallocations are transparently made	Reasons for changes to budget allocation are not documented	3	3	5
	Accountability	Processes are in place and used to ensure accountability	Processes in place to ensure accountability	Limited or no evidence of accountability processes in place	3		
	Ownership and relevance	Evidence of good ownership and relevance of project	Evidence of adequate ownership and relevance	little ownership and relevance	3		
	Equity	Evidence of good project reach to marginalised and vulnerable women	Adequate project reach to marginalised and vulnerable women	Poor project reach to marginalised and vulnerable women	2		

Annex 3 Informants to the evaluation

Name	Organisation	Role
Charles Iha	CARE International in PNG	Partnerships Coordinator
Maureen Patia	CARE International in PNG	Junior Project Officer
Ottis Osake	CARE International in PNG	Project Officer
Garry Mathew	CARE International in PNG	Seconded Project Officer
Jonathan Mathew	CARE International in PNG	Junior Project Officer
Karen Abenisa	CARE International in PNG	ME&L Officer
Durida Sisire	CARE International in PNG	ACIAR Project Officer
Gloria Nema	CARE International in PNG	Research Officer
Judy Andreas	CARE International in PNG	Senior Project Officer
Anna Bryan	CARE International in PNG	Program Director
Justine McMahon	CARE International in PNG	Country Director
Joeri Kalwij	Sustainable Management Services PNG	Deputy Country Manager
Pote Alu	Sustainable Management Services PNG	Extension Officer
Wallace Asea	Sustainable Management Services PNG	Extension Officer
Nare Mara	Sustainable Management Services PNG	Extension Officer
Illai Kelly	Sustainable Management Services PNG	Extension Officer
Jonas James	Sustainable Management Services PNG	Extension Officer
Louis Taniolo	Sustainable Management Services PNG	Extension Officer
Freddy Kogo	Sustainable Management Services PNG	Extension Officer
Hosea Mailil	Sustainable Management Services PNG	Extension Officer
Moses Jack	Sustainable Management Services PNG	Extension Officer
Ray Wapona	Sustainable Management Services PNG	Extension Officer
Joram Samson	Sustainable Management Services PNG	Extension Officer
Alma Lance	Sustainable Management Services PNG	Graduate Extension Officer
Daisy Fena	Sustainable Management Services PNG	Graduate Extension Officer
Sammy Waru	Sustainable Management Services PNG	Graduate Extension Officer
Moanti Ise	Moanti Farmers' Network	Coffee Farmer
David Hannon	New Guinea Highlands Coffee Exports	Chief Executive Officer
Lyndon Sabumei	New Guinea Highlands Coffee Exports	Sustainability Manager
Ameke Zazae	New Guinea Highlands Coffee Exports	Field Officer
Shane Ritchie	New Guinea Highlands Coffee Exports	Production Manager
Jasper Savize	PNG Coffee Exports Ltd	Extension Officer
Dell Kohe	PNG Coffee Exports Ltd	Extension Officer
Robert Hepi	PNG Coffee Exports Ltd	Extension Officer
Amaro Buka	PNG Coffee Exports Ltd	Extension Officer
Douglas Wavi	PNG Coffee Exports Ltd	Extension Officer
Susan Kelly	PNG Coffee Exports Ltd	Extension Officer
Junior Lahani	PNG Coffee Exports Ltd	Extension Officer
Jon Edwards	PNG Coffee Exports Ltd	Chief Executive Officer
Rebecca Gadua	PNG Coffee Exports Ltd	Graduate Extension Officer
Jelmah Wesley	PNG Coffee Exports Ltd	Graduate Extension Officer
Juneth Maima	Sukapass Cooperative	Coffee Farmer

Name	Organisation	Role
Tomas Oruga	Backyard Farms	Manager
Leo Aroga	Coffee Industry Corporation	Monitoring & Evaluation Officer
Christine Rex	Lower Unggai Community Development Foundation	Coffee Farmer
Lawrence Kiauwe	Lower Unggai Community Development Foundation	Coffee Farmer
James Umaku	Lower Unggai Community Development Foundation	Coffee Farmer
Philip Lomutopa	Lower Unggai Community Development Foundation	Coffee Farmer
Kokas Wanwe	Lower Unggai Community Development Foundation	Coffee Farmer
Sallyn Lomutopa	Lower Unggai Community Development Foundation	Cooperative chairperson
Joe Zozo	Lower Unggai Community Development Foundation	Technical training provider
Nancy Zozo	Lower Unggai Community Development Foundation	Service Provider
Rose Michael	Lower Unggai Community Development Foundation	Coffee Farmer
Lita Beven	Lower Unggai Community Development Foundation	Coffee Farmer
Agnes Samson	Lower Unggai Community Development Foundation	Coffee Farmer
Rose Iso	Lower Unggai Community Development Foundation	Coffee Farmer
Wendy Jonathan	Lower Unggai Community Development Foundation	Coffee Farmer
Rita Francis	Lower Unggai Community Development Foundation	Coffee Farmer
Esther Francis	Lower Unggai Community Development Foundation	Coffee Farmer
Joys Andrew	Lower Unggai Community Development Foundation	Coffee Farmer
Lina Douglas	Lower Unggai Community Development Foundation	Coffee Farmer
Maria Ivanta	Lower Unggai Community Development Foundation	Coffee Farmer
Julie David	Lower Unggai Community Development Foundation	Coffee Farmer
Victoria Mandema	Lower Unggai Community Development Foundation	Coffee Farmer
Leah Ismael	Lower Unggai Community Development Foundation	Coffee Farmer
Agnes David	Lower Unggai Community Development Foundation	Coffee Farmer
Michael	Lower Unggai Community Development Foundation	Coffee Farmer
Andrew Yauwe	Lower Unggai Community Development Foundation	Coffee Farmer
Samson John	Lower Unggai Community Development Foundation	Coffee Farmer
Philip Steven	Lower Unggai Community Development Foundation	Coffee Farmer
David Kare	Lower Unggai Community Development Foundation	Coffee Farmer
John Kare	Lower Unggai Community Development Foundation	Coffee Farmer
Francis Momba	Lower Unggai Community Development Foundation	Coffee Farmer
Andrew Kialai	Lower Unggai Community Development Foundation	Coffee Farmer
Abel Ivanka	Lower Unggai Community Development Foundation	Coffee Farmer
David Rowairo	Lower Unggai Community Development Foundation	Coffee Farmer
Aden Aitowe	Lower Unggai Community Development Foundation	Coffee Farmer
Julius Rowandi	Lower Unggai Community Development Foundation	Coffee Farmer
Cops Momba	Lower Unggai Community Development Foundation	Coffee Farmer
Ismael Kiavuri	Lower Unggai Community Development Foundation	Coffee Farmer
David Korilai	Lower Unggai Community Development Foundation	Coffee Farmer
Joseph Modu	Lower Unggai Community Development Foundation	Coffee Farmer
Albert Korilai	Lower Unggai Community Development Foundation	Coffee Farmer
David Murifoya	Lower Unggai Community Development Foundation	Coffee Farmer
Douglas Kare	Lower Unggai Community Development Foundation	Coffee Farmer
Phillip Kare	Lower Unggai Community Development Foundation	Coffee Farmer

Name	Organisation	Role
David Rowairo	Lower Unggai Community Development Foundation	Coffee Farmer

Farmer Network members providing feedback

Farmers' Network	Women	Men
Moanti Farmers' Network, Kivirinka	16	19

The Farmers' Network members participated in the evaluation during the Ripple Effect Mapping exercise. Individual consent forms were not signed by the participating farmers. Permission was provided verbally. Numbers only are recorded.

Annex 4 Data Collection Plans

Questions	Documents	Source	Interviews	Field visits
1. How efficiently are inputs (resources and funds) applied in the delivery of CISP?	<ul style="list-style-type: none"> CISP financial documents and reports 	CARE PNG		
2. Was due diligence exercised?	<ul style="list-style-type: none"> CISP files management and financial documents 	CARE PNG		
3. To what extent is the Project on track to achieve its objectives?	<ul style="list-style-type: none"> CISP design document July 2013-June 2019 (Redesigned April 2015) CISP reports to PW Partnership agreements 	PW PNG files CARE PNG	Interviews with CISP staff and coffee Industry stakeholders	
4. What are the challenges with the Project model and how these are overcome?	<ul style="list-style-type: none"> CISP reports to PW CISP Program and policy documents Minutes of meetings between CISP and implementing partners 	CARE PNG	Interviews with Care PNG staff and coffee Industry stakeholders	Feedback from project participants
5. Has the Project influenced industry stakeholders to increase priority for women empowerment in their work?	<ul style="list-style-type: none"> CISP reports to PW Minutes of meetings between CISP and implementing partners implementing partner documentation / reports provided to CISP or to Reviewers during interviews 	PW PNG files CARE PNG	Interviews with Implementing Partners, coffee Industry stakeholders, Extension Officers, CISP staff and select project participants	Feedback from project participants
6. What results, expected and unexpected, direct and indirect, were produced by the Project?	<ul style="list-style-type: none"> CISP reports to PW CISP and Extension Officers' field reports Documents illustrating innovation, influence or leveraging 	PW PNG files CARE PNG	Interviews with Implementing Partners, coffee Industry stakeholders, Extension Officers, CISP staff and select project participants	Feedback from project participants
7. To what extent have lessons for improvement been integrated into the Project?	<ul style="list-style-type: none"> CISP reports to PW CISP Program and policy documents 	PW PNG files CARE PNG	Interviews with CISP staff and Implementing Partners	

Key informant interview question matrix

Questions	CISP	Implementing partners	Extension officers	Other stakeholders	Project participants
Project management and design					
What is the value of CISP to you / your organisation/ your family/ your group's members?	✓	✓	✓	✓	✓
What is the value of CARE (an INGO) delivering the project? Could it be conducted better by a local agency?	✓	✓	✓	✓	
What are the challenges with the project model? How are these overcome?	✓	✓	✓	✓	✓
To what extent have lessons for improvement been integrated into CISP?	✓	✓	✓	✓	
Was there country ownership, cultural relevance and relevance to beneficiaries?	✓	✓	✓	✓	✓
Were the most marginalised and vulnerable women reached? If not, what were the barriers?	✓	✓			
Was there accountability and transparency in the delivery of project activities?	✓	✓			
Effectiveness of project in achieving objectives					
To what extent is CISP on track to achieve its objectives?	✓	✓	✓	✓	
To what extent and how has CISP influenced industry stakeholders to increase priority for women's empowerment in their work?	✓	✓	✓	✓	✓
Outcomes					
What results, expected and unexpected, direct and indirect, were produced by this project?	✓	✓	✓	✓	✓
To what extent and how did the project benefit the coffee industry partners?	✓	✓	✓	✓	
To what extent and how did CISP benefit farming families?	✓	✓	✓	✓	✓

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Annex 5 Evaluation data forms and guides

Information sheet and informed consent form

The information sheet was provided to CISP staff, CISP partners, extension officers and farmers participating in face-to-face interviews. Where more appropriate, the contents were communicated orally instead.

Thank you for your interest in the Coffee Industry Support Project evaluation. Please read this information before deciding whether or not you wish to take part in the evaluation.

What does the CISP Project aim to achieve?

The Coffee Industry Support Project aims to improve the economic and social wellbeing of coffee-growing households in rural areas of PNG's Highlands. Care PNG partners with key coffee industry stakeholders to promote women's meaningful engagement in the coffee industry and to eliminate inequality of opportunity in economic participation.

What is the purpose of the evaluation?

This evaluation will be conducted by the *Pacific Women* Support Unit PNG sub-office on behalf of the project funder, the Australian Department of Foreign Affairs and Trade. The purpose of the evaluation is to review the following:

- the success of CISP to date in achieving its planned outcomes and objectives;
- project impact;
- lessons learned for project improvement and the extent to which these are being integrated into CISP; and
- the extent to which CISP demonstrates value for money.

Why have I been asked to participate?

You / your organisation has worked with or have knowledge of CISP and can provide valuable information to the evaluation.

What is involved? What questions will you ask me?

We would like to discuss your experiences with CISP. We will ask you for your feedback about the successes, challenges and outcomes resulting from your involvement with CISP.

Will my information be kept confidential?

The evaluators will keep your information confidential. We will not share the information that you provide in a way that you can be identified, without your permission.

What will happen to the information I provide?

Your information will be combined with information received from other people and put into a written evaluation report to be presented to the Australian Department of Foreign Affairs and Trade by the evaluation team. Copies of the report will be made publically available on the Pacific Women Shaping Pacific Development website.

Who can I contact if I have questions about the evaluation?

If you have any questions or concerns about the evaluation, please contact Brenda Andrias by email: brenda.andrias@pacificwomen.org.fj or by phone (mobile): +675 79638547, or Richelle Tickle by email: richelle.tickle@pacificwomen.org.fj or phone: +675 7283 7146.

The following informed consent will be obtained from participants before the collection of interview or focus group data.

CARE Coffee Industry Support Project (CISP) evaluation consent form

This informed consent form was completed by all people who provided input to the evaluation except for farmers participating in the ripple effect mapping activity. They provided consent verbally.

I agree to participate in this interview for the Year Three Evaluation of *Pacific Women*, as outlined in the information provided to me by the evaluators.

I understand that:

- My participation is voluntary and I can withdraw from the evaluation at any time.
- I can determine who may be present during the interview.
- My decision to participate or not to participate in the evaluation will not affect any current or future relationships with *Pacific Women* or the Australian Department of Foreign Affairs and Trade.
- The evaluators will seek to keep my information strictly confidential. No information in the report will be attributed to individuals.
- I can request any information collected from me to be withdrawn at any time up until the analysis stage.
- If I withdraw, I can request that any information collected from me to be returned or destroyed.
- The interview, with my permission, may be taped and may be transcribed.
- Digital recordings, notes, and summaries will be stored securely with the evaluators and will not identify me.
- I have been given the opportunity to ask questions.
- I give my consent to participate in this interview.

Name: _____ Signature: _____

Date: _____

Evaluation Interview Schedules

Coffee Industry Support Project staff

Project management and design

- What is the value of CISP to CARE, to implementing partners, and to coffee farming families?
- What is the value of CARE (an INGO) delivering the project? Could it be conducted better by a local agency?
- What are the challenges with the CISP model? How are these overcome?
- To what extent have lessons for improvement been integrated into CISP?
- Was there country ownership, cultural relevance and relevance to beneficiaries?
- Were the most marginalised and vulnerable women reached? If not, what were the barriers?
- Was there accountability and transparency in the delivery of project activities?
- Risk management and evaluation questions.

Effectiveness of project in achieving objectives

- To what extent is CISP on track to achieve its objectives?
- To what extent and how has CISP influenced industry stakeholders to increase priority for women empowerment in their work?
- How effective is CISP capacity building for staff to run and manage high-quality training?

Outcomes

- What results, expected and unexpected, direct and indirect, were produced by CISP?
- To what extent and how did CISP benefit the coffee industry partners?
- To what extent and how did the CISP benefit farming families?

Implementing partners

Project management and design

- What is the value of CISP to your organisation? How has your organisation benefitted from CISP?
- What is the value of CARE (an INGO) delivering CISP? Could it be conducted better by a local agency?
- What are the challenges with the CISP model? How these are overcome? What has not worked so well for your organisation? How have challenges been overcome?
- Were the most marginalised and vulnerable women reached? If not, what were the barriers?
- Was there accountability and transparency in the delivery of project activities?

Effectiveness of project in achieving objectives

- To what extent is your organisation on track to implement the activities laid out in the CISP agreement?
- How has CISP changed the way you think about and support women in your organisation? Is there an increased priority for women's empowerment in your work?

Outcomes

- What results, expected and unexpected, direct and indirect, were produced by CISP?
- To what extent and how did the project benefit your organisation?
- To what extent and how did the project benefit farming families

Extension officers

Project management and design

- How does the CISP project help your work?
- What is the value of CARE (an INGO) delivering CISP? Could it be conducted better by a local agency?
- What are the challenges with CISP? How these are overcome?

Effectiveness of project in achieving objectives

- Have you been able to implement CISP in your work as planned? If not, what were the challenges?
- Have you been able to increase a focus on women's empowerment in your work?
- What has worked well?
- What have been the challenges?

Outcomes

- What results, expected and unexpected, direct and indirect, were produced by CISP?
- To what extent and how did the project benefit your work?
- To what extent and how did the project benefit farming families?

Project participants

Effectiveness of project in achieving objectives

- How has the CISP training and support from extension officers helped you and your family?
- What has not worked well? What are the challenges? How are these overcome?

Outcomes

- What benefits or changes have you seen because of the training and support?
- What has improved for you?
- What has worked well?
- How could the training and extension support be improved to help you more?

Other stakeholders

Project management and design

- What is the value of CISP to you, to your organisation, to your family?
- What is the value of CARE (an INGO) delivering the project? Could it be conducted better by a local agency?
- What are the challenges with the CISP model? How are these overcome?
- To what extent have lessons for improvement been integrated into CISP?
- Was there country ownership, cultural relevance and relevance to beneficiaries?

Effectiveness of project in achieving objectives

- To what extent is CISP on track to achieve its objectives?
- To what extent and how has CISP influenced industry stakeholders to increase priority for women's empowerment in their work?

Outcomes

- What results, expected and unexpected, direct and indirect, were produced by CISP?
- To what extent and how did CISP benefit the coffee industry partners?
- To what extent and how did CISP benefit farming families?