



Monitoring and Evaluation

**STRATEGY** 2014-2018





Monitoring and Evaluation

# STRATEGY 2014–2018

Clesensio Tizikara



**Forum for Agricultural Research in Africa**

12 Anmeda Street, Roman Ridge,

PMB CT 173, Accra, Ghana

2014

**Citation:**

**Tizikara, C. 2014.** *FARA Monitoring and Evaluation Strategy 2014–2018*, Forum for Agricultural Research in Africa, Accra, Ghana

FARA encourages fair use of this material. Proper citation is requested.

**Forum for Agricultural Research in Africa (FARA)**

12 Anmeda Street, Roman Ridge

PMB CT 173, Accra, Ghana

Tel: +233 302 772823 / 302 779421

Fax: +233 302 773676

Email: [info@fara-africa.org](mailto:info@fara-africa.org)

Website: [www.fara-africa.org](http://www.fara-africa.org)

ISBN 000-0000-0000-0-0 (print)

ISBN 000-0000-0-0000-0 (pdf)

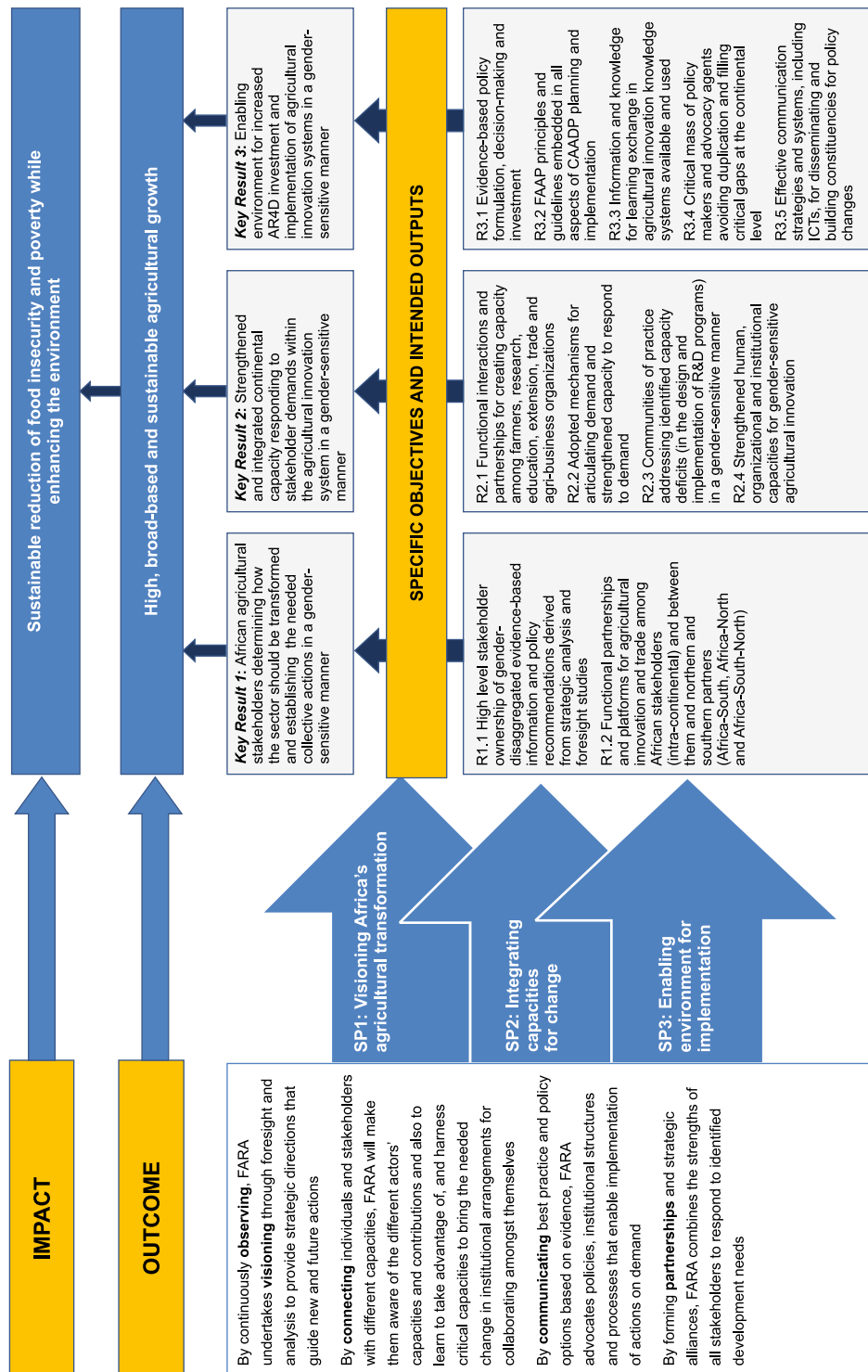
Editing and design: BluePencil Infodesign ([www.bluepencil.in](http://www.bluepencil.in))

Printing: Pragati Offset Pvt Ltd ([www.pragati.com](http://www.pragati.com))

# Contents

<b>1. Background</b>	00
<b>2. The need for Monitoring and Evaluation in FARA</b>	00
2.1 Strategic context	00
2.1.1 FARA the stakeholder platform	00
2.1.2 FARA Secretariat as coordinating hub	00
2.2 Stakeholder expectations from the FARA M&E system	00
2.2.1 Expectations from the CAADP	00
2.2.2 Expectations from development partners	00
2.2.3 Expectations from the SROs	00
2.2.4 Expectations from the NARES	00
2.2.5 Expectations from the farming community and private sector	00
<b>3. Strategy for Monitoring and Evaluation in FARA</b>	00
3.1 Role and function of M&E in FARA	00
3.2 FARA's Performance Monitoring Framework	00
3.2.1 Review of the PMF	00
3.3 Developing an integrated M&E system for FARA	00
3.3.1 M&E theory of change	00
3.3.2 Establishing appropriate and integrated M&E systems at all levels	00
3.3.3 M&E system automation	00
3.3.4 Strengthening the M&E capacity of CAADP-KIS institutions	00
3.3.5 Assessing and establishing the outcomes and impacts of FARA investment	00
3.3.6 Institutional arrangements for implementation	00
<b>Acronyms and abbreviations</b>	00

## FARA Theory of Change and Impact Pathway



# **Africa Feeding Africa: Enhancing African Agricultural Innovation Capacity**

## **Vision**

Reduced poverty in Africa as a result of sustainable broad-based agricultural growth and improved livelihoods, particularly of smallholder and pastoral enterprises

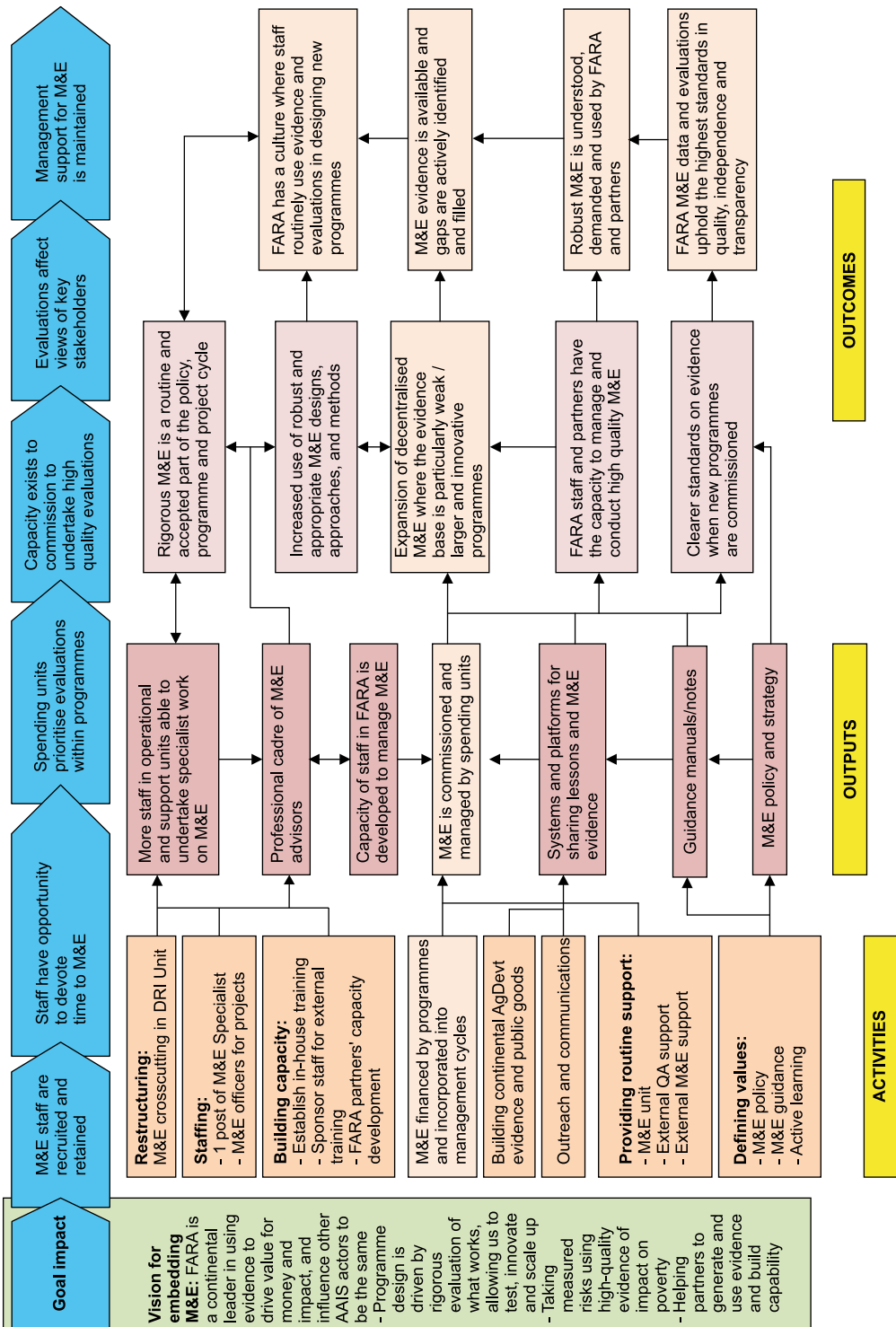
## **Mission**

The creation of broad-based improvements in agricultural productivity, competitiveness and markets by continental-level strengthening of capacity for agricultural innovation

## **Value Proposition**

Strengthening Africa's capacity for innovation and transformation by visioning its strategic direction, integrating its capacities for change and creating an enabling policy environment for implementation

## Theory of change for embedding M&E in FARA





## FARA – PMF

<b>FARA value proposition:</b> Strengthening Africa's capacity for innovation and transformation by visioning its strategic direction, integrating its capacities for change and creating an enabling policy environment for implementation		
<b>Strategic priority</b>	<b>Key result area</b>	<b>Outcomes</b>
Visioning Africa's agricultural transformation	African agricultural stakeholders determining how the sector should be transformed and establishing the needed collective actions in a gender-sensitive manner	<ul style="list-style-type: none"> <li>• High-level stakeholder ownership of gender-disaggregated evidence-based information and policy recommendations derived from strategic analysis and foresight studies</li> <li>• Functional partnerships and platforms for agricultural innovation and trade among African stakeholders (intra-continental), and between them, and northern and southern partners (Africa-South, Africa-North and Africa-South-North)</li> </ul>
Integrating capacities for change	Strengthened and integrated continental capacity responding to stakeholder demands within the agricultural innovation system in a gender-sensitive manner	<ul style="list-style-type: none"> <li>• Functional interactions and partnerships for creating capacity among farmers, research, education, extension, trade and agri-business organizations</li> <li>• Adopted mechanisms for articulating demand and strengthened capacity to respond to demand</li> <li>• Communities of practice addressing identified capacity deficits (in the design and implementation of R&amp;D programs) in a gender-sensitive manner</li> <li>• Strengthened human, organizational and institutional capacities for gender-sensitive agricultural innovation</li> </ul>
Enabling environment for implementation	Enabling environment for increased AR4D investment and implementation of agricultural innovation systems in a gender-sensitive manner	<ul style="list-style-type: none"> <li>• Evidence-based policy formulation, decision-making and investment</li> <li>• Framework for African Agricultural Productivity (FAAP) principles and guidelines embedded in all aspects of CAADP planning and implementation</li> <li>• Information and knowledge for learning exchange in agricultural innovation knowledge systems available and used</li> <li>• Critical mass of policy-makers and advocacy agents avoiding duplication and filling critical gaps at the continental level</li> <li>• Effective communication strategies and systems, including Information and Communication Technology (ICT), for disseminating and building constituencies for policy changes</li> </ul>

## FARA performance indicators for MTOP 2014–2018

<b>Purpose level: Strengthened Africa capacity for agricultural innovation</b> <b>Indicator 1:</b> Percentage increase in number of individuals, groups, organisations directly affected or reached by FARA interventions (disaggregated by gender) <b>Indicator 2:</b> Percentage increase in core competencies, capabilities and capacities for innovation among targeted (individual, organisational/inter-organisational and/or institutional)ARD actors <b>Indicator 3:</b> Degree of stakeholder satisfaction with FARA performance and quality of products and services <b>Indicator 4:</b> Level of annual contributions by African Governments and institutions to agricultural research funding		
<b>Visioning Africa's Agricultural Transformation:</b> African agricultural stakeholders determining how the sector should be transformed and establishing the needed collective actions in a gender-sensitive manner	<b>Integrating Capacities for Change:</b> Strengthened and integrated continental capacity responding to stakeholder demands within the agricultural innovation system in a gender-sensitive manner	<b>Enabling Environment for Implementation:</b> Enabling environment for increased AR4D investment and implementation of agricultural innovation systems in a gender-sensitive manner
1.1 Number of Countries with AR&D agendas being influenced by the S3A (outcome of foresight studies, countries in which FAAP principles and guidelines have been embedded in CAADP national and/or regional compacts and agriculture and food security investment plans - AFSIPs)  1.2 Number of functional partnerships and platforms for agricultural innovation and trade among African stakeholders and between them and northern and southern partners established  1.3 Number of participants reached, participating or contributing to innovation platforms, consultations, workshops, meetings (individuals, institutions disaggregated by country, region, gender, stakeholder category)	2.1 Number of institutions adopting FARA-initiated interventions or mechanisms for identifying, articulating and/or addressing capacity needs  2.2 Number of institutions (disaggregated by category) whose capacity development needs have been assessed and/or supported (enhanced knowledge, skills and attitudes of individuals delivered through training workshops; changes in organisational design and culture, accountability, responsiveness, transparency and efficiency)  2.3 Number of functional communities of practice for creating gender-sensitive capacities formed and addressing identified capacity deficits in the design & implementation of AR&D programs	3.1 Number of countries and RECs in which FAAP principles and guidelines have been embedded in CAADP national and/or regional compacts and AFSIPs  3.2 Number of information and knowledge products/packages (briefs, reports, scientific papers and publications documentaries) produced and made available to stakeholders  3.3 Number of stakeholders (individuals, institutions disaggregated by country, region, gender, stakeholder category) reached with information through continental information and knowledge sharing platforms (websites, publications, visual and social media)  3.4 Number of platforms used for information delivery and exchange  3.5 Degree of improvement in availability of ICTs (magnitude of ICT speed and capacity performance, reliability of internet access, equity, service quality, cost-effectiveness) amongst targeted NARS institutions



## 1. Background

The Forum for Agricultural Research in Africa (FARA) was launched in June 2002, to serve as an African-owned facilitation and information-exchange forum to support Sub-Regional Research Organisations (SROs) and as an apex body to represent Sub-Saharan Africa (SSA). In the subsequent years, FARA has evolved into a continent-wide umbrella organization bringing together and forming coalitions of major stakeholders in agricultural research and development in Africa. FARA is now poised to guide Africa to: (i) determine the agriculture that it wants and the mode of achieving it; (ii) develop, attract and retain the human and institutional capacity to implement its agricultural ambitions; and (iii) ensure that policy-makers get the evidence-based information they need to create enabling policy environments and also make certain that their constituents are well-informed and support the changes.

*FARA's vision is: "Reduced poverty in Africa as a result of sustainable broad-based agricultural growth and improved livelihoods, particularly of smallholder and pastoral enterprises". The mission is: "The creation of broad-based improvements in agricultural productivity, competitiveness and markets by continental-level strengthening of capacity for agricultural innovation". The vision and mission are supplemented by its value proposition: "Strengthening Africa's capacity for innovation and transformation by visioning its strategic direction, integrating its capacities for change and creating an enabling policy environment for implementation".*

In order to realise its mission, FARA developed its first Strategic Plan (SP) covering the period from 2002–2012. The plan established three pillars as the core of the Forum's work, namely: raising awareness, promoting appropriate policy options and, advocacy and resource mobilisation. FARA revised and adopted an ambitious SP for 2007–2016, as well as a five-year Medium-Term and Operational Plan (MTOP) for 2008–2012. The implementation of the MTOP was undertaken through an institutional architecture comprising five networking support functions (NSFs) in the areas of: (i) advocacy and resource mobilisation; (ii) access to knowledge and technologies; (iii) regional policies and markets; (iv) capacity strengthening; and (v) partnerships and strategic alliances. Of particular significance was the mandate given to FARA by the African Union Commission (AUC) and the New Partnership for Africa's Development (NEPAD) Policy and Coordinating Agency (NPCA) to serve as the Pillar Lead Institution for the Comprehensive African Agricultural Development Programme's (CAADP) Pillar IV implementation. The CAADP stands out as the most credible Africa-owned and led development framework for catalysing agricultural transformation in Africa, thereby justifying the need for a greater and more "strategic" collaboration between AUC, NPCA and FARA.

FARA has developed a new SP and MTO for 2014–2018 in response to emerging agricultural development imperatives. They focus on the need to sustain the CAADP momentum and also to make science take centre stage in technology generation, extension, innovations, policy and social learning that Africa needs to apply in order to meet its agricultural and overall development goals. The Strategy and Plan are premised on “enhancing African agricultural innovation capacity” by visioning Africa’s agricultural transformation, integrating capacities for change and creating an enabling environment for implementation.

**Box 1: CAADP 2013–2023 Strategic results matrix**

Level	Narrative summary	Main assumptions
<b>1. Impact:</b> to which CAADP contributes (indirect link)	<b>Agriculture’s contribution to Africa’s socio-economic growth and inclusive development</b> (wealth creation; economic opportunities and prosperity – jobs and poverty alleviation; improved food security and nutrition; resilience; environmental sustainability)	Countries follow an agriculture-led, inclusive growth strategy for social and economic transformation
<b>2. Outcomes:</b> changes in African agriculture resulting from the implementation of CAADP (a reflection of the performance of African Agriculture)	<b>Agricultural transformation and sustained agricultural growth</b> <b>2.1</b> Increased agriculture production and productivity <b>2.2</b> Better functioning national agriculture and food markets, and increased intra/inter-regional trade <b>2.3</b> Expanded local agro-industry and value addition <b>2.4</b> Improved management and governance of natural resources for sustainable agricultural production	Systemic capacity for transforming agriculture as envisaged in level 3 is attained
<b>3. Results:</b> added value of CAADP support and interventions to institutional transformation, and CAADP operational effectiveness are measured at this level	<b>Strengthened systemic capacity for effective execution and delivery of results</b> <b>3.1</b> Improved and inclusive policy design and implementation capacity for agriculture <b>3.2</b> More effective and accountable institutions to drive planning and implementation of public policies and investment programmes <b>3.3</b> More inclusive and evidence-based agricultural planning and implementation processes <b>3.4</b> Improved coordination, partnerships and alliances within and across sectors and countries (regional trade and collaboration) <b>3.5</b> Increased (public/private) investment financing in agriculture, achieving better value for money <b>3.6</b> Enhanced knowledge support and skills development for agriculture through improved science and technology (S&T), education and training, peer learning, analytical capacity and strategic thinking	Political leadership as ensuring conducive and stable policy environment, and including sustained increase of public sector investment in agriculture
<b>4. Inputs</b>	Implementation guidelines; knowledge pools; capacity building; peer review mechanisms	



## 2. The need for M&E in FARA

### 2.1 Strategic context

The practice of Monitoring and Evaluation (M&E) draws heavily from the theoretical and conceptual foundations of management science.

Monitoring refers to a continuing function that uses the systematic collection of data on specific indicators of an on-going development intervention. The purpose of monitoring is to indicate the extent of progress and achievement of objectives, and the headway made on the use of allocated funds, both to the management and the main stakeholders.

Evaluation is the systematic and objective assessment of an on-going or completed project, programme or policy by focusing on its design, implementation and results. Evaluation is conducted to determine the relevance and fulfilment of objectives, development efficiency, effectiveness, impact and sustainability. It should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision-making process of both the management and the main stakeholders.

In keeping with the principles of project cycle management, typical M&E systems tend to focus on tracking the implementation of planned activities in compliance with work plans and budgets. However, following the Paris Declaration on Aid Effectiveness, there has been an ever-increasing need for donor recipient organizations to develop robust M&E systems that provide timely information on:

- Progress of implementation
- Effectiveness and efficiency of the implementation process
- Relevance of products and services generated
- Outcomes and impacts of products and services on target beneficiaries

The principles of Managing for Development Results (MfDR) also require mutual accountability. FARA staff and implementing teams have to translate the direction provided by the SP and MTOP into sustainable benefits to targeted groups. This forms the axis of a Mutual Accountability Framework (MAF), which includes:

- Turning governance and strategic directions into results and performance
- A culture supported by strong corporate values, learning, innovation and change management

- Management excellence in the areas of stewardship, policy and programmes , risk management, people-focused service, accountability and people management

In order to design a system with these capabilities, there is need to understand FARA's uniqueness as a forum. FARA is a continental-level hub of excellence and knowledge on agricultural research and innovation that is able to identify and source technical expertise across the continent and globally, to provide technical support to CAADP country teams, regional partnership forums and training programmes.

FARA is not a research implementing body, but the: (i) service provider of choice in the provision of Knowledge, Information and Skills (KIS) to countries and Regional Economic Communities (RECs); (ii) continental representative in the development and implementation of the Science Agenda for Agriculture in Africa (S3A); (iii) coordinator of regional productivity platforms for enabling Research and Development (R&D) actors to align and streamline their actions; (iv) mobiliser, convenor and coordinator for research, extension and education by advancing common interlinking and reinforcing strategies; (v) mainstreamer of evidence-based agricultural policy; and (vi) intelligence arm for detecting changes in CAADP and other continental initiatives and facilitating the alignment processes.

From the foregoing, although FARA, the Forum, is responsible for designing and accountable for implementing the requisite interventions for realising the objectives articulated in both the strategic plan and the MTOP, the FARA Secretariat implements the portfolio of interventions through a multitude of actors (often from autonomous institutions not necessarily answerable to FARA and with diverse mandates, backgrounds, expertise and competence). This can often easily make the logical link to the outcomes difficult and lead to loss of coherence and synergy between interventions. More often, results-based planning is applied but implementation falls short in the collection of relevant data that can contribute performance information, which in turn will improve decision-making and reporting. Accordingly, the archetypal monitoring and evaluation system for a typical investment project is ill suited for FARA Secretariat. The following attributes of FARA should therefore guide the design of its M&E system.

### 2.1.1 FARA the stakeholder platform

As a continent-wide forum of stakeholders, FARA provides a strategic platform for fostering global and continental networking for agricultural research and innovation in Africa. The stakeholders of FARA include farmers, the National Agricultural Research System (NARS) (policy-makers, academia, scientists, and change agents), the SROs, private business concerns and entrepreneurs, civil society organizations, governments and development partners. Often times, getting this diverse group of stakeholders to agree on a common goal and strategies for achieving a given set of objectives is quite a challenge. Fortunately, the CAADP initiative provides a common framework around which all the stakeholders can rally. In addition, the CAADP MAF provides a mechanism and incentives for partners to effectively deliver on their

commitments by focusing on shared goals and mutual responsibility, and in so doing promoting accountability and rewarding performance. In this scheme, the stakeholders endorse a common set of performance criteria for assessing the delivery on commitments such as budgetary allocations, outputs and development outcomes.

The primary challenge is therefore getting stakeholders to agree on common frameworks for planning and performance monitoring. In developing the corporate Performance Monitoring Framework (PMF) for the MTOP, FARA picked elements from the logical framework matrix (logframe), the results framework and outcome-mapping framework. These frameworks come with different terminologies and definitions that sometimes appear to contradict each other. Fortunately, the convergence point for all of these frameworks is the internal consistency in objective hierarchy logic. It is critical, in developing the PMF, to establish a rational and well-researched basis for believing that the cause is strongly related to the intended effect. There is no point in merely hoping that doing something will produce the desired effect. The PMF is therefore complemented by a “theory of action” (the connection between the actions undertaken and the effect which these actions are meant to produce); and a “theory of reach” (the necessary and sufficient coverage to produce credible claim to observed change). Together these three lead to: a Theory of Change (ToC) that lays out the impact that the stakeholders of FARA are seeking; outcomes that must change in order to achieve the impact that is sought; strategies to be used by partners to bring about desired outcomes; and processes that will create the conditions and capacity of the system to put these strategies in place.

The ToC is therefore a statement of four cause-and-effect relationships: the influence of observed changes on long-term benefits to the wider community; of products/outputs on immediate benefits to targeted groups; of interventions on recognisable products; and of inputs provided to the actions accomplished. The PMF describes the “what” for activity, the theory of action describes the “how” and the theory of reach describes the “scope and scale” of coverage. Thus irrespective of the framework, FARA should have a PMF that reflects how the various inputs and activities translate into outputs, outcomes and impact, and also a set of performance indicators that embrace the aspirations of its broad stakeholder constituency. The M&E system must capture the causal (or cause-effect) logic that links interventions to the desired changes in the actors that FARA is targeting, including the tactics and strategies used to achieve the desired changes in the target actors.

## **2.1.2 FARA Secretariat as coordinating hub**

FARA delivers its results through entities over which it does not have direct control. The products and services generated through FARA’s investments are therefore co-owned by the implementing partners. Depending on the M&E strategy and plan, these products and services could be classified as FARA’s immediate outcomes or direct outputs.

The delivery of FARA generated results is premised on strengthening the capacities of African actors to be more effective and efficient in supporting African agriculture to achieve the internationally and continentally agreed development goals, on the basis of national

development strategies. The commitment of the continental partners to participate and benefit from the African Agricultural Innovation System (AAIS), working collectively to achieve results in line with national and regional priorities, is part and parcel of the shared identity and an important aspect of FARA's legitimacy as a continent-wide umbrella organization. The adoption of results-based management (RBM) aims to improve the effectiveness and accountability of FARA, accompanied by increased inter-agency collaboration and interaction as dictated by innovation system approaches. The FARA ToC places greater emphasis on integration and harmonisation of processes and approaches. An important challenge is to identify the best practice guidelines and the rule of thumb for performance indicators.

Furthermore, most of the implementing partner organizations have their own M&E system, with custom indicators designed to capture progress of delivery of a diverse range of products and services that fall outside of FARA's primary responsibility. FARA's progress tracking and reporting system should therefore be robust enough to cascade seamlessly and address attribution challenges in the case of shared benefits, following the principles of subsidiarity.

## 2.2 Stakeholder expectations from the FARA M&E system

The process for developing the FARA 2010–2014 M&E strategy, the precursor to the present strategy, employed an elaborate stakeholder consultation process that included key informant interviews and a stakeholder validation workshop. FARA's key stakeholder groups provided feedback on their expectations from the FARA M&E system. These are still largely valid and are carried forward to this strategy.

### 2.2.1 Expectations from the CAADP

The CAADP, a programme of the Africa Union (AU)-NPCA, stands out as the most credible development framework for catalysing agricultural transformation in Africa. It provides a strategic framework for harmonising public and private investments that would generate the 6% annual growth in agricultural output. To sustain the CAADP momentum, the CAADP Secretariat has adopted a new “knowledge, information and skills” (KIS) approach since 2014. This approach will be used to backstop country-level CAADP processes with a lighter touch that does not require lead implementation institutions. As a consequence, FARA no longer has the explicit mandate to be the lead implementation institution for CAADP Pillar IV. However, FARA remains well positioned to sustain leadership – especially for the S3A – for setting Africa's agricultural development agenda and coordinating research and the generation of new knowledge and innovations for sustainable agricultural transformation and growth. FARA has a vital role in the realisation of Sustainable Development Goal 2 (SDG2), which sets targets and indicators for sustainable agriculture, food security and adequate nutrition. In this regard, FARA, as one of the lead institutions in the monitoring of progress in the achievement of this goal is expected to develop appropriate institutional capacity to contribute effectively. More specifically, FARA is expected to develop an M&E framework with standard indicators that speak to those in the overarching CAADP M&E framework, and custom indicators for tracking incremental improvements in the performance of the AAIS.



## 2.2.2 Expectations from development partners

For most development partners, the evaluation criteria given by the Organization for Economic Cooperation and Development (OECD) with the Development Assistance Committee (DAC), provides the key reference point for M&E. The criteria include relevance, effectiveness, efficiency, impact and sustainability. The Memorandum of Understanding (MoU) between FARA and the development partners signed in early 2008, states that to the extent possible, the development partners will use the monitoring, evaluation and review processes established by FARA. In this regard, FARA as the grant recipient of the Multi-Donor Trust Fund (MDTF) will be responsible for the overall M&E process. This responsibility entails regular preparation of progress reports on the basis of the indicators specified in the agreed annual programme of activities (MDTF Programme Document, 2009). It is evident from the foregoing that the development partners rate technical accountability as the primary function of FARA's M&E system.

## 2.2.3 Expectations from the SROs

The four SROs have varied capacities, competencies, capabilities and interests, and are at different levels in establishing effective monitoring and evaluation systems. Their strategic focus remains on addressing trans-boundary problems and effecting spill overs of benefits of agricultural research and development. The SROs therefore look to the FARA Secretariat to strengthen their M&E capacity, to provide an indicator integration mechanism and the overarching standard indicators for tracking the FARA activities at the sub-regional level.

## 2.2.4 Expectations from the NARES

The National Agricultural Research and Extension Systems (NARES) include the National Agricultural Research Institutes (NARIs), the universities, and public and private sector

### Box 2: OECD-DAC evaluation criteria

#### Relevance (doing the right thing)

- To what extent are the objectives of the programme still valid?
- Are the outputs of the programme consistent with the intended impacts and effects?

#### Effectiveness (achieving objectives)

- To what extent are the objectives achieved/likely to be achieved?
- What are the major factors influencing the (non-) achievement of the objectives?

#### Efficiency (doing the things right/ use of resources)

- Are activities cost-efficient? Are activities achieved on time?
- Is the programme being implemented in the most efficient way compared to alternative propositions?

#### Impact (outreach and pace of programme output)

- What is the result of the programme? How many people are affected?
- What real difference has the activity made to the beneficiaries?

#### Sustainability (long-term effect)

- Do the benefits of the programme continue after donor funding has ceased?
- What were the major factors, which influenced the achievement or non-achievement of sustainability in the programme?

extension services. Their capacities, competencies and capabilities vary widely across countries and between institutions. The NARIs, the extension systems and the universities require custom indicators for tracking their performance. More importantly, the CAADP agenda brings on board additional challenges given the increased levels of investment and the need to track both implementation and outcomes of increased support to agriculture at the country-level. The FARA M&E system should therefore provide a set of standard indicators and best practice guidelines for tracking and reporting progress in the implementation of NAFSIPs at country-level. Both the CAADP and the FARA M&E frameworks should provide the standard indicators for tracking improvements and achievements in agricultural research, education and training.

### **2.2.5 Expectations from the farming community and private sector**

The farmers are the ultimate beneficiaries of products and services generated by FARA. The farming community and private sector operators would like to be placed at the forefront in setting the agenda and articulating investment priorities for agricultural research, extension, education and training. Critically speaking, accountability frameworks that empower the farmers to review performance of agricultural research, extension, and education and training systems are lacking. The FARA M&E system should include a framework that allows active participation of farmers, civil society and the private sector in the review and evaluation of these programmes, in accordance with the principles set out in the CAADP agenda documents and the S3A.



## 3. Strategy for M&E in FARA

### 3.1 Role and function of M&E in FARA

The FARA Secretariat is expected to deliver results through a network of implementing partners over whom it does not have direct control. The M&E systems operated amongst all the partners generally have a number of different objectives. Nevertheless, a functional M&E system provides the strategic information needed to make good decisions for managing and improving programme performance, formulating policy and advocacy messages, and planning programmes better. It also generates data to satisfy accountability requirements. The FARA M&E unit oversees the tracking and reporting of progress, and achievement of results. It also provides management with timely information and advice for improving the performance of specific activities of the FARA Secretariat and of the Forum as a whole. The institutional architecture and operational modalities for the FARA M&E system are built around enhancing accountability to stakeholders, informing decision-making and performance improvements, measuring impact, and supporting learning.

- a) *Enhancing accountability by tracking the implementation of budgets and work-plans:* FARA conducts ex-ante evaluations through appraisal and tracks the progress made towards the achievement of stated outputs/ results based on the activity milestones and output indicator targets. Through these, FARA provides timely information to its investors on the likely returns on their investment. Typically, implementation monitoring is used to ensure the timely delivery of output through an assessment of the degree to which the implementation process is in compliance with work-plans and budgets. All the data and information are generated by the implementing agencies/ units following well-defined reporting formats, performance indicators and milestones.
- b) *Enhancing accountability by assessing the outcomes and impacts of interventions:* By focusing on the process of managing for the achievement of results, rather than on the underlying system of service delivery, and also analysing and documenting the outcomes and impacts of investment in its work, FARA provides investors with information on actual returns on investment. Stakeholders are interested in: i) the current performance of agriculture in the continental and national economies – with respect to wealth creation, resilience including climate change mitigation and improved food and nutrition security; ii) the trends that may need to be reversed/ accelerated (agricultural growth, job creation, poverty reduction); and, iii) the current course of action (conducive environment, systemic capacities) that may improve the performance of agriculture within the national economies.

- c) *Enhancing performance and facilitating lesson-learning*: Identifying indicators at all levels of the implied results chain (output, outcome and impact) makes it possible to monitor the implementation process and pinpoint areas where there are bottlenecks in the delivery of the results, and which need more attention or a change of strategy to achieve the desired results. Synthesis of information through in-depth evaluations and reviews draws out key lessons for strategy, programme, and project formulation and reporting. Lesson-learning enables FARA to respond more proactively to the changing needs of its stakeholders and therefore remain a relevant and viable entity in a constantly changing environment. More importantly, the indicators and lessons not only form a basis for evaluating progress towards agricultural and capacity development targets, but also help to adjust and fine tune policies in order to meet the planned targets by linking programmes, goals, objectives and strategies of various programmes with agricultural growth performance at the continental-, sub-regional- and national- levels.

From the foregoing, it is evident that the primary function of M&E is to generate objective evidence of progress in the implementation of planned activities and in the achievement of set objectives. The underlying principle for the system is the development of a culture of learning and evaluation. This would be achieved by: (i) developing a simple, technology-enabled monitoring approach that supports managers at multiple levels to capture, analyse, visualise and report on progress in delivering work and achieving results; (ii) significantly increasing the number of evaluations in programmes and projects through a managed, regular cycle of outcome and impact M&E; (iii) producing evaluative knowledge products; (iv) providing coaching, capacity-building to support staff and selected partners to manage and develop their skills in M&E; and, (v) increasing staff skills in the commissioning and management of high quality evaluations. The M&E system addresses the following specific objectives:

- Reporting against the FARA SP, MTOP and the Results Framework (RF) that they contain
- Accountability for funds, staff time and other inputs expended by FARA against the MTOP
- Monitoring the performance of FARA and partners, to allow an assessment of whether the inputs are being applied on appropriate areas to achieve the desired results, and to trigger an appropriate management response.
- Creating an evidence base including baselines, to enable the evaluation of the MTOP as a whole, both in a mid-term review at the end of the MTOP period, and in an on-going plan for impact-assessment
- Learning lessons on how FARA outputs can make a difference to the AAIS and people's lives
- Generating information for corporate reporting, program/ unit performance and the FARA strategic objectives

The above functions influence FARA to use evidence to drive value for money, impact other AAIS actors to do the same and drive programme design through rigorous evaluations of what works. They also allow FARA and constituents to test, innovate, scale up, and help partners

build and strengthen capacity to generate and use evidence. The strategy of embedding M&E in all FARA actions and interventions would be achieved through a systematic change process focussed on RBM. Key elements of this are: including more staff with knowledge, skills and competencies to undertake work on commissioning and using M&E information. It also comprises using clearer guidelines and standards on evidence when new programmes are being commissioned, an increase in work on rigorous Impact Evaluations (IEs) within programmes, and the development of a professional cadre of M&E specialists and practitioners from across the range of FORUM partners, with the Secretariat providing guidance across and within.

### Box 3: Components of a functional M&E system

Component	Performance goal for this component
Organizational structures with M&E functions	Establish and maintain a network of organizations responsible for M&E at the various decision-making and service delivery levels
Human capacity for M&E	Ensure adequate skilled human resources at all levels of the M&E system to ensure completion of all tasks defined in the annual M&E workplans. This includes sufficient analytical capacity to use the data and produce relevant reports
Partnerships to plan, coordinate and manage the M&E system	Establish and maintain partnerships among stakeholders involved in planning and managing the M&E system
M&E plans	Develop and regularly update the M&E plans, including identified data needs, standardised indicators, data collection procedures and tools, and roles and responsibilities for implementation
Annual, costed M&E workplans	Develop annual, costed M&E workplans including specified and costed M&E activities of all relevant stakeholders and identified sources of funding. It also involves using this plan for coordination and assessment of the progress of M&E implementation throughout the year
Advocacy, communication and culture for M&E	Ensure knowledge of and commitment to M&E among policy-makers, programme managers, programme staff and other stakeholders
Routine programme monitoring	Produce timely and high-quality (valid, reliable and comprehensive) routine programme monitoring data
Surveys and surveillance	Produce timely, valid and reliable data from surveys and surveillance
Databases	Develop and maintain databases that enable stakeholders to access relevant data for formulating policy, and for managing and improving programmes
Supportive supervision and data auditing	Monitor data quality periodically and address obstacles to producing high-quality (that is, valid, reliable, comprehensive and timely) data
Evaluation and research	Identify evaluation and research questions, coordinate studies to meet the identified needs, and enhance the use of evaluation and research findings
Data dissemination and use	Disseminate and use data from the M&E system to guide the formulation of policy and the planning and improvement of programmes

Source: adapted from "Organizing framework for a functional national HIV monitoring and evaluation system". Geneva, UNAIDS, 2008 (<http://siteresources.worldbank.org/INTHIVAIDS/Resources/375798-1132695455908/GROrganizingFrameworkforHIVMESystem.pdf>.)

#### Box 4: Role and objectives by type of M&E process

Role	Main type of M&E	Objectives	
		Monitoring	Evaluation
Management	On-going evaluation (e.g. Mid-term evaluation)	<ul style="list-style-type: none"> <li>Reviewing progress of programme/ project</li> <li>Allowing managers to identify and assess potential problems or successes and make appropriate modifications throughout an operation (including to its original design), to keep it on track to achieve its objectives</li> </ul>	<ul style="list-style-type: none"> <li>Revisiting and improving pre-determined action plans and/ or making necessary changes in operational modalities</li> <li>Improving current and future operations</li> </ul>
Performance measurement	Continuous monitoring	<ul style="list-style-type: none"> <li>Tracking performance against predetermined input, activity, process and output indicators during the formative phase of a programme/ project to establish that the intended performance is being achieved</li> </ul>	<ul style="list-style-type: none"> <li>Objectively reviewing the results of processes, operations, and policies</li> </ul>
Accountability	Ex-ante evaluation	<ul style="list-style-type: none"> <li>Defining indicators and clearly articulating the details of a given programme/ project</li> </ul>	<ul style="list-style-type: none"> <li>Determining the needs and assurances of programme/ project continuity</li> </ul>
	Continuous feedback	<ul style="list-style-type: none"> <li>Providing assurance of sound resource utilisation to management, implementing partners, donors, beneficiaries and the wider public</li> </ul>	<ul style="list-style-type: none"> <li>Providing assurance of sound resource utilisation to management, implementing partners, donors, beneficiaries and the wider public.</li> </ul>
	Terminal evaluation		<ul style="list-style-type: none"> <li>Reviewing capacity, effectiveness, and sustainability, and determining whether additional follow up is necessary after the completion of a programme/ project</li> </ul>
Learning	Ex-post evaluation	<ul style="list-style-type: none"> <li>Providing stakeholders with lessons while implementing the M&amp;E process</li> </ul>	<ul style="list-style-type: none"> <li>Reviewing impacts and sustainability of a programme/ project</li> <li>Obtaining lessons and recommendations for design improvement and implementing future interventions</li> <li>Enabling learning by sharing evaluation findings, recommendations and lessons</li> </ul>
Advocacy	Sustainability monitoring	<ul style="list-style-type: none"> <li>Providing information and evidence for continued or new support</li> <li>Ensuring availability of necessary resources and provisions needed for sustainability throughout a programme's pre-determined lifecycle</li> </ul>	<ul style="list-style-type: none"> <li>Providing information and evidence for continued or new support</li> </ul>

## 3.2 FARA – PMF

While developing the FARA SP (2014–2018), a comprehensive analysis of challenges that FARA is expected to respond to generated three strategic priorities or key areas for intervention. Following the causal logic, the three intervention areas were transformed into results that FARA needs to deliver and the action required, in order to contribute to the strategic goal of sustainable broad-based agricultural productivity growth in Africa.

In elaborating FARA's previous hierarchies of objectives, a hybrid of the results framework, logframe and outcome mapping framework have been used. Those involved with determining the impact of agricultural innovation have noted the difficulty of relating relatively modest inputs to outcomes that are subject to a very large number of other influences.

It will not be easy to measure the impact that FARA results have on development. In fact, it will even be more difficult to separate those factors that actually result in change over time, let alone apportion the observed changes to the multitude of actors involved in implementation. The SP-2014 further acknowledges that individual outputs will rarely bring about change on their own. It is more likely that people will act on evidence that is built up over many years, in different contexts, once this has been communicated effectively. Even when FARA outputs help shape policy and practice, it will sometimes take years to see the benefits to poor people.

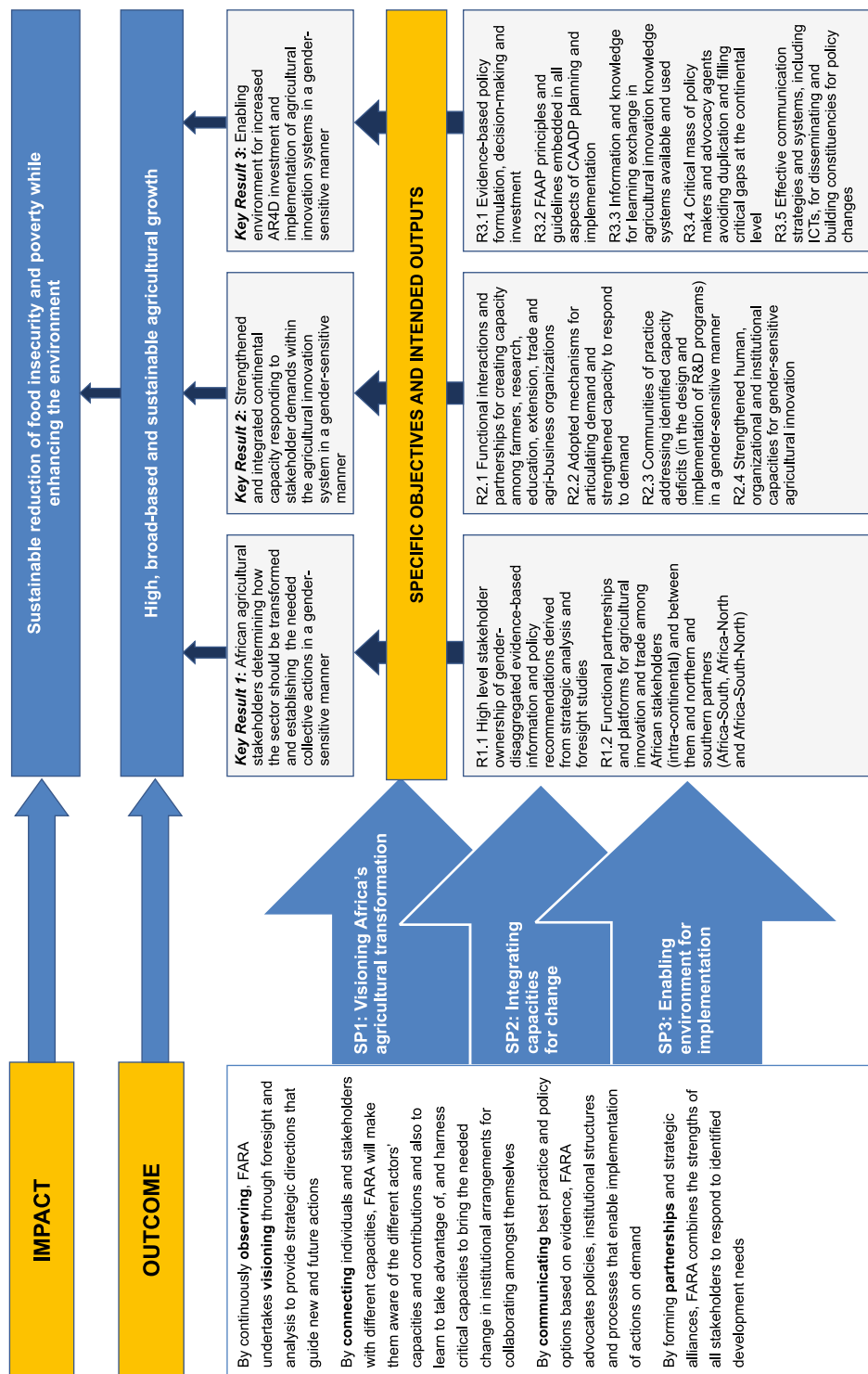
The new FARA strategic and operational plans are based on a ToC - the assumed “results chain/ impact pathway” or how the various inputs and activities translate into outputs, outcomes and impact. This was extensively discussed to establish a rational and well-researched basis for believing that the cause is strongly related to the intended effect. There is no point in merely hoping that doing something will produce the desired effect. Consequently, the Results Framework (RF) is complemented by a ToC – the connection between the actions undertaken and the effect(s) which these actions are meant to produce, and a theory of reach – the necessary and sufficient coverage required to produce credible claim to observed change. Together these three constituted the ToC that lays out the impact FARA is seeking: outcomes that must change in order to achieve the impact sought; strategies to be used by partners to bring about the outcomes desired; and, processes that will create the conditions and capacity of the system to put these strategies in place. The ToC states the connection between the actions to be undertaken and the effects that these actions are meant to produce (Figure 1).

The FARA ToC is therefore a statement of four cause-and-effect relationships: the influence of observed changes on long-term benefits to the wider community; of FARA outputs (products and services) on immediate benefits to targeted groups; of FARA interventions on recognisable

### Box 5: Strategic challenges for FARA to address

- **Visioning Africa's agricultural transformation:** with foresight, strategic analysis and partnerships to enable African agricultural stakeholders to determine how the industry should develop and plan how to get there, based on evidence and the combined strength of all stakeholders
- **Integrating capacities for change:** by making the different actors aware of each other's capacities and contributions, and helping them to make the best of their relative collaborative advantages to mutual benefit, while also strengthening their own human and institutional capacities
- **Creating an enabling environment for implementation:** through advocacy and communication to generate enabling policies and ensure that they get stakeholders' support for their implementation.

Figure 1: FARA theory of change and impact pathway





products; and of inputs provided to the actions accomplished. The RF describes the “what” for activity, the ToC describes the “how” and the theory of reach describes the “scope and scale” of coverage. A ToC is the causal (or cause-effect) logic that links FARA activities to the desired changes in the actors that FARA is targeting to change. It describes the tactics and strategies, including working through partnerships and networks, thought necessary to achieve the desired changes in the target actors.

The PMF is designed (through clarity of objectives that respond to clearly defined priority issues, objective hierarchy that defines the temporal scale and levels of responsibility for achieving the objectives, and a set of performance indicators) to test and refine the ToC. The indicators and milestones challenge pre-conceptions, aid reflection and help implementers regularly ask themselves “are we doing the right thing to achieve the changes we want to see?” These indicators have been identified at different points in the results chain to trace how certain activities are being effective. This has the benefit of allowing FARA to track any bottlenecks that may appear in the efficient achievement of.

The generic results (output-level where FARA is expected to deliver 100%) and indicators reflect an end-of-state and not a process or activity. The language of use, therefore, in constructing the results statements reflects “change” rather than “action”. The generic products relate to knowledge (guidelines, strategies, analysis), physical outputs (agricultural production), behaviour change (campaigns, TV and radio programmes, documentaries, shows, public debates), and capacity development (conferences, working groups, trainings).

At the outcome-level, the same end-of-state objective is adopted. It reflects the adoption and use of the FARA products (e.g. using policy and technology-related research-based knowledge, strengthening capacity to use research, public awareness, political will, policy adoption and implementation, physical and social changes in lives and communities - including negative and positive changes, reversals and backlash, gender equality and women’s empowerment). Although FARA is expected to have a higher level of accountability, use also influenced by the actions (or inaction) of other actors.

The goal defines the long-term benefit (impact) to society of FARA’s investments. Since many actors besides FARA contribute to the realisation of a goal, it is not a direct accountability objective. On a temporal scale, a goal is only realised after many years of concerted effort. As an objective, the goal statement also defines an end state and not a process or activity.

### **3.2.1 Review of the PMF**

The strategic matrix in the FARA SP provides a sound basis for reviewing the PMF. The objective statements reflect an end state, while the outcome-related indicators are key performance indicators. The overarching statement of objectives (the goal) in both the SP and the MTOP is at a higher-level, and speaks to the Millennium Development Goals or MDGs (which will change to Sustainable Development Goals - SDGs after 2015). The standard indicators proposed for each result are summarised in Table 1 below. The monitoring processes will pursue convergence between intentions expressed as targets for each of the indicators and the real achievements. Evaluations will analyse the facts. Results go beyond management (systems, scorecards, metrics and reporting) to embrace decision-making for transformative change and improvement.

Table 1: FARA PMF, 2014 – 2018

Objective hierarchy	Indicators	Sources of verification	Assumptions
<b>Goal:</b> Sustainable reduction of food insecurity and poverty in Africa while enhancing the environment	Measures linked to the MDGs/SDGs and contribution to Africa's socio-economic development focussing on decreases in levels of poverty, wealth-creation, resilience and increases in food and nutrition security by: (1) gender, (2) space, (3) age, (4) socio-economic group and improvements in quality of environment	UNDP reports CAADP M&E ReSAKSS reports African Development Bank statistics Ministries of Agriculture and Finance National accounts World Bank and FAO statistics	
<b>Purpose:</b> To contribute to generating high, broad-based and sustainable agricultural growth in Africa	<p>Indicators generally show the efficiency and effectiveness of FARA and partners' investments in boosting agricultural productivity, generating market surpluses for targeted value chains, functional linkages between and amongst institutions of the AAIS, and boosting stakeholder engagement and investment in the agricultural sector, through:</p> <p><i>Productivity:</i> Changes in real Agricultural Gross Domestic Product (AgGDP) growth rate and factor productivity and use by: (1) sub-sector, (2) commodity, (3) gender, (4) socio-economic group, (5) space</p> <p><i>Markets:</i> Changes in market share, access and status/ condition/ capacity/ severity of related trade-barriers</p> <p><i>Competitiveness:</i> Changes in returns to investments, costs and price trends, conformity to specific standards by: (1) sub-sector, (2) commodity, (3) space</p> <p><i>Diversity and sustainability:</i> Changes in diversity of actors participating in and benefitting from the agricultural innovation system based on gender, social group, age and space</p>	UNDP reports AU/ CAADP reports ReSAKSS reports FARA reports FARA annual reports CAADP M&E ReSAKSS reports, Ministries of Agriculture and Finance national accounts, World Bank and FAO reports	<ul style="list-style-type: none"> <li>Regional political and socio-economic conditions do not negate gains. Agricultural transformation and sustained inclusive agricultural growth continue to be key in continental, regional and national development strategies</li> <li>National and international contexts promote benefits (at this level). CAADP components increasingly contribute to a supportive agricultural environment</li> <li>Active coordination with other relevant non-agricultural R&amp;D sectors boosts positive response to the needs of the rural and urban poor</li> <li>Strengthened human resource and systemic capacity is developed/ attracted and retained in Africa</li> <li>National and international political and economic environments do not negate gains. Political leadership continues to ensure conducive and stable policy environment and evidence-based action improves public sector planning, implementation and review</li> </ul>

Objective hierarchy	Indicators	Sources of verification	Assumptions
			<ul style="list-style-type: none"> <li>HIV infection rates do not further undermine the ability of the African labour force to engage in agriculture</li> </ul>
	<b>Indicator 1:</b> Percentage increase in number of individuals, groups, organizations directly affected or reached by FARA interventions (disaggregated by gender)		
	<b>Indicator 2:</b> Percentage increase in core competencies, capabilities and capacities for innovation among targeted <i>(individual, organizational/ inter-organizational and/ or institutional)</i> Agricultural Research for Development (AR4D) actors		
	<b>Indicator 3:</b> Degree of stakeholder satisfaction with FARA performance and quality of products and services		
	<b>Indicator 4:</b> Level of annual contributions by African Governments and institutions to agricultural research funding		
<b>Key result 1:</b> African agricultural stakeholders determining how the sector should be transformed and establishing the needed collective actions in a gender-sensitive manner	<b>Indicator 1.1:</b> Number of Countries with AR&D agendas being influenced by the S3A (outcome of foresight studies, countries in which FAAP principles and guidelines have been embedded in CAADP national and/or regional compacts and AFSIPs)	FARA M&E progress reports SRO, REC and NARS reports CAADP/ IFPRI/ ReSAKSS reports GFAR Reports CGIAR annual reports S3A reports	<ul style="list-style-type: none"> <li>National and international political and socio-economic environment does not negate gains at this level while political leadership continues to ensure conducive and stable policy environment</li> <li>Adequate infrastructure (including ICT) and general systemic capacity is developed and maintained</li> <li>National policies, international events and unfair competition do not compromise gains</li> <li>Complementary and enabling policies and legal frameworks are developed and implemented</li> </ul>

Objective hierarchy	Indicators	Sources of verification	Assumptions
			<ul style="list-style-type: none"> <li>Increased systemic capacity, inclusiveness and evidence-based action improve public sector planning, implementation and review</li> <li>Transformational change stimulates greater stakeholder engagement and investment</li> <li>Targeted and coordinated support, capacity building, peer-review and learning generate institutional transformation</li> </ul>
	<p><b>Indicator 1.2:</b> Number of functional partnerships and platforms for agricultural innovation and trade established among African stakeholders, and between them and northern and southern partners</p> <p><b>Indicator 1.3:</b> Number of participants (directly) reached, participating or contributing to innovation platforms, consultations, workshops, meetings (individuals, institutions disaggregated by country, region, gender, stakeholder category)</p>		
<p><b>Key Result 2:</b> Strengthened and integrated continental capacity responding to stakeholder demands within the agricultural innovation system in a gender-sensitive manner</p>	<p><b>Indicator 2.1:</b> Number of institutions adopting FARA-initiated interventions or mechanisms for identifying, articulating and/ or addressing capacity needs</p>	<p>FARA M&amp;E progress reports</p> <p>Tertiary institutions' reports</p> <p>UniBRAIN initiative reports</p>	
	<p><b>Indicator 2.2:</b> Number of institutions (disaggregated by category) whose capacity development needs have been assessed and/ or supported (enhanced knowledge, skills and attitudes of individuals delivered through training workshops; changes in organizational design and culture, accountability, responsiveness, transparency and efficiency)</p>		

Objective hierarchy	Indicators	Sources of verification	Assumptions
	<b>Indicator 2.3:</b> Number of functional communities of practice for creating gender-sensitive capacities formed; and addressing identified capacity deficits in the design and implementation of AR4D programmes		
<b>Key result 3:</b> Creating an enabling environment for increased AR4D investment and implementation of agricultural innovation systems in a gender-sensitive manner	<b>Indicator 3.1:</b> Number of countries and RECs in which FAAP principles and guidelines have been embedded in CAADP national and/ or regional compacts and AFSIPs	Country and REC reports AU-NEPAD reports FARA reports	
	<b>Indicator 3.2:</b> Number of information and knowledge products/packages (briefs, reports, scientific papers and publications documentaries) produced and made available to stakeholders		
	<b>Indicator 3.3:</b> Number of stakeholders (individuals, institutions disaggregated by country, region, gender, stakeholder category) reached with information through continental information and knowledge sharing platforms (websites, publications, visual and social media)		
	<b>Indicator 3.4:</b> Number of platforms used for information delivery and exchange		
	<b>Indicator 3.5:</b> Degree of improvement in availability of ICTs (magnitude of ICT speed and capacity performance, reliability of internet access, equity, service quality, cost-effectiveness) amongst targeted NARS institutions		

## 3.3 Developing an integrated M&E system for FARA

### 3.3.1 M&E – ToC

RBM underscores the need to enhance the effectiveness of investments by linking outputs and outcomes with inputs and activities. MfDR is a RBM strategy that puts particular emphasis on: aligning programming, M&E with results; managing for and not by results; keeping measurement and reporting simple; and, using result-based information for learning and decision making. MfDR facilitates strategic planning, management of risks, and measuring outcomes with development results at the centre of consideration. It enhances objective and robust management and decision-making processes. MfDR is useful primarily in three important areas: strengthening internal capacity, enhancing the relevance and effectiveness of funded programs, and improving relations with partners and stakeholders.

Besides the roles and responsibilities for the FARA M&E system in promoting the principle of MfDR, the FARA Secretariat is responsible for contributing towards the following key areas:

- Setting up an integrated M&E system for tracking the performance of agricultural research, extension, education and training in Africa;
- Developing the requisite capacity to manage the integrated M&E system; and,
- Supporting strategic analyses to demonstrate outcomes and impacts of investments in agricultural research, extension, education and training in Africa.

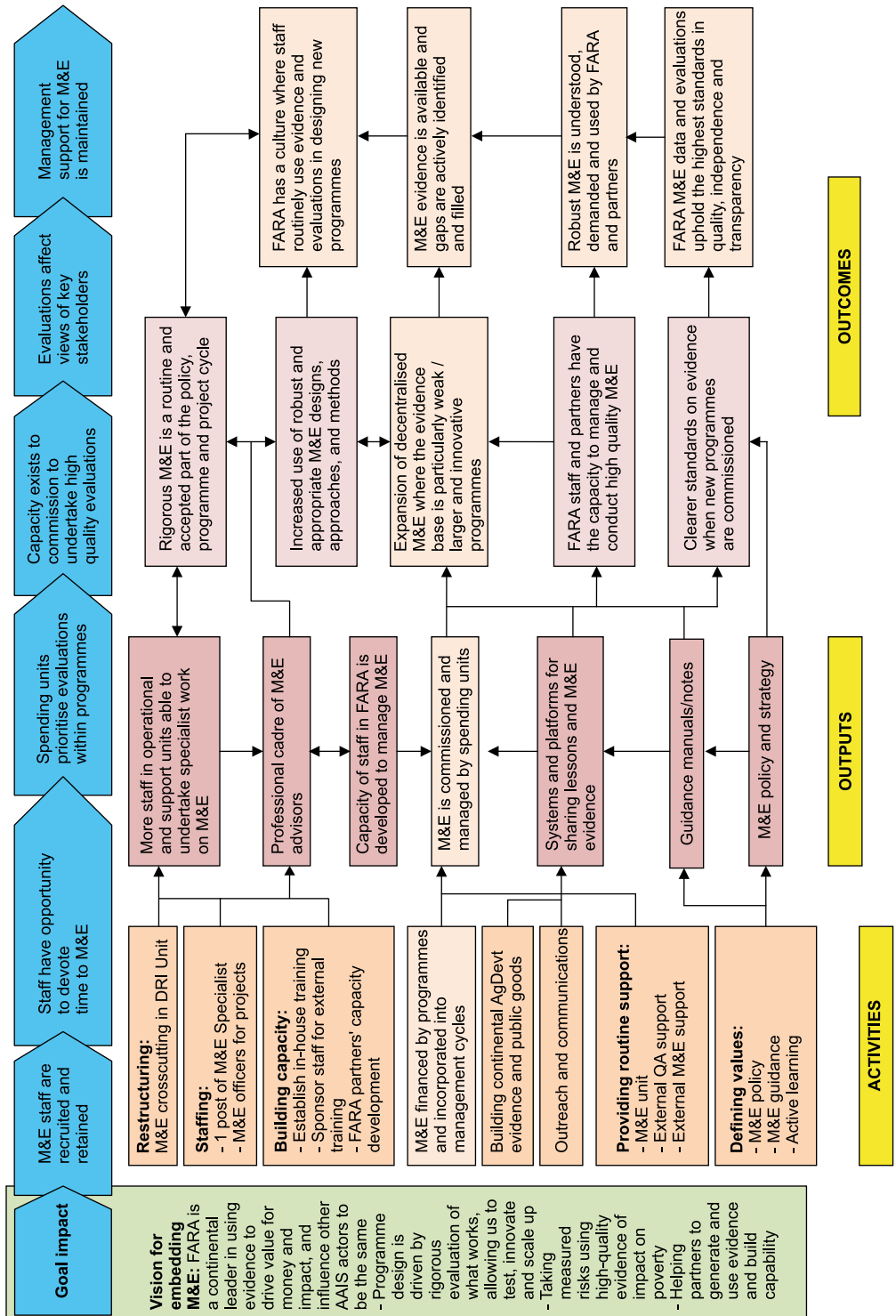
The M&E embedding process in FARA follows a ToC that represents as far as possible the intent and vision. The ToC presented in Figure 2 links eight key areas of activity with outputs, intermediate and final outcomes. The main objectives of embedding M&E include: increasing ownership of M&E by bringing it closer to the operational units, and improving the likelihood of staff acting on the findings as they would have initiated and/ or participated in the M&E processes. The idea of M&E as a culture implies that M&E is considered an integral part of the project cycle – as a core process rather than a separate activity built into project design from the beginning.

### 3.3.2 Establishing appropriate and integrated M&E systems at all levels

The CAADP agenda, as a strategic framework for harmonising and coordinating interventions for enhancing agricultural sector performance in Africa, provides the impetus for the development of an embedded PMF at the continental-, sub-regional and national-levels. Likewise, an overarching M&E framework for CAADP identifies a set of standard outcome and impact indicators for tracking performance. Given the diversity in socio-econo-political and agro-ecological conditions in Africa, some degree of variation in areas of focus is expected from the CAADP investment plans developed by the RECs and the NAFSIPs of individual countries. A set of custom indicators that reflects this diversity is therefore required to track these investments.

The FARA basic results framework presents the strategic development objective and intermediate outcomes. Through the process of indicator integration, FARA and partners will

Figure 2: Theory of change for embedding M&E in FARA



continue to identify common sets of standard and custom indicators in accordance with the CAADP M&E framework (Table 2) to guide consistency, systematic tracking of progress and the adjustments involved in the design of interventions during implementation. Tracking these indicators will facilitate comparative analysis of trends in performance across countries and sub-regions. At the same time, data on the custom indicators will provide critical information on specific country and sub-regional parameters. The indicators of all existing FARA supported interventions and projects have been reviewed and integrated, harmonised and/or rationalised with the standard indicators in the FARA corporate PMF. The process of indicator integration will ensure that the objectives and associated indicators of all new initiatives are aligned to the FARA PMF. The process of unpacking the standard indicators to reflect specific programme deliverables and responsibilities is illustrated in Annex 1.

FARA has developed a “Guidance Manual” for performance monitoring. The manual provides samples of protocols for data collection, analysis and reporting. A management information system, data entry, data quality, the efficient transmittal of data to a central database, and data utilisation guidelines will additionally be developed. This is very critical in the case of FARA where multiple agents are involved in providing data or reports for aggregation.

### **3.3.3 M&E system automation**

The FARA strategy for M&E automation is to develop a simple, technology-enabled monitoring approach that supports FARA managers, staff and partners at multiple levels to capture, analyse, visualise and report on progress in delivering work and achieving results. The monitoring approach should inform management and decision-making so that FARA can adapt more quickly and effectively while simultaneously learning about what is effective, and sensing changes in the environment. This will involve: (i) developing and implementing a practical monitoring approach that meets the needs of FARA and its stakeholders; (ii) building the capacity of FARA staff and key partners to populate and use the approach; and, (iii) creating clear data visualisation and reporting tools to communicate monitoring results to multiple audiences for more effective management and decision-making.

The RF will be used to communicate the progress and results of the interventions. The general approach will be to include results in a “dashboard”, highlighting only the key high-level objectives and outcomes/ outputs achieved. The RF will show the current status of the indicators using the change in the indicators from baseline to highlight the results. Thus, choosing the correct outcome indicator and connecting it to key intervention outputs should provide a powerful communication and dissemination tool to inform and gather support from key stakeholders. Where web-based data entry and reporting are not practical, provisions will be made for the next best means of transmission, such as the use of Excel templates, which can be transferred by email or hard copy.

FARA M&E data captures technical factors in the form of performance and impact indicators; time factors in the form of detailed periodic plans of various activities; and financial factors in the form of comparative budget forecasts and utilisation. The automation tool required



Table 2: Aligning the FARA indicators to the CAADP M&E framework

Level	CAADP results	FARA indicators
<b>Impact:</b> to which CAADP/ FARA contributes (indirect link)	<b>Agriculture's contribution to Africa socio economic growth and inclusive development:</b> wealth creation; economic opportunities and prosperity – jobs and poverty alleviation; improved food security and nutrition; resilience; environmental sustainability	
<b>Outcomes:</b> Changes in African agriculture resulting from the implementation of CAADP/ FARA interventions (a reflection on the performance of African agriculture)	<b>Agricultural transformation and sustained agricultural growth</b> <b>2.1</b> Increased agriculture production and productivity <b>2.2</b> Better functioning national agriculture and food markets and increased intra/ inter-regional trade <b>2.3</b> Expanded local agro-industry and value addition <b>2.4</b> Improved management and governance of natural resources for sustainable agricultural production	<b>High, broad-based and sustainable agricultural growth</b>  <i>Productivity:</i> Changes in real AgGDP growth-rate and factor productivity and use by: (1) sub-sector, (2) commodity, (3) gender, (4) socio-economic group, (5) space  <i>Markets:</i> Changes in market share, access and status/ condition/ capacity/ severity of related trade-barriers  <i>Competitiveness:</i> Changes in returns to investments, costs, and price trends, conformity to specific standards by: (1) sub-sector (2) commodity (3) space
<b>Results:</b> Added value of CAADP/ FARA support and interventions to institutional transformation. CAADP/ FARA operational effectiveness is measured at this level	<b>Strengthened systemic capacity for effective execution and delivery of results</b> <b>3.1</b> Improved and inclusive policy design and implementation capacity for agriculture  <b>3.2</b> More effective and accountable institutions to drive planning and implementation of public policies and investment programmes	<b>Strengthened African capacity for agricultural innovation with purposefully determined outcomes, creation of capacity for innovation and enabling environments for implementation</b>  <b>2.3</b> Number of functional communities of practice for creating gender-sensitive capacities formed and addressing identified capacity deficits in the design and implementation of AR4D programmes  <b>3.1</b> Number of countries and RECs in which FAAP principles and guidelines have been embedded in CAADP national and/ or regional compacts and AFSIPs  <i>Diversity and sustainability:</i> Changes in diversity of actors participating in and benefiting from the agricultural innovation system by gender, social group, age and space  <b>2.1</b> Number of institutions adopting FARA-initiated interventions or mechanisms for identifying, articulating and/ or addressing capacity needs

Level	CAADP results	FARA indicators
<p><b>3.3</b> More inclusive and evidence-based agricultural planning and implementation processes planning</p> <p><b>3.4</b> Improved coordination, partnerships and alliances within and across sectors and countries (regional trade and collaboration)</p> <p><b>3.5</b> Increased (public/private) investment financing in agriculture achieving better value for money</p> <p><b>3.6</b> Enhanced knowledge support and skills development for agriculture through improved S&amp;T, education and training; peer learning; analytical capacity and strategic thinking</p>		<p><b>1.1</b> Number of countries with AR4D agendas being influenced by the outcome of foresight studies</p> <p><b>1.2</b> Number of functional partnerships and platforms for agricultural innovation and trade established among African stakeholders and between them and northern and southern partners</p> <p><b>1.3</b> Number of participants reached, participating or contributing to innovation platforms, consultations, workshops, meetings (<i>individuals, institutions disaggregated by country, region, gender, stakeholder category</i>)</p>
		<p><b>Purpose-level indicator 4:</b> Level of annual contributions by African Governments and institutions to agricultural research funding</p> <p><b>3.5</b> Degree of improvement in availability of ICTs (magnitude of ICT speed and capacity performance, reliability of internet access, equity, service quality, cost-effectiveness) amongst targeted NARS institutions</p>
		<p><b>2.2</b> Number of institutions (disaggregated by category) whose capacity development needs have been assessed and/ or supported (enhanced knowledge, skills and attitudes of individuals delivered through training workshops; changes in organizational design and culture, accountability, responsiveness, transparency and efficiency)</p> <p><b>3.2</b> Number of information and knowledge products/ packages (briefs, reports, scientific papers and publications documentaries) produced and made available to stakeholders</p> <p><b>3.3</b> Number of stakeholders (individuals and institutions disaggregated by country, region, gender, stakeholder category) reached with information through continental information and knowledge sharing platforms (websites, publications, visual and social media)</p> <p><b>3.4</b> Number of platforms used for information delivery and exchange</p>

should be able to improve productivity by allowing data capture and processing for automated reporting and quick access to information. In addition, the tool should enable the normalisation of captured data by referencing input data to the Annual Work Programme / RF Matrix. It must also incorporate easy database query facilities to enable multi-criteria sorting on several aspects of monitoring, analysis of detailed data and on the identification of problem areas for rapid decision making. The tool should have the right set of functionalities, produce the right information for those exerting technical control on the various activities, and be highly interactive to provide direct access to key performance indicators.

The system, overall, should enable the linkage and export of data for further data processing and analysis, with a General User Information (GUI) environment that allows users with minimal IT skills, to navigate through the system. This requires:

- a) A data and application infrastructure that encourages best practices. The data and indicator templates should provide a structure that supports the best practices when it comes to data collection, metric-based planning and reporting by location and time
- b) Accessible and open data administered by provider to ensure data quality and integrity
- c) Data collection and analysis in real time
- d) User-driven data management to ensure sustainability without custom services
- e) Local to global collaboration – including interactive tools and applications, not just web pages of reports and maps
- f) Identifying and tracking indicators with context and traceability. Impact is measured based on quantifiable data and progress is tracked against goals – by location and time

The following strategy and actions will be required:

**1. Developing and implementing a practical FARA-wide monitoring approach, with an emphasis on:**

- Identifying existing data and information needs across FARA and analysing gaps to determine optimal strategy for monitoring data for the full portfolio of programmatic and operational work
- Designing and implementing a simple, technology-enabled approach to meet these data and information needs by collecting, storing, retrieving and analysing progress against targets in a near “real time” way
- Codifying and standardising monitoring processes and tools to ensure a common approach is used across teams, while addressing customised needs where appropriate (e.g., teams working on Time Bound Activities (TBAs) vs. teams working on the FARA finances)
- Guiding the development of any basic, cost-effective technological solutions that may be needed, using an iterative and adaptive approach
- Ensuring relevant data on outcome/ impact monitoring is captured appropriately and fed into the new monitoring and reporting approach in a timely way for a full picture of progress. Incorporating scanning data on changes in the external environment to help monitor and mitigate risks

- Ensuring relevant data related to grants and other resources are captured appropriately and fed into the new monitoring system in a timely way for a full picture of investments made
- 2. Building the capacity of FARA teams and key partners to populate and use the monitoring approach:**
  - Supporting programme and operations teams to populate and use the monitoring approach to track progress and manage their work by extracting useful, relevant information that can help them learn and adapt
  - Engaging with individual teams in developing short-term monitoring indicators related to strategy and plan delivery (typically connected to inputs, activities, and outputs), that will be integrated with outcomes and impact data in the monitoring approach
  - Ensuring the ability of the M&E function of FARA to use data for integrated reporting
- 3. Creating clear data visualisation and reporting tools to communicate monitoring results to multiple audiences for more effective management and decision-making:**
  - Developing tools to analyse and communicate progress for teams, and at a FARA-wide level using clear narratives and compelling data visualisation
  - Customising content at a range of levels for different stakeholders, including different sets of programme and operations staff, managers, the Board of Trustees and external stakeholders
  - Linking M&E results and lessons with the strategy and planning functions and ensuring that analysis informs dynamic strategy shaping and annual work programming
  - Identifying patterns and implications for the work of the FARA and advising accordingly

### 3.3.4 Strengthening the M&E capacity of CAADP-KIS institutions

The FARA M&E framework pitches on to the CAADP agenda and partially focuses on developing the capacity to track implementation and progress in the development and use of capacity for agricultural innovation in Africa in the areas of knowledge, information and skills. Together with the continental organizations, the NARS and other stakeholders, a targeted and comprehensive capacity improvement plan will be developed and implemented, paying special attention to the newly established organizations and the universities. Harmonisation of professional qualifications, competence requirements and quality standards will be an important consideration in facilitating capacity-building and cross-border business and professional opportunities.

Capacity-strengthening will focus on talent-management as the new approach for succession-planning that focuses on developing M&E champions and leaders within one's very own organization. Talent management ensures that the right people, with the right skills are in the right place, and that these people are engaged and focussed on the right activities to achieve targeted results. Successful organizations develop talent by establishing a culture of wellness and provide learning opportunities, by empowering people to be successful by allowing them to play to their strengths. FARA will provide concrete strategies to implement a

talent-management system that focusses on identifying, assessing and developing M&E talent, nurtures people to maximise their potential, and creates a workplace well positioned to face whatever challenges lie ahead.

FARA uses two main routes to increasing internal M&E capacity: creating dedicated M&E advisory posts in operational units, and also creating an M&E cadre able to undertake specialised work by drawing on staff working in a wide range of roles to support the development of M&E skills across the organization. The generation of internal capacity has been complemented by a programme of external capacity-building work with partners and the international development community. M&E experts provide professional advice to support the preparation and implementation of M&E plans and the commissioning, design and implementation of evaluations. They also have a quality assurance role in ensuring that monitoring and evaluations are well designed and executed.

The establishment of an M&E cadre seeks to recognise, embed and develop M&E skills among staff. This process shall be advanced through accreditation. All staff will be eligible to apply for accreditation irrespective of grade, role or qualifications. Individuals can apply for accreditation at levels 1 to 4 (i.e. “foundation”, “competent”, “skilled” and “expert”) and will be assessed against a competencies framework and FARA context-specific competencies. The core set shall be based on the competencies framework developed by the International Development evaluation association (IDEAS). The core competencies of M&E are basically the same regardless of where or for whom a practitioner or expert works. The cadre also will serve as a pool of highly skilled individuals to fill M&E posts. However, no mandatory link will be made between accreditation and recruitment. This means that, in some cases, individuals in M&E posts will not be formally accredited to the cadre. The M&E unit shall encourage interested staff to attend training and apply for accreditation. Accreditation to the M&E cadre shall recognise an individual’s professional qualifications, expertise and experience, thus providing FARA with an assured standard, while enabling the individual to apply for posts requiring such expertise, with the support of the M&E unit.

Another important part of the M&E role shall be developing and delivering training to FARA staff and other partners. The M&E unit envisages running two courses – “Principles of M&E” and “Development Evaluation in Practice” – aimed at developing M&E skills and knowledge among the FARA staff. The “Principles of M&E” training course is to be designed as a two-day basic course aimed at introducing staff to the concepts, principles and terminology used in M&E, and providing an overview of M&E theory, approaches and practices. The course shall be aimed at staff seeking accreditation at level 1 or 2. Internal training events shall be funded through the administrative budget, and largely delivered by staff.

“Development Evaluation in Practice” is to be designed as a four or five-day higher level course for M&E managers and practitioners who are looking to attain level 3 skills (although the course alone does not equip individuals to be accredited to level 3). It seeks to prepare participants for commissioning, conducting and using development evaluation. This course shall be outsourced with the possibility of running it in collaboration with the African Evaluation Association (AfrEA)

and the International Programme for Development Evaluation Training (IPDET). It shall also be open to staff partners.

In addition to the two courses, M&E workshops will be facilitated targeting M&E practitioners and other accredited cadre members (and even for generalist and administrative (including programme) staff who often have an important role in managing evaluations) to support the growing demand for rigorous M&E. In addition to training, there is a need to consider what further support programmes staff may require, in managing the increasing volume of M&E assignments. M&E cafes and networks are considered useful as an alternative to traditional classroom forms of training, as are online training modules. Increasingly there is a clear preference and demand for "learning by doing" in M&E, as this is where the real gains in expertise can be made. The pool of skills will not be fully utilised if preference is for the outsourcing of much of the work. Opportunities need to be created for the kind of hands-on learning, which is potentially a valuable area to develop further.

### **3.3.5 Assessing and establishing the outcomes and impacts of FARA investment**

Evidence suggests that investments in agricultural research play a key role in raising agricultural productivity and enhancing sustainability. In recent years, ever-increasing importance has been given to assessing the impact of agricultural research. This is for reasons of accountability and transparency as well as to ensure that limited financial resources are used in the most effective manner possible. Impact assessment can provide empirical evidence of the effectiveness of past investments and thereby ensure the continued support of governments and donors to agricultural research in the future.

FARA will track the outcomes and impacts of its investments by comparing progress against targets, through field inspection, third-party monitoring and commissioned impact studies - using different approaches, using models and tools to assess the impacts of the investments, and using the best practices for disseminating impact assessment results to policy-makers and other relevant stakeholders. Both ex-ante impact assessment (predicting the impacts that planned investments might have in the future), and ex-post (looking at the impacts after the investment is completed) assessments will be applied. FARA recognises that credible and objective impact evaluations are demanding, both in terms of data and in terms of analytical rigour. To the extent possible, FARA will partner with reputable think-tanks and Advanced Research Institutions (ARIs) to conduct the detailed evaluation studies.

### **3.3.6 Institutional arrangements for implementation**

The implementation of FARA interventions is based on wide consultation, participation and contribution of a broad range of stakeholders including Africa-based organizations and their International Cooperating Partners (ICPs), in order to create ownership for outputs and to internalise the principles upon which implementation is based. Action also occurs at various levels and scales of the Africa agricultural innovation landscape. This means that the M&E system has to take into account the several processes that take place at all these levels. The

involvement of all key stakeholders and actors in providing information to different processes and performances along the chain would improve decision-making and subsequent outcomes. The various levels, processes taking place at each level (Figure 3), and the sorts of issues to monitor and evaluate at each of the levels are outlined below.

## M&E at the Secretariat level

The overall monitoring of FARA interventions shall focus on assessing the processes of implementing its mandate, and paying particular attention to: (1) capacity to facilitate and/ or coordinate the development and harmonisation of processes and procedures for enhancing African agricultural innovation capacity; (2) role in facilitating the development and adoption of relevant policies, guidelines and other instruments to foster institutional cooperation and collective action for sustainable agricultural productivity and capacity development; (3) ability to develop implementation plans acceptable to stakeholders; (4) capacity to collaborate with ICPs to generate funds for the implementation of specific projects and programmes; (5) ability to facilitate the implementation and monitoring of supported projects and programmes; and, (6) ability to develop capacity-building programmes for various stakeholders. These functions imply joint planning, prior mutual agreements on commitments amongst diverse actors, and the attribution of outcomes to both joint and individual efforts.

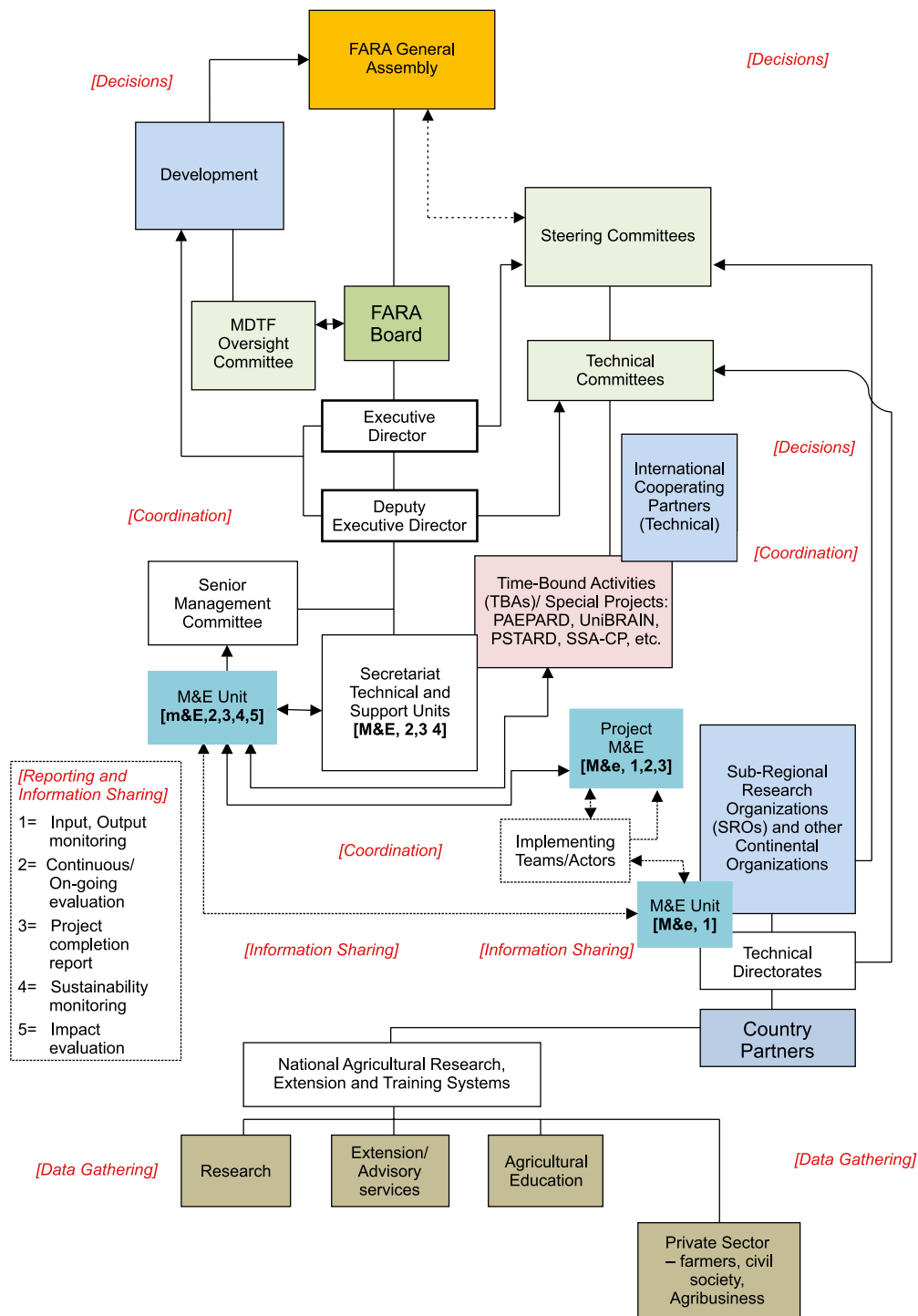
The key question for process monitoring of FARA interventions is ***“are activities happening according to plan and if not, what are the reasons?”*** The medium-term and annual work plans stipulate all the envisaged outputs, actions and stakeholders responsible for undertaking different activities for certain time periods. In tracking and reporting the agricultural sector’s performance in Africa, the FARA Secretariat will strive to delineate and attribute achievements from investments by individual countries, the SROs and those from resources mobilised directly by the Secretariat. In this regard, analysis of the Forum’s performance will focus on highlighting the collective achievements of all constituents in a given period, while that of the Secretariat will focus on the outcomes of its direct inputs in terms of the roles outlined above.

## Monitoring and Evaluation at the Secretariat level

The evaluation of FARA interventions shall focus on the achievement of outputs, purpose and targeted objectives. Each major FARA undertaking must be evaluated, during implementation and at or before closure. Independent evaluations focussing on corporate programme, policy issues and operations linked to the SP shall be commissioned by the Board, while other evaluations will be undertaken in accordance with agreements negotiated with ICPs. Evaluations will, in general, identify and disseminate lessons and knowledge gained through these evaluations to support improved programming and organizational learning.

The ARIs, through partnership arrangements to enhance analytical rigour and technical quality, will provide support in areas of data collection and analysis. The M&E reports from FARA, focussing on performance of agricultural research, extension and education systems, will be integrated in the overall CAADP M&E report.

**Figure 3: Structure of the FARA M&E system**





## Responsibilities for different entities

### A. FARA M&E unit

The M&E unit shall be responsible for the design, development, implementation and management of a practical FARA-wide performance M&E system and approach. Accordingly, the M&E unit is responsible for:

- a) Developing and updating the FARA corporate performance monitoring framework (results framework matrix or any other framework deemed relevant for PM&E)
- b) Developing the FARA corporate Performance Monitoring Plan (PMP) with a specific indicator reference document and procedures manual. These guidance materials and tools are meant to support policy and MTOP implementation in the programme units and cooperating agencies, and to advance M&E practices
- c) Developing a simple, technology-enabled monitoring approach that supports foundation managers at multiple levels to capture, analyse, visualise and report on progress in delivering work and achieving results
- d) Building the capacity of FARA teams and key partners to populate and use the monitoring approach
- e) Creating clear data visualisation and reporting tools to communicate monitoring results to multiple audiences for more effective management and decision-making
- f) Managing a regular cycle of outcome and impact M&E, producing evaluative knowledge products, and providing coaching and capacity-building in M&E to FARA staff and selected partners
- g) Assessing the degree to which the implementation process is in compliance with work-plans and budgets in order to ensure timely delivery of output
- h) Receiving and synthesising data and information generated by the implementing agencies following a well-defined reporting format based on agreed indicators
- i) Generating integrated performance reports and technical synthesis papers on FARA's performance and lessons learnt, for the management and the Board of Directors
- j) Ensuring that relevant data from outcome/ impact monitoring feeds is captured appropriately and feeds into the monitoring and reporting system in a concise and timely way to inform decision-making, improve practice and contribute to learning
- k) Commissioning and supervising impact assessment studies
- l) Monitoring and strengthening the internal M&E capacity of the Secretariat and fostering community and capacity development to support improvements in the capacity and competence of M&E units of the SROs and other pertinent continental agencies focussing on skills development to enhance the ability of the programme and support units and partners to monitor and evaluate the key areas of intervention
- m) Providing coaching, training and mentoring as appropriate for FARA teams and key partners to enable relevant, high quality and useful M&E for FARA

- n) Supporting innovation in approaches to evaluation and measurement that are useful and appropriate for the innovative nature of initiatives and the strategy of FARA, including innovations in technology-enabled M&E, gender and resilience and equity measurement
- o) Documenting and disseminating information on the outcomes and impact of FARA interventions on target beneficiaries; overseeing the production of evaluation knowledge products and reports for the senior leadership and Board of FARA, partners, peers, learning forums and the FARA website. This includes print and multi-media formats as well as creative and innovative ways of communicating M&E findings and lessons
- p) Conducting internal reviews of FARA programmes and projects
- q) Commissioning and facilitating organizational lesson-learning initiatives
- r) Facilitating and participating in external reviews
- s) Representing FARA at internal and external M&E events

**B. Executive Director**

- a) Championing organizational learning, causing and leading change necessary to implement the lessons learned
- b) Commissioning FARA-wide external reviews including mid-term and end-of-programme reviews
- c) Commissioning FARA-wide peer reviews for quality assurance

**C. Directors**

- a) Commissioning and supervising internal reviews of FARA programmes and projects
- b) Facilitating external reviews
- c) Preparing discussion and occasional papers on key lessons learned from the implementation and the outcome/ impact of FARA's interventions

**D. Programme Managers and Heads of Units (with support from the M&E unit)**

- a) Developing the programme, unit and projects' performance monitoring frameworks in accordance with the FARA corporate PMF
- b) Developing the PMPs for the programme, unit and projects
- c) Conducting regular visits to assess implementation progress
- d) Preparing performance reports together with performance data (and submitting to the M&E unit for consolidation)
- e) Organizing annual review and planning meetings to derive lessons learnt for the programme, unit and project
- f) Selecting appropriate programmes/ project for evaluation
- g) Preparing terms of reference for the evaluation of the selected programme/ project
- h) Determining evaluation criteria for the selection of the evaluation team

- i) Calling for evaluation proposal through public newspapers
- j) Selection of appropriate individual or team of evaluators on the basis of set evaluation criteria and terms of reference, and arranging for signing the contract agreement with the selected party
- k) Organizing discussion sessions with the evaluation team on the need and objectives of evaluation
- l) Discussing and finalising questionnaires based on the inception report submitted by the evaluator/s
- m) Holding discussions on the field report to ascertain whether it has been prepared as per the terms of reference and questionnaires of the evaluation
- n) Holding discussions with relevant stakeholders on the draft report to ascertain whether the comments, inputs and observations made in the field report have been incorporated
- o) Getting the final report incorporating the inputs and suggestions received during the discussion
- p) Incorporating the recommendations or suggestions of the final report in an Evaluation Action Plan, and moving towards necessary action

### Field-level monitoring

Whilst elements of M&E shall be outlined in the detailed work plans and project documents, the overall FARA intervention outputs and goals should be recognised in the whole tracking process. All interventions, which shall be managed by implementations teams, shall report to the line unit heads at the FARA Secretariat on progress related to activities as outlined in the annual plans. This means that all FARA supported activities shall develop annual work plans in line with issued guidelines. The key question for process monitoring at this level is ***“are things happening according to plan and if not, what are the reasons?”*** Answering this question requires the work plan and budget for each intervention, baseline data for each indicator, record keeping and data collection system for each output defining who should collect, analyse and write reports; and finally a reporting system.

The annual work plan for any intervention shall follow the general FARA format. The plan outlines what needs to be done during one financial year under consideration and identifies those FARA interventions and strategic objectives (results) that it contributes to. Based on the work plan, the M&E plan is also drawn up. The monitoring at project-level shall be in the form of monthly reports presented and discussed at review meetings by the project team, and quarterly reports to the line unit at FARA. The quarterly report should indicate plans for the quarter, and the achievements, constraints and challenges of the most recent quarter, and how they were overcome. At the end of each year, just before the next annual plan is developed, the project management shall organize a meeting to review performance on various activities. The result of this review is the revision of priorities and focussing activities to meet the project’s objectives.

Evaluation at project level shall review the progress made in fulfilling its agreed objectives, to evaluate the process of project preparation and design, its relevance to the intervention areas of FARA and to assess the efficiency and effectiveness with which resources have been used to generate results and achieve the project purpose with a special emphasis on sustainability. The evaluation shall (normally) be undertaken half way through the project life (mid-term review) and at the end of the project (end of project evaluation). Evaluations shall be undertaken by independent consultants, and shall measure the impact of the project upon the FARA objectives including the impact of the project's capacity-building activities. The evaluation will link the project to the overarching poverty and food insecurity reduction objective. The conclusions and recommendations of the evaluation will be used to help reorient project activities and to identify what further action is required at both the FARA and project level to strengthen the capacities implementation partners, and to foster uptake and up-scaling. The general responsibilities of the project teams for M&E shall be:

- a) Preparing and submitting M&E plans to the relevant programme directors
- b) Collecting and analysing relevant baseline and performance data and ensuring its safe storage and quick retrieval
- c) Preparing and submitting to relevant programme directors, performance reports and data
- d) Documenting and sharing lessons learned, and best practices arising from the programme/project implemented

### **Monitoring by RECs, SROs and NARS partners**

FARA shall observe the principle of subsidiarity in the implementation of the strategy. The integrated M&E system will be implemented at the continental, sub-regional and national levels. The RECs and SROs will track and report on the progress of implementation, outcomes and impacts of multi-country agricultural productivity, as well as their own investment programmes. Where they are sub-grantees to FARA-sourced funds, they will be obliged to track and report progress as specified in agreements and against a given set of indicators.

At the national level, where the CAADP agenda is primarily implemented, the NARES are expected to generate and manage data on key CAADP performance indicators. The standard and custom indicators will have been identified in the country NAFSIPs, agricultural sector common performance assessment frameworks, and the specific institutional results frameworks. The monitoring and reporting schedules will be guided by the country's National Integrated M&E System (NIMES). With support from ReSAKSS, they will synthesise and generate country-level CAADP performance reports. The FARA Secretariat will access the individual country performance data and reports through the CAADP M&E channels and, in coordination with AUC and NPCA, establish a continent-wide agricultural sector performance database.

## Annex 1: Framework for integrating and tracking FARA results<sup>1</sup>

Outcome indicators	Intermediate outcomes (key performance indicators)	Products and services (output indicators)	Activities (based on AWP&B 2014 and project documents)
<i>Productivity</i> : Changes in real AgGDP growth rate and factor productivity and use by: (1) sub-sector, (2) commodity, (3) gender, (4) socio-economic group, (5) space			<ul style="list-style-type: none"> <li>Productivity of targeted crops and technologies among participants and non-participants [PSTAD-Dissemination of New Agricultural Technologies in Africa (DONATA)]</li> </ul>
			<ul style="list-style-type: none"> <li>Field and household-level changes – use of new and improved technologies, use of inputs, changes in production and productivity (SSA-CP)</li> </ul>
<i>Markets</i> : Changes in market share, access and status/ condition/ capacity/ severity of related trade-barriers			
<i>Competitiveness</i> : Changes in returns to investments, costs, price trends, and conformity to specific standards by: (1) sub-sector, (2) commodity, (3) space			
<i>Diversity and sustainability</i> : Changes in diversity of actors participating in and benefiting from the agricultural innovation system based on gender, social group, age and space	<b>Visioning Africa's agricultural transformation:</b> with foresight, strategic analysis and partnerships to enable African agricultural stakeholders to determine how the industry should develop and plan how to get there, based on evidence and the combined strength of all stakeholders		

1. Indicators are displayed relative to the three priority areas; 2. Indicators are not necessarily placed in the same hierarchical positions occupied in the RF (this is of no consequence) but will be reported as anticipated by the RF; 3. The overall objective (goal) indicators are not included in the table, since FARA results just only contribute

Outcome indicators	Intermediate outcomes (key performance indicators)	Products and services (output indicators)	Activities (based on AWP&B 2014 and project documents)
<b>Overall:</b>	1.1 Number of Countries with AR4D agendas being influenced by the outcome of foresight studies	1.1.1 Number of major studies undertaken with the support of the Foresight Support Unit established in the FARA Secretariat	<ul style="list-style-type: none"> <li>Number of competitively commissioned time-bound foresight studies (1.1.2.1)</li> </ul>
a) Percentage increase in number of individuals, groups and organizations directly affected or reached by FARA interventions (disaggregated by gender)			
b) Percentage increase in core competencies, capabilities and capacities for innovation among targeted ( <i>individual, organizational/ inter-organizational and/ or institutional</i> ) AR4D actors		1.1.2 Number of new integrated planning and risk assessment tools for agricultural development and fore sighting	
c) Degree of stakeholder satisfaction with FARA performance and quality of products and services		1.1.3 Number of long-term continental and sub-regional agricultural research and investment initiatives established with full private-sector engagement	
d) Level of annual contributions by African Governments and institutions to FARA funding			
<b>PAEPARD:</b> Opinion of key actors (e.g. EC and AUC officials, leaders, experts, etc.) about the potential contribution of the types of partnerships conceptualised and promoted by PAEPARD towards the achievements of MDGs.		1.1.4 Number of national and international agricultural development scenarios assessed against different approaches and perspectives	<ul style="list-style-type: none"> <li>Number of country-CAADP implementation plans reviewed and found to embrace AR4D concept (SSA-CP)</li> </ul>
<ul style="list-style-type: none"> <li>Degree of interest and availability of African and European stakeholders to engage in AR4D multi-stakeholder platforms</li> </ul>		1.1.5 Number of identified priority areas in African agriculture for the application of emerging science and technology	

Outcome indicators	Intermediate outcomes (key performance indicators)	Products and services (output indicators)	Activities (based on AWP&B 2014 and project documents)
<ul style="list-style-type: none"> <li>Relevance of themes in the partnerships promoted/ facilitated/ mentored by PAEPARD to stakeholders (particularly "users")</li> </ul>		1.1.6 Number of identified priority investments needed to make scientific advances in African agriculture possible	
<ul style="list-style-type: none"> <li>Perception of non-traditional actors of their roles in the partnerships promoted/ facilitated/ mentored by PAEPARD</li> </ul>		1.1.7 Number of collaborative programmes and investments supported by the African science initiative	<ul style="list-style-type: none"> <li>Stakeholders increasingly recognise the added value of the S3A [Content of the S3A and its implementation arrangements reflect the opinions of stakeholders and provide accurate, relevant, verifiable data and information, and guidelines that stakeholders and their partners can use to make decisions] (1.3.2.1)</li> </ul>
<ul style="list-style-type: none"> <li>Positioning of MDGs and other objectives of African-European common interest and mutual benefit in European and African funding programmes targeting agricultural innovation</li> </ul>		1.1.8 Number of tools for gender mainstreaming developed as one of the focal areas in interactions and partnerships among farmers, research, education, extension and agri-business organizations	
<b>UniBRAIN</b> <ul style="list-style-type: none"> <li>Percentage increase in number of commercial viable enterprises established directly and indirectly through UniBRAIN activities</li> </ul>	1.2 Number of functional partnerships and platforms for agricultural innovation and trade among African stakeholders, and between them and northern and southern partners established.	1.2.1 Number of institutional, policy and market innovations (generated by existing innovation platforms) that have been identified and disseminated	<ul style="list-style-type: none"> <li>Empirical evidence on whether AR4D works (changes in patterns of interaction, linkages and social capital; levels of awareness and access to information to technical and operational issues; levels of knowledge, skills, attitude and practice of AR4D processes and research issues; performance of innovations [technological, social, policy, market], numbers reached and their perceptions) (SSA-CP)</li> </ul>
<ul style="list-style-type: none"> <li>Percentage increase in number of jobs created directly and indirectly through UniBRAIN activities</li> </ul>			

Outcome indicators	Intermediate outcomes (key performance indicators)	Products and services (output indicators)	Activities (based on AWP&B 2014 and project documents)
<b>SSA-CP</b> <ul style="list-style-type: none"> <li>Percentage increase in adoption and reliance on IAR4D (e.g. increase in involvement of non-traditional actors in AR4D)</li> </ul>		1.2.2 Number of best practices documented and disseminated through agricultural innovation platforms	<ul style="list-style-type: none"> <li>Guidelines, principles, methods and tools for implementing AR4D and for designing, implementing and analysing social experiments (SSA-CP)</li> <li>Databases – process, outcome and impact indicator variables (SSA-CP)</li> </ul>
<ul style="list-style-type: none"> <li>Percentage increase in investment towards supporting AR4D processes</li> <li>Percentage increase in human and institutional capacity for innovation among AR4D actors</li> </ul>		1.2.3 Percentage of CGIAR programmes that are systemically linked with CAADP country programmes	<ul style="list-style-type: none"> <li>Degree of alignment of the CGIAR climate-smart agriculture research programs (and the number of thematic proposals developed for collaboration) with those of the African research institutions (NORAD Proposal)</li> </ul>
		1.2.4 Number of foresight platforms established and operational at sub-regional level	<ul style="list-style-type: none"> <li>Number of multi institutional foresight platforms established and functional (1.1.3.1).</li> </ul>
		1.2.5 Number of agricultural technology Innovation Platforms (IPs) established	<ul style="list-style-type: none"> <li>Number and diversity of (European, African) stakeholders (individuals and organizations, disaggregated by stakeholder category) mobilised (PAEPARD)</li> </ul>
			<ul style="list-style-type: none"> <li>Number of proposals submitted to the calls (statistical analysis)(PAEPARD)</li> </ul>
			<ul style="list-style-type: none"> <li>Number of partnerships initiated, supported, mentored (through the call process, and through the federating themes approach lead by FOs ) (PAEPARD)</li> </ul>



Outcome indicators	Intermediate outcomes (key performance indicators)	Products and services (output indicators)	Activities (based on AWP&B 2014 and project documents)
			<ul style="list-style-type: none"> <li>Number of partnerships that have submitted eligible proposals to funding mechanisms (PAEPARD)</li> </ul>
			<ul style="list-style-type: none"> <li>Replications of AR4D processes and IPs, including number of IPs established in non-SSA-CP countries (SSA-CP)</li> </ul>
		1.2.6 Number of programmes for implementing priorities in country and regional AFSIPs designed with technical backstopping support by the CGIAR	
		1.2.7 Number of mapping tools and analytical resources applied for CAADP-CGIAR programme alignment	
	1.3 Number of participants reached, participating or contributing to innovation platforms, consultations, workshops, meetings ( <i>individuals, institutions disaggregated by country, region, gender, stakeholder category</i> )	1.3.1 Number of effective portals for sharing lessons and experiences to support the work of multi-stakeholder agricultural R&D partnerships (1.2.2)	<ul style="list-style-type: none"> <li>Number of times the website and blog have been accessed (disaggregated by region/ country) (PAEPARD)</li> <li>Number of pages (website and blog) visited (PAEPARD)</li> <li>Number of organizations registered on the web site (PAEPARD)</li> </ul>
		1.3.2 Number of institutions and programmes using the e-Capacity platform in target countries (2.2.3)	<ul style="list-style-type: none"> <li>Number of e-Capacities power users trained (2.2.1.1)</li> <li>Number of live and operational e-Capacities portals of partner organizations (2.2.1.1)</li> </ul>

Outcome indicators	Intermediate outcomes (key performance indicators)	Products and services (output indicators)	Activities (based on AWP&B 2014 and project documents)
		1.3.3 Number of NARS supported and reformed into multi-disciplinary, multi-institutional and multi-stakeholder learning and innovation systems through holistic analyses, reviews and monitoring (2.4.3)	<ul style="list-style-type: none"> <li>• Number of targeted countries whose NAIS have been assessed (2.4.2.1)</li> <li>• Degree of improvement in competency, capacity and capability in African institutions to plan and implement programmes and policies (NORAD Proposal)</li> </ul>
			<ul style="list-style-type: none"> <li>• Degree of adoption of CSA practices (including strengthened service industry) (NORAD Proposal)</li> </ul>
		1.3.4 Number of learning platforms developed and their use facilitated at national, sub-regional and continental levels (2.4.6)	
		1.3.5 Number of men and women using the learning platforms (2.4.7)	<ul style="list-style-type: none"> <li>• Number of people trained (by region/country and by stakeholder category) (PAEPARD)</li> </ul>
			<ul style="list-style-type: none"> <li>• Number of scientists trained at MSc degree level (PSTAD-DONATA)</li> </ul>
			<ul style="list-style-type: none"> <li>• Number of research and extension staff who have received short-term training (PSTAD-DONATA)</li> </ul>
			<ul style="list-style-type: none"> <li>• Number of training events (total number of training days) (PAEPARD)</li> </ul>
			<ul style="list-style-type: none"> <li>• Capacity of key stakeholders strengthened (PSTAD-DONATA)</li> </ul>
			<ul style="list-style-type: none"> <li>• Number of Fellows and Associate Fellows inducted into the Academy (1.1.2.1)</li> </ul>

Outcome indicators	Intermediate outcomes (key performance indicators)	Products and services (output indicators)	Activities (based on AWP&B 2014 and project documents)
			<ul style="list-style-type: none"> <li>Number of participants (individuals and institutions disaggregated by country, region, gender, stakeholder category) reached, participating, contributing to the platform consultations, workshops, training, and the quality of discussions and output (1.1.3.1)</li> </ul>
			<ul style="list-style-type: none"> <li>Number of NARS researchers and research managers participating in AR4D training and meetings (SSA-CP: 1.2.2.1)</li> </ul>
			<ul style="list-style-type: none"> <li>Number of stakeholders (individuals and institutions disaggregated by category) reached, participating, contributing to the studies (3.1.1.1)</li> </ul>
			<ul style="list-style-type: none"> <li>Number of participants (by country, region, gender, stakeholder category) and quality of discussions (content, level of contribution, satisfaction of participants with output) from the workshops (3.1.1.2)</li> </ul>
			<ul style="list-style-type: none"> <li>Number of experts entered in database, disaggregated by sub-region, gender and category (3.1.1.3)</li> </ul>
			<ul style="list-style-type: none"> <li>Number of stakeholders (individuals and institutions disaggregated by category) reached, participating, contributing to the FARA moderated debates and other events (3.1.1.3)</li> </ul>

Outcome indicators	Intermediate outcomes (key performance indicators)	Products and services (output indicators)	Activities (based on AWP&B 2014 and project documents)
			<ul style="list-style-type: none"> <li>Number of African scientists with better understanding, and engaged in research on climate change adaptation-mitigation specific issues (NORAD Proposal)</li> </ul>
			<ul style="list-style-type: none"> <li>Number and type (diversity) of stakeholders involved (participating in debates or contributing to documentation) in review of national and regional investment plan(s) with regard to existing or planned research on climate-smart agriculture related technical and political economy aspects (NORAD Proposal)</li> </ul>
			<ul style="list-style-type: none"> <li>Number and competencies of scientists in African universities and research institutes, and practitioners in the wider agricultural innovation system (AHC-STAFF)</li> </ul>
			<ul style="list-style-type: none"> <li>Number and diversity of stakeholders involved (participating in debates or contributing to documentation) in review of national and regional investment plans and development of capacity development strategies and proposals(AHC-STAFF)</li> </ul>
	<b>Integrating capacities for change:</b> by making the different actors aware of each other's capacities and contributions, and helping them to capitalise on their relative collaborative advantages for mutual benefit while also strengthening their own human and institutional capacities		

Outcome indicators	Intermediate outcomes (key performance indicators)	Products and services (output indicators)	Activities (based on AWP&B 2014 and project documents)
	2.1 Number of institutions adopting FARA-initiated interventions or mechanisms for identifying, articulating and/ or addressing capacity needs	2.1.1 Number of agribusiness innovations promoted to the commercialisation level (UniBRAIN)	<ul style="list-style-type: none"> <li>• Number of incubated start-ups generating surplus within two years of incubation</li> </ul>
			<ul style="list-style-type: none"> <li>• Revenue generated by start-up incubators from UniBRAIN activities</li> </ul>
			<ul style="list-style-type: none"> <li>• Number of existing businesses that are supported to expand, diversify and enter new markets</li> </ul>
			<ul style="list-style-type: none"> <li>• Number of assisted business reporting increased income/ decreased cost of production/ decreased operational time</li> </ul>
			<ul style="list-style-type: none"> <li>• Number of farm-families benefitting as suppliers to supported agribusinesses</li> </ul>
		2.1.2 Number of agribusiness graduates supported to develop into efficient entrepreneurs (UniBRAIN)	<ul style="list-style-type: none"> <li>• Number of jobs (permanent, temporary) created by UniBRAIN activities</li> </ul>
			<ul style="list-style-type: none"> <li>• Number of jobs (permanent, temporary) created in existing businesses as a result of UniBRAIN interventions</li> </ul>
			<ul style="list-style-type: none"> <li>• Number of university graduates (BSc, MSc) that benefit from improved agribusiness education through internships, attachments and reviewed agribusiness curriculum</li> </ul>

Outcome indicators	Intermediate outcomes (key performance indicators)	Products and services (output indicators)	Activities (based on AWP&B 2014 and project documents)
			<ul style="list-style-type: none"> <li>Number of university graduates (BSc, MSc) who have established own businesses with support from incubators within one year of graduation</li> </ul>
			<ul style="list-style-type: none"> <li>Number of university graduates (BSc, MSc) employed within six months of graduation</li> </ul>
		2.1.3 Number of new agripreneurships and business partnerships catalysed (UniBRAIN)	<ul style="list-style-type: none"> <li>Number of innovation incubators developed outside the initial winning consortia based on the UniBRAIN model</li> </ul>
			<ul style="list-style-type: none"> <li>Number of innovation incubators for which establishment is in the pipeline</li> </ul>
			<ul style="list-style-type: none"> <li>Number of additional universities taking up UniBRAIN improved agricultural education products other than revised curricula</li> </ul>
			<ul style="list-style-type: none"> <li>Number of additional universities taking up UniBRAIN revised curricula</li> </ul>
			<ul style="list-style-type: none"> <li>Number of programme-wide public goods/ services funded through incubator contributions (UniBRAIN: 2.1.1,3)</li> </ul>
		2.1.4 Number of men and women involved in the new agripreneurship and business partnerships (UniBRAIN)	<ul style="list-style-type: none"> <li>Number of (male, female, youth) graduates (BSc, MSc) that benefit from improved agribusiness education through internships, attachments and reviewed agribusiness curriculum</li> </ul>

Outcome indicators	Intermediate outcomes (key performance indicators)	Products and services (output indicators)	Activities (based on AWP&B 2014 and project documents)
			<ul style="list-style-type: none"> <li>Number of (male, female, youth) university graduates (BSc, MSc) who have established own businesses with support from incubators within one year of graduation</li> </ul>
			<ul style="list-style-type: none"> <li>Number of (male, female, youth) university graduates (BSc, MSc) employed within six months of graduation</li> </ul>
		2.1.5 Number of innovative outputs, experiences and practices shared and scaled up	<ul style="list-style-type: none"> <li>Number of farmers and other stakeholders having access to proven technologies (PSTAD-DONATA)</li> </ul>
			<ul style="list-style-type: none"> <li>Number of IPTAs established and operating (PSTAD-DONATA)</li> </ul>
			<ul style="list-style-type: none"> <li>Number of functional multi-stakeholder partnerships established around IPTAs (PSTAD-DONATA)</li> </ul>
			<ul style="list-style-type: none"> <li>Level of stakeholder satisfaction with the technologies and innovation (PSTAD-DONATA)</li> </ul>
			<ul style="list-style-type: none"> <li>Stakeholders increasingly adopt guidelines for cross-country sharing of lessons that result in better youth and women's employment policy formulation (2.1.2.2)</li> </ul>
			<ul style="list-style-type: none"> <li>Number of documented stakeholder validated poverty reduction technologies and innovations (2.3.1.2)</li> </ul>

Outcome indicators	Intermediate outcomes (key performance indicators)	Products and services (output indicators)	Activities (based on AWP&B 2014 and project documents)
		2.1.6 Number of African Forum for Agricultural Advisory Services (AFAAS) and TAE programmes integrated as part of the whole agricultural innovation system in Africa	<ul style="list-style-type: none"> <li>• Number of e-capacities related services delivered to stakeholders by AFAAS (2.1.2.3)</li> <li>• Number of stakeholders requesting services of AFAAS through the e-capacity network (2.1.2.3)</li> </ul>
		2.1.7 Number of TAE, extension, research and business programmes actively integrated in the implementation of country CAADP programmes	
		2.1.8 Number of analysis reports documenting evidence to support increased investments in capacity strengthening	<ul style="list-style-type: none"> <li>• Stakeholders increasingly adopt recommendations for addressing human capacity needs to achieve projected yields (2.4.1.1)</li> </ul>
			<ul style="list-style-type: none"> <li>• Number of key commodities identified in each of the country-NAFSIPs and programmes whose yield gaps and productivity projections have been determined and documented (AHC-STAFF)</li> </ul>
			<ul style="list-style-type: none"> <li>• Amount (and quality) of local, circumstance-specific human capital and productivity data and information disseminated and being used in country and regional level programme and policy design, and evaluation exercises (AHC-STAFF)</li> </ul>
		2.1.9 Number of gender disaggregated evidence-based analysis reports available	



Outcome indicators	Intermediate outcomes (key performance indicators)	Products and services (output indicators)	Activities (based on AWP&B 2014 and project documents)
		2.1.10 Number of best practices for technology introduction and dissemination reviewed and improved to incorporate all levels of the agricultural value chain	
		2.1.11 Number of methodologies for monitoring institutional change developed, validated and popularised	
		2.1.12 Number of best practices for human and institutional capacity-strengthening, tested and scaled up	
	2.2 Number of institutions (disaggregated by category) whose capacity development needs have been assessed and/ or supported (enhanced knowledge, skills and attitudes of individuals delivered through training workshops; changes in organizational design and culture, accountability, responsiveness, transparency and efficiency)	2.2.1 A functional capacity database on sources of agricultural R&D expertise in and outside Africa	<ul style="list-style-type: none"> <li>Evidence of existence of inventories of available and required competencies, knowledge and skills (AHC-STAFF)</li> <li>Evidence of existence of inventories of available and required human resources by level of training, gender, and commodity value chain (AHC-STAFF)</li> </ul>
		2.2.2 A functional e-Capacity platform and knowledge centre	
		2.2.3 Level of progressive improvement on the status of supply and demand for agricultural innovation research and capacities	<ul style="list-style-type: none"> <li>Increases in investments by targeted institutions and countries in capacity development (AHC-STAFF)</li> </ul>

Outcome indicators	Intermediate outcomes (key performance indicators)	Products and services (output indicators)	Activities (based on AWP&B 2014 and project documents)
			<ul style="list-style-type: none"> <li>Improvements in appropriateness of deployment of human resources and physical infrastructure by numbers, levels of knowledge, skills and competencies, linkages and collaborations (AHC-STAFF)</li> </ul>
			<ul style="list-style-type: none"> <li>Changes in the levels of access and use of knowledge, information and technological advancements, skills and in orientation/ responsiveness of capacity strengthening efforts towards demand (AHC-STAFF)</li> </ul>
			<ul style="list-style-type: none"> <li>Changes in levels of improvements in service delivery, research outputs, trained personnel, facilities and structures, etc. (AHC-STAFF)</li> </ul>
		2.2.4 Number (and extent of support) of agricultural sectors supported by Centres of Excellence	
	2.3 Number of functional communities of practice for creating gender-sensitive capacities and addressing identified capacity deficits in the design and implementation of AR&D programmes	2.3.1 Number of research and capacity-strengthening initiatives identified, analysed and strengthened	<ul style="list-style-type: none"> <li>Evidence of existence of stakeholder and country-endorsed compendia of actions with activities targeted on demand-oriented capacity-strengthening priorities (AHC-STAFF)</li> </ul>
			<ul style="list-style-type: none"> <li>Number of proposals submitted for funding to potential/ prospective donors(AHC-STAFF)</li> </ul>

Outcome indicators	Intermediate outcomes (key performance indicators)	Products and services (output indicators)	Activities (based on AWP&B 2014 and project documents)
			<ul style="list-style-type: none"> <li>Amount (and quality) of local, circumstance-specific human capital and productivity data and information disseminated, and being used in country and regional programmes, policy design and evaluation exercises(AHC-STAFF)</li> </ul>
			<ul style="list-style-type: none"> <li>Degree of improvement in competency, capacity and capability in African institutions to plan and implement human capital development programmes and policies (AHC-STAFF)</li> </ul>
			<ul style="list-style-type: none"> <li>Degree of adoption of recommended practices, procedures, etc. (AHC-STAFF)</li> </ul>
		2.3.2 Number of new public-private and private-private agripreneurship and business partnerships supported to improve curricula and quality of learning	
		2.3.3. Number of user-friendly and gender-sensitive approaches for human and institutional capacity strengthening, developed and promoted especially among rural communities	

Outcome indicators	Intermediate outcomes (key performance indicators)	Products and services (output indicators)	Activities (based on AWP&B 2014 and project documents)
		2.3.4 Number of countries actively supported in the design and implementation of CAADP compacts and investment plans	
		2.3.5 Number of CGIAR and other IARCs actively involved in promoting successful implementation of CAADP processes at national and regional levels	
	<b>Enabling environment for implementation:</b> through advocacy and communication to generate enabling policies and ensure that they get the stakeholder support required for their implementation		
	3.1 Number of countries and RECs in which FAAP principles and guidelines have been embedded in national and/ or regional Compacts and AFSIPs	3.1.1 Proportion of national and regional CAADP compacts with FAAP principles and guidelines embedded	<ul style="list-style-type: none"> <li>Number of country investments plans technically reviewed.</li> <li>Number of AR&amp;D FAAP compliant country programmes formulated.</li> </ul>
		3.1.2 Level of standardisation/ integration and application of M&E system for tracking adherence to FAAP principles and guidelines in the development of Agricultural Productivity Projects ( APPs)	<ul style="list-style-type: none"> <li>Evidence of quantitative measures in achieving goals and objectives and existence of outcomes to provide useful communication data about the program (UniBRAIN – 2.1.1.1)</li> </ul>
			<ul style="list-style-type: none"> <li>Evidence of adequacy of capacities, knowledge and skills to guide program implementation, fully implement agreed procedures and processes(UniBRAIN – 2.1.1.1)</li> </ul>

Outcome indicators	Intermediate outcomes (key performance indicators)	Products and services (output indicators)	Activities (based on AWP&B 2014 and project documents)
			<ul style="list-style-type: none"> <li>Degree of implementation of agreed activities against targets (UniBRAIN – 2.1.1.2)</li> </ul>
			<ul style="list-style-type: none"> <li>Extent (and timeliness) to which M&amp;E information is used for instituting corrective measures for identified bottlenecks (UniBRAIN – 2.1.1.2)</li> </ul>
			<ul style="list-style-type: none"> <li>Stakeholders increasingly recognise the added value/ endorse/ adopt the recommendations (3.1.1.1)</li> </ul>
			<ul style="list-style-type: none"> <li>Levels of improvement in staffing, staff KIS, infrastructure and technology deployment (2.4.1.2)</li> </ul>
			<ul style="list-style-type: none"> <li>Quality of M&amp;E - completion of tasks, including sufficient collection, analysis, dissemination and use of valid, reliable, comprehensive monitoring data (2.4.1.2)</li> </ul>
			<ul style="list-style-type: none"> <li>Degree of implementation of agreed activities, and of processing, dissemination of data and information (3.1.3.1)</li> </ul>
			<ul style="list-style-type: none"> <li>Level of quality and maintenance of databases, accessibility and use of M&amp;E data and information (3.1.3.1)</li> </ul>
			<ul style="list-style-type: none"> <li>Levels of alignment of capabilities and capacities, engagement and diversity of dialogue and relationships for planning, coordinating and managing M&amp;E (3.5.2.1)</li> </ul>

Outcome indicators	Intermediate outcomes (key performance indicators)	Products and services (output indicators)	Activities (based on AWP&B 2014 and project documents)
			<ul style="list-style-type: none"> <li>Levels of adoption and use of standardised processes (3.5.2.1)</li> </ul>
		3.1.3 Quality of system for mobilising technical assistance for the CAADP Technical Group of Experts (TGE)	
		3.1.4 Level of harmonisation of investments in African agricultural innovation systems	
		3.1.5 Proportion of FARA budget representing new pan-African agricultural R&D initiatives emerging in response to demand expressed by FARA's constituents	
	3.2 Number of information and knowledge products/ packages ( <i>briefs, reports, scientific papers, publications and documentaries</i> ) produced and made available to stakeholders (e.g. including extent to which papers meet agreed standards, number/ proportion of policy issues where recommendations are largely endorsed, etc.)	3.2.1 Number of policy analysis studies undertaken and evidence generated to support advocacy campaigns	<ul style="list-style-type: none"> <li>Number of key policy documents documenting/ actions needed to address the main barriers to scaling up agricultural practices, lessons related to scaling up climate-smart agriculture (including issues related to gender and inter-generational equity) shared, and/ or tabled to the AU continental and regional policy, and priority setting dialogue and decision in the context of the "Sustaining CAADP Momentum" (NORAD Proposal)</li> </ul>

Outcome indicators	Intermediate outcomes (key performance indicators)	Products and services (output indicators)	Activities (based on AWP&B 2014 and project documents)
			<ul style="list-style-type: none"> <li>Extent to which recommendations from the study have been adopted and incorporated into the Science Agenda for African Agriculture (NORAD Proposal)</li> </ul>
		3.2.2 Number of documented successes and failures in African agricultural R&D undertaken to enhance evidence-based CAADP policy-making process	<ul style="list-style-type: none"> <li>Number of briefing papers (on identified trends and emerging issues, utility of emerging sciences and requirements for use, alternative approaches as elucidated from foresight studies) tabled to the Forum and other forums (1.1.2.1)</li> </ul>
			<ul style="list-style-type: none"> <li>Number of documented outputs from the established foresight platforms (1.1.3.1)</li> </ul>
			<ul style="list-style-type: none"> <li>Number of documents uploaded on the project repository and made available publicly (PAEPARD)</li> </ul>
			<ul style="list-style-type: none"> <li>Number of country-based case studies of successful examples of scaling up sustainable agricultural practices, and the policies and resources that were needed to overcome the barriers to scaling up concluded (NORAD Proposal)</li> </ul>

Outcome indicators	Intermediate outcomes (key performance indicators)	Products and services (output indicators)	Activities (based on AWP&B 2014 and project documents)
		3.2.3 Number of best practices for enhancing agricultural innovation in Africa, published and disseminated	<ul style="list-style-type: none"> <li>• Number of publications and knowledge products shared (3.5.2.1)</li> <li>• Amount (and quality) of local, circumstance-specific political economy data and information on climate-smart agriculture disseminated and being used in country, regional programme and policy design and evaluation exercises (NORAD Proposal)</li> </ul>
	3.3 Number of stakeholders ( <i>individuals, institutions disaggregated by country, region, gender, stakeholder category</i> ) reached with information through continental information and knowledge-sharing platforms ( <i>websites, publications, visual and social media</i> )	3.3.1 Number of high-level delegates participating in each convened continental platform for advocacy and communicating policy issues (at least 30% women)	<ul style="list-style-type: none"> <li>• Number of decision makers reached through advocacy material (disaggregated by category) (PAEPARD)</li> <li>• Number of decision makers participating in project (PAEPARD) organized events (disaggregated by category)</li> </ul>
		3.3.2 Number of users accessing the continental information-exchange platforms (RAILS and FARA portal)	<ul style="list-style-type: none"> <li>• Number of users accessing the platform (2.3.1.1)</li> </ul>
			<ul style="list-style-type: none"> <li>• Number of users trained to use and maintain the African AIS portals (3.3.1.1)</li> </ul>
			<ul style="list-style-type: none"> <li>• Number of users accessing information and knowledge through the continental portals (3.3.1.1)</li> </ul>



Outcome indicators	Intermediate outcomes (key performance indicators)	Products and services (output indicators)	Activities (based on AWP&B 2014 and project documents)
			<ul style="list-style-type: none"> <li>Number of users (by gender, stakeholder category) accessing learning and innovation platforms and/ or satisfied with the technologies and innovations on offer (3.3.2.1)</li> </ul>
			<ul style="list-style-type: none"> <li>Number of training events and participants (by stakeholder category, gender) (3.3.2.1)</li> </ul>
			<ul style="list-style-type: none"> <li>Number of participants (and training days) by country/ region, gender, stakeholder category, type of training (3.3.4.1)</li> </ul>
			<ul style="list-style-type: none"> <li>Traffic and volume of technical information deposited on the website and social media pages</li> </ul>
			<ul style="list-style-type: none"> <li>Number of gender disaggregated users accessing information on AR4D through FARA's website and social media pages</li> </ul>
			<ul style="list-style-type: none"> <li>Level of recognition of FARA at national, sub-regional, regional and international fora amongst diverse stakeholders</li> </ul>
			<ul style="list-style-type: none"> <li>Volume of media coverage for FARA events</li> </ul>
			<ul style="list-style-type: none"> <li>Number and quality of photographs in FARA's photographic library</li> </ul>
			<ul style="list-style-type: none"> <li>Level of adoption of communication strategy</li> </ul>

Outcome indicators	Intermediate outcomes (key performance indicators)	Products and services (output indicators)	Activities (based on AWP&B 2014 and project documents)
			<ul style="list-style-type: none"> <li>• Volume of gender-sensitive technical information deposited on the mobile app</li> <li>• Number of users downloading mobile app disaggregated by gender</li> </ul>
		3.3.3 Number of users accessing DONATA learning and innovation platforms	
		3.3.4 Proportion of targeted beneficiaries, NARS and SROs adopting improved innovation-systems approaches	<ul style="list-style-type: none"> <li>• Level of satisfaction with reliability of internet access and content of the knowledge portals</li> </ul>
	3.4 Number of platforms used for information delivery and exchange	3.4.1 Number of continental platforms established and facilitated	<ul style="list-style-type: none"> <li>• Number of subscribers from different categories of AR4D stakeholders engaged in discussions on the virtual platform (1.2.3.1)</li> <li>• Number of themes/ subjects discussed on the D-group platform (1.2.3.1)</li> <li>• Number of participants and quality of discussions/ reports from the e-Consultations, workshop, using the self-assessment tool (2.4.3.1)</li> <li>• Number of participants and quality of discussions from consultative workshops (2.4.4.1)</li> <li>• Number of participants and quality of discussions</li> <li>• Number of stakeholders (individuals and institutions disaggregated by category) reached, participating, contributing to the studies</li> </ul>

Outcome indicators	Intermediate outcomes (key performance indicators)	Products and services (output indicators)	Activities (based on AWP&B 2014 and project documents)
			<ul style="list-style-type: none"> <li>Number of thematic networks established on the eRAILS online system (3.3.1.1)</li> </ul>
			<ul style="list-style-type: none"> <li>Number of key issues affecting agricultural innovation raised/ posted for discussion through the FARAnet online D-groups (3.3.1.1)</li> </ul>
			<ul style="list-style-type: none"> <li>Number of IPTAs and multi-stakeholder partnerships around IPTAs established and operating</li> </ul>
	3.5 Degree of improvement in availability of ICTs ( <i>magnitude of ICT speed and capacity performance, reliability of internet access, equity, service quality, cost-effectiveness</i> ) amongst targeted NARS institutions	3.5.1 Increase in the number of interlinked knowledge-management portals addressing emerging issues	<ul style="list-style-type: none"> <li>(Magnitude of) ICT speed and capacity performance of existing NARS institutes (PSTAD-RAILS)</li> <li>Trained research and extension staff increasingly use and maintain the African AIS portal (level of use and maintenance of AAIS by trained research and extension staff?) (PSTAD-RAILS)</li> </ul>
			<ul style="list-style-type: none"> <li>(Extent) NARS share knowledge and information through websites, publications and visual media (PSTAD-RAILS)</li> </ul>
			<ul style="list-style-type: none"> <li>Level of participants' satisfaction with reliability of internet access and with the content of eRAILS (PSTAD-RAILS)</li> </ul>
		3.5.2 Number of open-access agricultural information platforms inter-linked by RAILS	

Outcome indicators	Intermediate outcomes (key performance indicators)	Products and services (output indicators)	Activities (based on AWP&B 2014 and project documents)
		3.5.3 Number of gender-sensitive tools for capturing, packaging and disseminating agricultural information for trade and investment, identified and applied	<ul style="list-style-type: none"> <li>Existence of functional communication</li> <li>Number, quality and availability of FARA knowledge products and services</li> </ul>
			<ul style="list-style-type: none"> <li>Number of tools for communication and information-sharing being used/developed</li> </ul>
		3.5.4 Number of knowledge management strategies introduced, supporting agricultural R&D	
		3.5.5 Proportion of identified needs and constraints in the functioning of innovation platforms at intra- and inter-regional levels in Africa, validated	
		3.5.6 Proportion of intra-Africa agricultural information and knowledge systems that are ICT-based	<ul style="list-style-type: none"> <li>Number of IPTAs using relevant ICT tools in information and knowledge management</li> </ul>
		3.5.7 Proportion of FARA constituent institutions in Africa, applying standardised M&E systems for inter-linked and complementary communication strategies and systems for agricultural development	
		3.5.8 Proportion of needs and demands for communication among agricultural knowledge systems for Africa's agriculture, satisfied	

## Acronyms and abbreviations

AFAAS	African Forum for Agricultural Advisory Services
AfrEA	African Evaluation Association
AAIS	African Agricultural Innovation System
AFSIP	Agriculture and Food Security Investment Plan
APP	Agricultural Productivity Projects
AR4D	Agricultural Research for Development
ARI	Advanced Research Institute
AU	African Union
AUC	African Union Commission
CAADP	Comprehensive Africa Agricultural Development Programme
CGIAR	Consultative Group for International agricultural Research
DAC	Development Assistance Committee
DP	Development Partners
DONATA	Dissemination of New Agricultural Technologies in Africa
EC	European Commission
FAAP	Framework for African Agricultural Productivity
FARA	Forum for Agricultural Research in Africa
FO	Farmers Organisation
GDP	Gross Domestic Product
GFAR	Global Forum for Agricultural Research
GUI	General User Information
IARC	International Agricultural Research Centre
ICP	International Cooperating Partners
ICT	Information and Communication Technology
IDEAS	International Development Evaluation Association
IE	Impact Evaluation
IFPRI	International Food Policy Research Institute

IPs	Innovative Platforms
IPTA	Innovation Platform for Technology Adoption
KIS	Knowledge, Information and Skills
MfDR	Managing for Development Results
MDG	Millennium Development Goal
M&E	Monitoring and Evaluation
MoU	Memorandum of Understanding
MDTF	Multi-Donor Trust Fund
MTOP	Medium-Term Operational Plan
MAF	Mutual Accountability Framework
NAIS	National Agricultural Innovation System
NARI	National Agricultural Research Institute
NARS	National Agricultural Research System
NARES	National Agricultural Research and Extension System
NEPAD	New Partnership for Africa's Development
NIMES	National Integrated M&E System
NORAD	Norwegian Agency for Development Cooperation
NPCA	NEPAD Policy and Coordinating Agency
NSF	Networking Support Function
OECD	Organisation for Economic Cooperation and Development
PAEPARD	Platform for African – European Partnership on Agricultural Research for Development
PMF	Performance Monitoring Framework
PMP	Performance Monitoring Plan
PSTAD	Promotion of Science and Technology for Agricultural Development
RBM	Results Based Management
R&D	Research and Development
REC	Regional Economic Community
ReSAKSS	Regional Strategic Analysis and Knowledge Support System
RF	Results Framework
S3A	Science Agenda for Agriculture in Africa
SDG	Sustainable Development Goal
SP	Strategic Plan
SRO	Sub-Regional Organization
SSA	Sub-Saharan Africa
S&T	Science and Technology
TBA	Time Bound Activity
ToC	Theory of Change
TAE	Tertiary Agricultural education
TGE	Technical Group of Experts
UniBRAIN	Universities, Business and Research in Agricultural Innovation

## About FARA

The Forum for Agricultural Research in Africa (FARA) is the apex continental organisation responsible for coordinating and advocating for agricultural research-for-development. (AR4D). It serves as the entry point for agricultural research initiatives designed to have a continental reach or a sub-continental reach spanning more than one sub-region.

FARA serves as the technical arm of the African Union Commission (AUC) on matters concerning agricultural science, technology and innovation. FARA has provided a continental forum for stakeholders in AR4D to shape the vision and agenda for the sub-sector and to mobilise themselves to respond to key continent-wide development frameworks, notably the Comprehensive Africa Agriculture Development Programme (CAADP).

FARA's vision: Reduced poverty in Africa as a result of sustainable broad-based agricultural growth and improved livelihoods, particularly of smallholder and pastoral enterprises.

FARA's mission: Creation of broad-based improvements in agricultural productivity, competitiveness and markets by continental-level strengthening of capacity for agricultural innovation.

FARA's Value Proposition: Strengthening Africa's capacity for innovation and transformation by visioning its strategic direction, integrating its capacities for change and creating an enabling policy environment for implementation.

- FARA's strategic direction is derived from and aligned to the Science Agenda for Agriculture in Africa (S3A), which is in turn designed to support the realization of the CAADP vision. FARA's programme is organized around three strategic priorities, namely: Visioning Africa's agricultural transformation with foresight, strategic analysis and partnerships to enable Africa to determine the future of its agriculture, with proactive approaches to exploiting opportunities in agribusiness, trade and markets, taking best advantage of emerging sciences, technologies and risk mitigation and using the combined strengths of public and private stakeholders.
- Integrating capacities for change by making the different actors aware of each other's capacities and contributions, connecting institutions and matching capacity supply to demand to create consolidated, high-capacity and effective African agricultural innovation systems exploiting relative institutional collaborative advantages to mutual benefit while also strengthening their own human and institutional capacities
- Enabling environment for implementation, initially through evidence-based advocacy, communication and widespread stakeholder awareness and engagement and to generate enabling policies, and then ensure that they get the stakeholder support required for the sustainable implementation of programmes for African agricultural innovation

Key to this is the delivery of three Key Results, which respond to the strategic priorities expressed by FARA's clients. These are:

Key Result 1: Stakeholders determine how the sector should be transformed and undertake collective actions in a gender-sensitive manner

Key Result 2: Strengthened and integrated continental capacity responding to stakeholder demands within the agricultural innovation system in a gender-sensitive manner

Key Result 3: Enabling environment for increased AR4D investment and implementation of agricultural innovation systems in a gender-sensitive manner

FARA's donors are the African Development Bank (AfDB), the Danish International Development Agency (DANIDA), the Department for International Development (DFID), the European Commission (EC), the Consultative Group for International Agricultural Research (CGIAR), the Norwegian Agency for Development Cooperation (NORAD), Australian Agency for International Development (AusAid), and the World Bank.



**Forum for Agricultural Research in Africa**

12 Anmeda Street, Roman Ridge

PMB CT 173, Accra, Ghana

Telephone: +233 302 772823 / 302 779421

Fax: +233 302 773676 / Email: [info@fara-africa.org](mailto:info@fara-africa.org)

[www.fara-africa.org](http://www.fara-africa.org)