

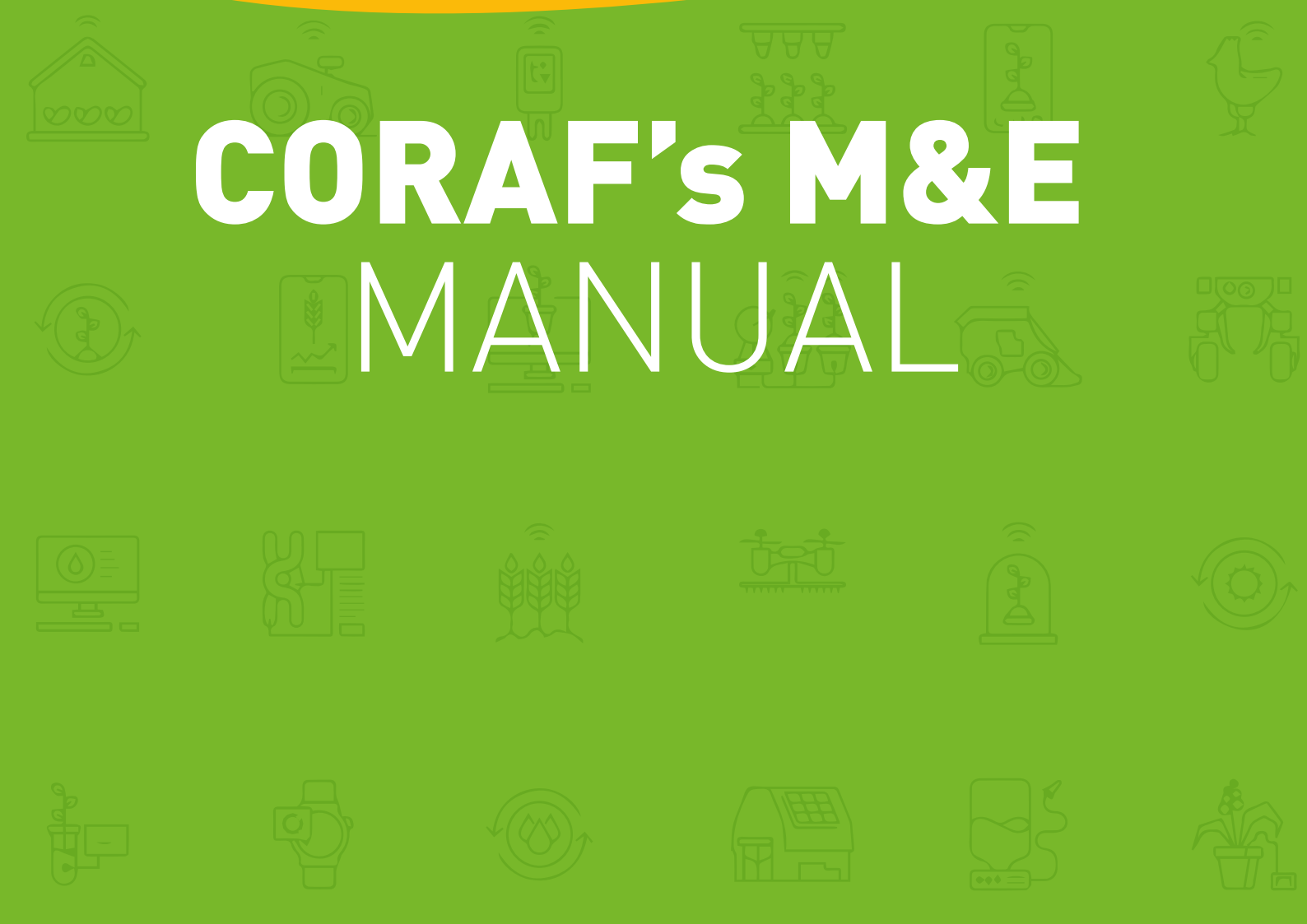


**LEADER DE L'INNOVATION AGRICOLE EN  
AFRIQUE DE L'OUEST ET DU CENTRE**

LEADING AGRICULTURAL INNOVATION IN  
WEST AND CENTRAL AFRICA



# CORAF's M&E MANUAL





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# ACRONYMS

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<b>ASTI</b>	Agricultural Science and Technology Indicators
<b>AU</b>	African Union
<b>AWPB</b>	Annual Work Plan and Budget
<b>CAADP</b>	Comprehensive Africa Agriculture Development Program
<b>CGIARs</b>	Consultative Group on International Agricultural Research
<b>CORAF</b>	West and Central African Council for Agricultural Research and Development
<b>CSA</b>	Climate-Smart Agriculture
<b>EMAIL</b>	Monitoring, Evaluation and Learning
<b>FTE</b>	Full-Time Equivalent
<b>GAR</b>	Results Based Management
<b>IAR4D</b>	Integrated Agricultural Research for Development
<b>IP</b>	Innovation Platform
<b>ME</b>	Monitoring and Evaluation
<b>MITA</b>	Agricultural Innovation and Technology Marketplace
<b>NARES</b>	National Agricultural Research and Extension Systems
<b>NARIs</b>	National Agricultural Research Institutions
<b>NCoS</b>	National Center of Specialization
<b>OVI</b>	Objectively Verifiable Indicators
<b>R&amp;D</b>	Research & Development
<b>RCoE</b>	Regional Center of Excellence
<b>RCoS</b>	Regional Center of Specialization
<b>WCA</b>	West and Central Africa
<b>WDI</b>	World Development Indicators



# BACKGROUND



The West and Central African Council for Agricultural Research and Development, CORAF, was originally established in 1987 as the Conference of Heads of African and French Agronomic Research Institutions. Membership of CORAF was expanded in 1995 to include 23 National Agricultural Research Systems (NARSs) from 23 countries in West and Central Africa (WCA)<sup>1</sup>.

CORAF is the largest of the four Sub-Regional Organizations (SROs) under the Forum for Agricultural Research in Africa (FARA – the apex body).

The primary objective of CORAF is to improve livelihoods in West and Central Africa through sustainable increases in agricultural production and productivity, as well as promoting competitiveness, and markets. This objective is achieved through addressing the critical issues of food and nutrition insecurity, chronic poverty, and youth unemployment building on core functions of Coordination and Capacity Strengthening, Scaling Up Technologies and Innovations, Creating an enabling regional environment at regional for technology flows and increased trade, and Knowledge Management and Learning.



This policy was developed through a participatory consultation process which involved all stakeholders. While considering the specific needs of CORAF, this M&E policy sets out the purpose, concepts, rules and use of M&E within CORAF; the institutional framework as well as roles and responsibilities; the measures taken to ensure independent evaluation and accountability; benchmarks for the funding of the evaluation function; measures to ensure the quality and use of evaluations and subsequent follow-up; and provisions for periodic peer review or external review.

This M&E policy is developed to assist CORAF in achieving its vision and mission set out in its Strategic Plan (2018-2027) through the promotion of institutional accountability, continuous learning, and transparent sharing of information on monitoring and evaluation of projects and programs, both within and outside the organization. If this policy is implemented, it will provide decision makers at all levels of CORAF and its partners with relevant information, analysis and recommendations to inform and improve policy making, planning, programming and programs and projects implementation.

1. Benin, Burkina Faso, Cameroon, Cape Verde, Central African Republic, Chad, Congo, Cote D'Ivoire, Democratic Republic of Congo, Gabon, The Gambia, Ghana, Guinea, Guinea Bissau, Liberia, Mali, Mauritania, Niger, Nigeria, Sao Tome & Principe, Senegal, Sierra Leone and Togo

Beyond the policy, having a well-functioning monitoring and evaluation system, within CORAF, is an essential component of good management and accountability of the interventions (projects, programs, policies) any organization. Monitoring and evaluation (M&E) of interventions using this system gives decision makers better means to track the outcomes related to their interventions, learn from experience, improve service delivery, planning and allocating resources, and reporting to key stakeholders on the results achieved. Monitoring and evaluation therefore improves the effectiveness of the institution by establishing well-defined links between past, current and future interventions and results. Indeed, monitoring and evaluation help an organization derive useful information from past and ongoing activities that can serve as a basis for later refining, reorienting and planning interventions. In the absence of monitoring and evaluation, it would be impossible to determine whether the interventions of an organization like CORAF are carried out as planned in the right direction, whether progress and successes have been recorded and to capitalize on the lessons learned through organizational learning.

With the foregoing, CORAF is drawing up this manual along the lines of its M&E policy to guide the operationalization of its policy and the practice of M&E within its teams.





# PURPOSE OF THE MANUAL





The purpose of this M&E manual is to promote a common understanding and harmonized practice of M&E within CORAF. Specifically, it aims to guide CORAF and all its partners in implementing M&E activities, reporting and making evidence-based decisions in accordance with its M&E policy and international standards and principles in the domain.

The M&E manual pursues the following specific objectives:

- Strengthen CORAF's results-based monitoring and evaluation function and its capacity to improve projects/programs;
- Provide practical orientation to CORAF in performance monitoring and evaluation
- Introduce lean, harmonized and flexible methods and tools to monitor achievement by CORAF and its partners of their objectives;
- Suggest methods for linking CORAF project/program outputs to the achievement of outcomes and impacts as per the strategic results framework;



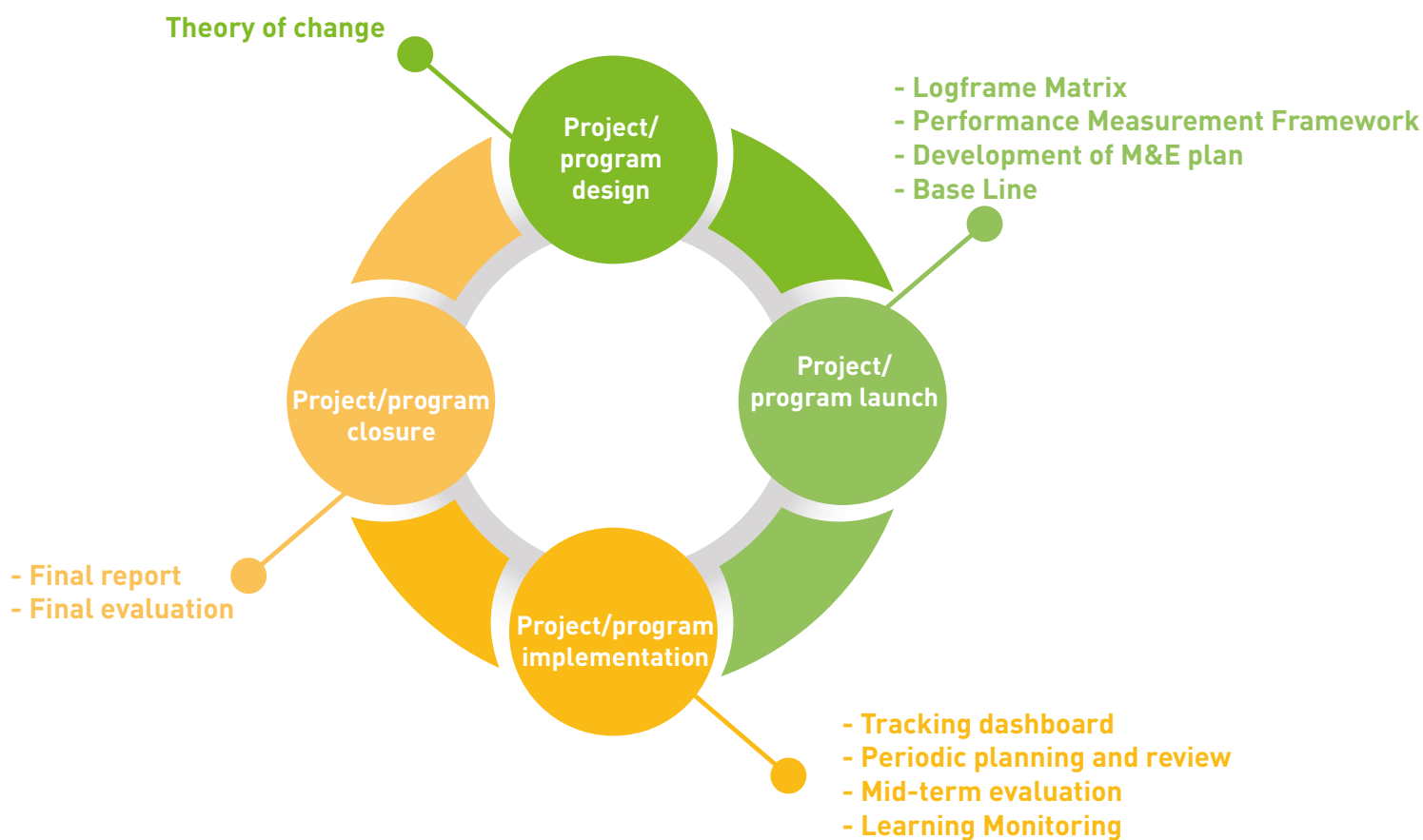
# MONITORING AND EVALUATION IN THE CONTEXT OF THE CORAF PROJECT AND PROGRAM CYCLE



Good planning, monitoring and evaluation improve the contribution of CORAF projects/programs through clear linkages between past, present and future initiatives and development results. Monitoring and evaluation helps CORAF capture relevant information from past and ongoing activities as a basis for refocusing carefully planned projects/programs and for future planning. Without effective planning, monitoring and evaluation, it would be impossible to know whether activities are moving in the right direction, whether progress and successes have been achieved, and how future efforts could be improved. In general, results-based monitoring and evaluation are primarily intended to: i) improve organizational and developmental learning; (ii) support informed decision making; (iii) support functional responsibility and refocusing of CORAF; (iv) strengthen country capacity in each of these areas as well as in monitoring and evaluation functions in general.

The Figure below describes the different frameworks and tools in the different stages of the CORAF project and program cycle, namely: design, launch, implementation and closure.

Figure 1: M&E tools and framework in CORAF project and program cycle



# MONITORING AND EVALUATION IN PROJECT/ PROGRAM DESIGN PHASE



## 1. THEORY OF CHANGE

In the design phase and in order to facilitate the design of an M&E system, all CORAF projects/programs must develop and consolidate a theory of change throughout the process. Indeed, the theory of change is the first building block of the M&E system. It consists of a detailed explanation of the logic of the project/program intervention in order to facilitate subsequent monitoring and evaluation.

A project/program's theory of change is a causal model that spells out the links between program activities, outputs, and outcomes. It includes a logic model, also known as a results chain (implementation and outcome items), and identifies the implicit/underlying assumptions, yet critical to a successful initiative, between each of the logical model items (Morra Imas & Rist, 2009). The Theory of Change is an approach to understanding how and why an initiative is expected to work or has worked (Marceau & Sylvain, 2014).

## 2. LOGIC MODEL OR RESULTS CHAIN

Le modèle logique (LM), parfois appelé « chaîne de résultats » est une représentation logique de la relation de cause à effet entre les différentes composantes d'un projet/programme. Il est une version basique et linéaire d'une théorie du changement. La chaîne des résultats est donc une description visuelle des rapports logiques illustrant les liens entre les intrants, les activités, les extrants et les résultats d'une politique, d'un programme ou d'un projet donné.

### • Impact or ultimate outcome of a program

The impact, also called the ultimate result, is the highest level of change to which a program or project contributes through the achievement of one or more intermediate results. The ultimate result generally represents the raison d'être of a program or project, and takes the form of a lasting change in status among the beneficiaries. Impact refers to actual or intended describable or measurable changes derived from a causal relationship. It speaks to significant activity results.

Example of impact:

- Increased economic prosperity for poor people, especially women and youth, in country X;
- Increased food security among food-insecure groups in region Y of country X;

### • Program outcomes

Outcomes are the actual or intended changes in the conditions of development that the actions seek to promote. They represent medium-term results, achieved through outputs. They usually relate to changes in the performance of institutions or the behavior of individuals or groups. They can be broken down into intermediate and immediate results.

The Intermediate Outcome is the change that is logically expected once immediate outcome (s) have been achieved. In terms of timeframe and level, they are medium-term results that are usually achieved at the end of a project or program and usually appear as a change in behavior, practices or performance among intermediaries or beneficiaries. Intermediate outcomes usually arise from the application of capacities built at the immediate outcome level among intermediaries or beneficiaries.

Example:

- Increase in green and clean exports by small and medium enterprises in country X;
- Increased equitable access to safe and quality education for girls and boys in crisis-affected province Y of country X;

The Immediate Outcome, on the other hand, is a change that is logically expected once one or more output(s) have been provided or delivered by the performer. In terms of timeframe and level, they are short-term results that typically translate in capacity changes among beneficiaries, such as improved awareness, knowledge or skills, or improved access. Immediate outcomes are the first level of change that can occur in beneficiaries once the implementer has started delivering the outputs of a project/program.

Example:

- Improved knowledge on sustainable agricultural production practices among women owners of small agricultural enterprises in village X of country Y;
- Improved knowledge and skills of civil society organizations to advocate for human rights with the government of country X.

### • Outputs

Outputs are the short-term development results generated by activities. They are obtained using the inputs provided and within the time limit. Since outputs are the most immediate outcomes of project or program activities, they are usually most influenced by the project team.

Example:

- Demonstration sessions presented to women small-scale agricultural business owners on sustainable agricultural practices in province Y of country X;
- Drinking water and sanitation facilities constructed/rehabilitated in rural areas in country X;

### • Activities

Inputs are mainly the resources needed or invested to carry out the activities. They include staff, stakeholder and volunteers, finance, consultants, equipment, technology and materials. Generally, the tendency is to use financial resources as the primary resource, since these cover the expenses of consultants, staff, materials, etc. Nevertheless, in the early stages of planning, it is important to identify the various resources needed before they are converted into monetary values.

Figure 2: La chaîne de résultats de la GAR (PNUD)

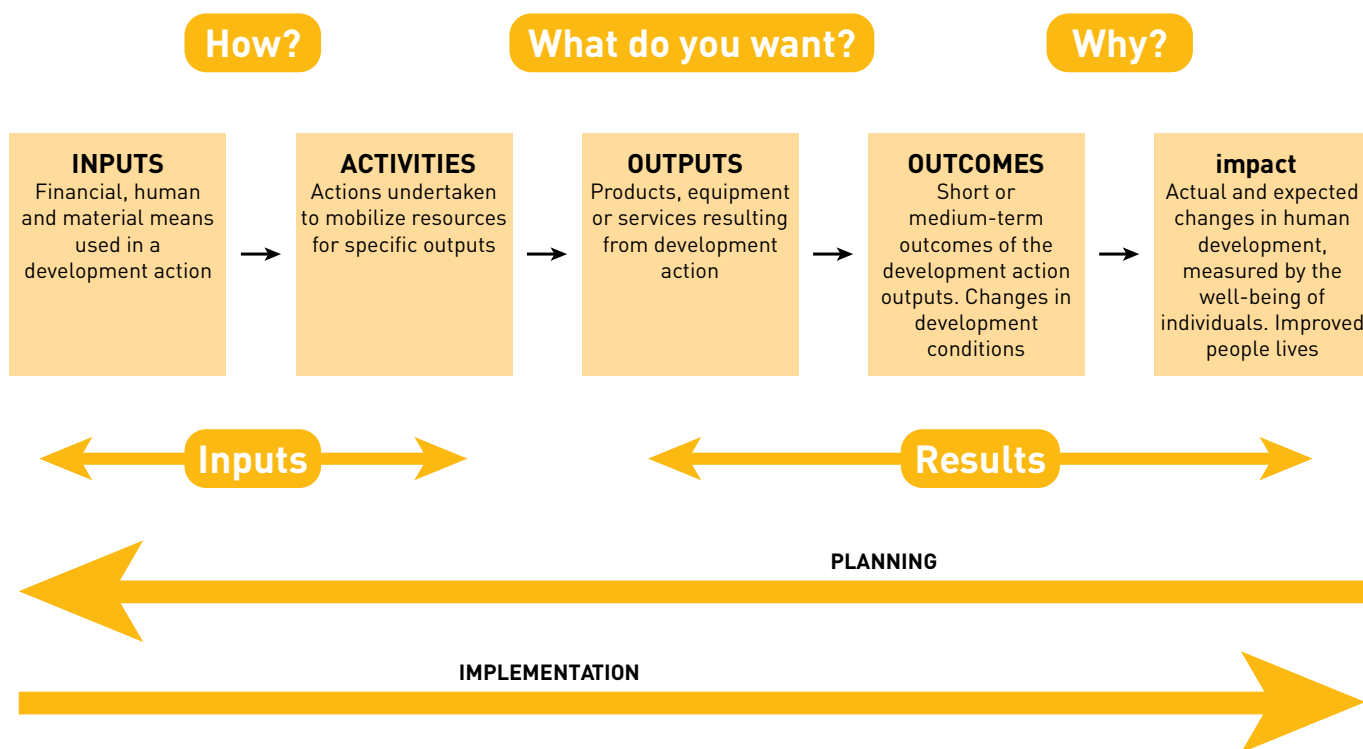
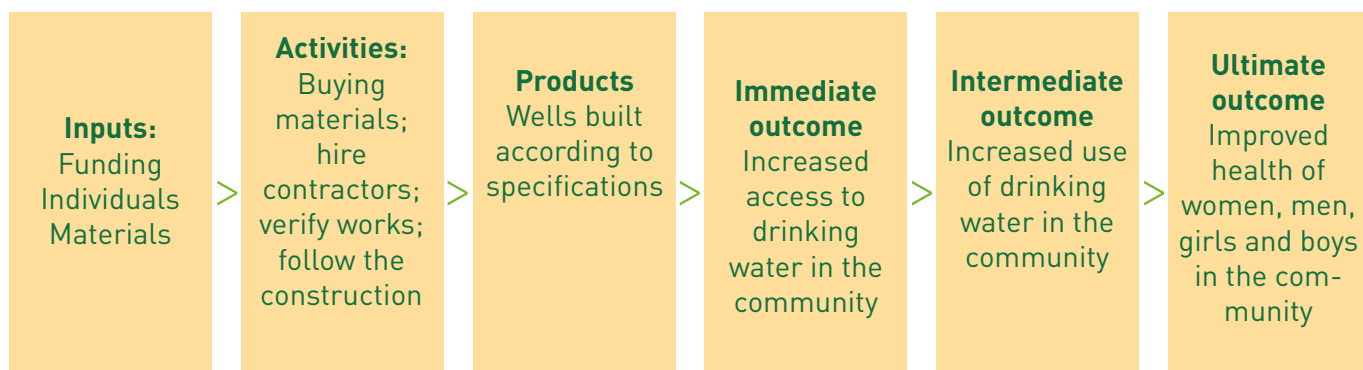


Figure 3: Exemples d'énoncés associés à chaque niveau de la chaîne de résultats



The levels of outcomes. Assumptions include internal and external conditions to the project or program. Assumptions are sometimes also called “critical conditions”. In other words, they indicate why and under what conditions the causal links are supposed to work to lead to the expected results. Their identification is crucial to avoid a linear model.

There are four main categories of assumptions:

Links and interactions between the direct, intermediate, ultimate outcomes	Key prerequisites for a successful initiative
Determinants of the implementation to achieve the desired/expected effects	Implicit or explicit elements of understanding of the project context that will contribute to the outcomes/effects

A more Theory of Change model is provided in Annex 1.

### 3. LOGICAL FRAMEWORK MATRIX

The logical framework is a project design and management tool. As such, it integrates a monitoring and evaluation mechanism, explaining the interest in this tool in the context of this guidebook. The logical framework consists of a 4 x 4 matrix with 4 column headings: Objective or summary of the action / objective hierarchy, objectively verifiable indicators (OVIs) / measurable performance indicators; Means of verification / monitoring and coordination; and Key Risks and Assumptions. This method is called Results-Based Management (RBM). The logical framework method is the succession of stages and analyzes for the progressive development of the matrix. This involves taking up the theory of change constructed in the previous stage and transcribing it into project logical framework.

The logical framework summarizes all key information in tabular form.

**Overall objective:** It is the main purpose of the project. It is the impact the project/program will achieve. In general, this objective relates to a program or a sector and is called “goal” or “main objective”. This is to highlight how the project will contribute to the major objectives and strategies of the relevant countries, multilateral organizations and donors.

**Specific objective(s):** It refers to the specific change that the project intends to produce over time and with the means assigned to the project. It is the major effect expected from the project. It describes the expected outcome. It must be specific and realistic. Projects and programs may have several specific objectives (one per project component). The specific sub-objectives could be, for example, the objectives of each program/project component.

**Outputs/deliverables/expected outcomes (also called outputs):** Outcomes are what the project intends to achieve. They represent the deliverables that may serve as the key objectives of the project's terms of reference. Outcomes are what the project team is accountable for and what resources are allocated for. They are the concrete outputs (supplies, services, strengthened capacities, construction) that must be developed during the project's implementation period, and allow for the achievement of the specific objective. Achieving these outputs is the day-to-day work of the project team, through the planning, implementation and monitoring of activities and deliverables to achieve the desired output. As for the specific objective, the formulation of the products describes the desired situation, the state to be reached in the form of a conjugated verb.

**Activities:** Activities indicate how the project will be carried out. What actions will be implemented in the field to achieve the outcomes and the means required. They include the actions needed to deliver the expected outputs in a given timeframe, as well as the process required to achieve each output. It also involves the process to be followed in order to achieve each output. When formulating the activities, choose a verb in the infinitive, an action verb. Example: train women and youth on new agricultural practices.

**Assumptions (assumptions or critical conditions):** the assumptions made at each level of the logical framework are necessary conditions or events over which the project has little or no control. They are factors external to the project, over which the project has little or no influence, but which are important, even essential for the success of the project. The lower the level of risk or uncertainty, the stronger the project. By convention, the fourth column of the matrix is filled after the first. Indeed, an intervention logic never covers the entire reality. Assumptions are formulated as a positive state reached. In this way, they are verifiable and appreciable.

**Indicators and sources of verification:** This involves highlighting tangible signs of the expected change (formulation of indicators) and specifying how and where to find the evidence that will show that the project is moving forward and that it is producing changes ( design of the monitoring-evaluation system). They must be targeted in terms of quality, quantity and time. These indicators and the means of verification must be concrete and form an effective basis for monitoring and evaluation.



The Results Framework of the CORAF Operational Plan (2023-2027) identifies a list of indicators to monitor and evaluate all the expected outcomes (see Annex 2). M&E managers should refer to it when developing M&E plans for projects/programs in order to ensure harmonization and capitalization of the contribution of project/program outcomes to the results of the operational plan.

Table 1: Example of a lean logical framework model.

Intervention Logic	Indicateur Objectivement Vérifiables	Sources de certification	Hypothèses
Overall objective			
Specific objective(s)			
Outcomes			
Activities	Moyens	Coûts	

### Box 1: Objectively verifiable indicators

An indicator can be defined as a “method of measuring an objective to be achieved, a resource mobilized, an effect/outcome, a quality criterion or a contextual variable”.

Project/program indicators are used to measure the achievement of results and objectives under the mirror of the changes obtained or the progress made by a project. Over and above the need for accountability, good indicators also permit us to evaluate the quality of our action and bring corrections when necessary.

Project indicators, sometimes called «IOV» (Objectively Verifiable Indicators) must have the following characteristics:

**Realistic:** They should provide a measure of changes that can reasonably be linked to project actions.

**Accurate:** They can be measured clearly using quantitative or qualitative data.

**Objective:** They must refer to standard measures of project success as defined by other external sources such as government policies, the United Nations or other organizations working in the relevant sector.

**Verifiable:** They must be accessed, observed and ascertained through various mechanisms of project monitoring and evaluation.

Project/program management recognizes two major categories of indicators: monitoring indicators and evaluation indicators.

## Monitoring indicators

**Input and process indicators:** They are metrics for assessing the progress of the project/program. They are used to verify the extent to which the project is moving forward at the planned pace by measuring the time and the financial and human resources committed to achieve the set objective.

**Output indicators:** These indicators essentially refer to the actions carried out, also called «outputs» or services offered. We measure them in terms of physical or monetary units in relation to the so-called «operational» objectives of the project. Examples: number of local leaders sensitized, number of young people trained in agripreneurship, etc.

## Evaluation indicators

**Outcome indicators:** These indicators make it possible to assess the level of achievement of the project specific objectives. They relate to the direct and immediate or medium-term outcomes of a project/program on its direct beneficiaries.

**Impact indicators:** These indicators refer to the consequences of the program beyond its immediate outcomes. Also called ultimate outcomes, they provide a measure of the project's impact (i.e., a measure of its overall objective). However, they are difficult to measure because they not only affect a larger population, but also a wide range of factors affecting the population's well-being.



Table 2: Logical framework matrix.

Summary	Expected results	Performance indicators	Assumptions / Risk indicators
<p><b>Overall objective:</b> program goal</p>	<p><b>Impact</b> Long-term result in terms of societal development as a logical result of achieving the intended outcomes</p>	<p>Indicators of whether the project contributed towards achieving the desired impact</p>	<p><b>Assumptions:</b> The conditions needed to ensure that the causal link between the outcomes and the impact is as anticipated.</p> <p><b>Risk indicators:</b> Indicators that assess the assumptions.</p>
<p><b>Project objectives</b> Objective(s) related to the priority needs of the beneficiaries that can be achieved through project activities.</p>	<p><b>Outcomes</b> Medium-term outcomes of the project, which are the logical result of the attainment of the outputs.</p>	<p>Indicators that demonstrate that the project has contributed the intended outcomes.</p>	<p><b>Assumptions:</b> The conditions needed to ensure that the causal link between the outcomes and the impact is as anticipated.</p> <p><b>Risk indicators :</b> Indicators that assess the assumptions.</p>
<p><b>Activities</b> Liste des activités List of operational activities may also include resources needed to achieve the project goal for information purposes.</p>	<p><b>Extrants</b> Short-term outcomes that are the immediate effect of project activities and related inputs.</p>	<p>Indicators that demonstrate that the project has contributed to the intended outputs.</p>	<p><b>Assumptions:</b> Conditions nécessairesThe conditions needed to ensure that the causal link between the outcomes and the impact is as anticipated.</p> <p><b>Risk indicators:</b> Indicators that assess the assumptions.</p>

## 4. INDICATOR MONITORING MATRIX

In addition to the logical framework matrix, it is important to develop a project/program indicator monitoring matrix during the inception phase. The indicator monitoring matrix is a tool that guides the M&E manager's activities throughout the project/program.

Beyond the list of indicators, the matrix specifies for each indicator, its definition, its typology (activities, result, resource), its origin (donor, internal), the reference value and the collection date, the target values according to specific durations throughout the implementation (year for example), the expected value at the end of the project/program, and the whole data collection strategy (source of verification, method of calculation, frequency of collection and person responsible for the collection).

Table 3: Description of monitoring indicators and data collection

Objectively verifiable indicators (OVIs)	Définition of indicator	Type	Origin	Benchmark		Data collection			
				Valeur	Date	source of vérification	Calculation method	Frequency	Responsability
<b>Project/program goals</b>									
Indicator 1									
Indicator 2									
<b>Specific objective(s)</b>									
Indicator 1									
Indicator 2									
<b>Outcome component 1 :</b>									
Indicator 1									
Indicator 2									
<b>Outcome component 2 :</b>									
Indicator 1									
Indicator 2									
<b>Activities</b>									
Indicator 1									
Indicator 2									
<b>Inputs</b>									

For each indicator identified, it is important to build indicator sheets which present for each indicator, four areas, namely: definition of the indicator, basis for comparison, form of presentation of the indicator and considerations related to the interpretation and use of the indicator.

Table 4: Example of an indicator sheet

Area 1: Definition and characteristics of the indicator		
Indicator	Refer to which objective	Frequency of production
Definition	Users	
Calculation	Data source	
Breakdown and breakdown items		
Area 2: Basis for comparison, benchmarks and deviations		
Variation or trend over time	Other units, organizations (or benchmarking)	
Particular focus on the distribution of breakdown items among them	Other related indicators	
Quantified targets		
Area 3: Form of representation, graphic, pictogram		
Description of forms of representation	Graphics	
Pictograms		
Area 4: considerations related to the interpretation and use of the indicator		
Interpretation of the indicator	Use for indicator management, decisions, possible reactions	

## 5. INITIAL AND FINAL BASELINE STUDIES

The CORAF monitoring and evaluation policy provides for two baseline studies: an initial baseline and a final baseline, in order to measure the progress and outcomes of projects/programs.

The initial baseline study, often referred to as simply a «baseline/diagnostic study» or «baseline,» is an analysis that describes the initial status of the appropriate indicators before the project/program begins. Progress can be measured or comparisons made against these baselines..

The final baseline study will be conducted at the end of the project. It can be conducted as part of the final evaluation of the project/program to benchmark against the initial status and measure change.

## Box 2: Example of an indicator with baseline data and targets

**Indicator:** Percentage of total number of single-parent households (m/f) in region Y living within 1 km walk from a drinking water well, via maintained paths.

**Baseline data:** In 2020, 5% of the 2,000 households headed by a single woman and 15% of the 75 households headed by a single man in region Y, lived within 1 km walk from a drinking water well, via maintained paths.

**Target, project year 1/year 1 (2021):** 15% of 2,000 female-headed households and 20% of 75 male-headed households in region Y live within 1 km walk from a well drinking water, via maintained paths.

**Target, end of project/year 5 (2025): 65% of 2,000 female-headed households and 65% of 75 male-headed** households in region Y live within 1 km walk from a drinking water, via maintained paths.

**Note:** In this example, the Year 5 target is realistic, because the starting percentage was low (as indicated in the baseline data) and because some communities in region Y are very remote and it may be difficult to carry out the planned work there. The breakdown by household head will provide important information to be taken into account in selecting of locations of wells that will benefit all types of households.

## 6. RISK MANAGEMENT MATRIX

The risk management matrix is a table which makes it possible to take up the risks and assumptions identified in the logical framework, to present their impact, to define the indicators for monitoring these risks, the frequency of data collection on these indicators and the strategy for management of considered risk. This matrix allows the project management team to continuously monitor the environment in which the project is implemented and to make the essential decisions to ensure its successful completion.

Table 5: Example of risk management matrix

Risk / Assumptions	Risk Impact Level (Minor, Moderate and Significant)	Risk Probability (Low, Medium, and High)	Indicators	Data collection tools	Data source	Measurement frequency	Management Strategy (Avoid, Transfer, Mitigate, Accept)
Risk 1							
Risk 2							
Risk 2							



# **MONITORING AND EVALUATION DURING PROJECT/ PROGRAM IMPLEMENTATION**



Monitoring and evaluation during implementation identify the information needs of the project/program stakeholders and define the data flow as well as the visualization tools and responsibilities.

## 1. ROLES AND INFORMATION NEEDS OF STAKEHOLDERS IN M&E INFORMATION

Stakeholders are the people/communities who can (directly or indirectly, positively or negatively) affect or be affected by projects or programs outcomes. Stakeholders include beneficiaries, intermediaries, implementers, donors as well as any other individual, group, institution or government with an economic, social or environmental interest or concern with regard to the project/program. The monitoring and evaluation system must make it possible to provide information and/or reports to a range of stakeholders, in different formats and at different times.

The M&E manager must conduct interviews with all stakeholders to ascertain their M&E information needs. The table below is a simple illustration for ease of understanding.





Tableau 6: Diagnostic des besoins des parties prenantes en information de S&E

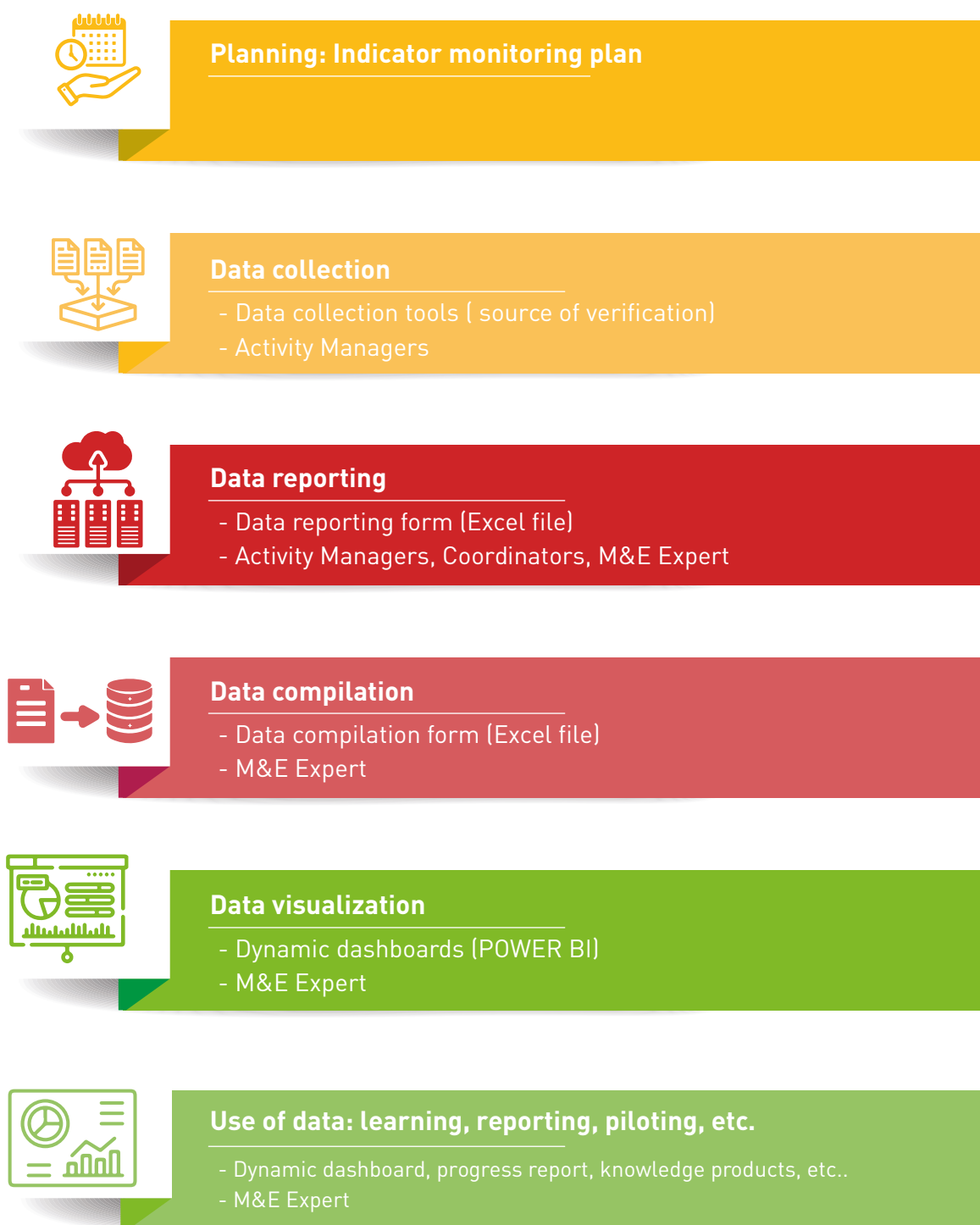
Structures	Information needs	Information source	Periodicity
Headquarters team	<ul style="list-style-type: none"> <li>- Information on the progress of project activities</li> <li>- Information on the evolution of project indicators</li> <li>- Information about project changes</li> <li>- In particular around mainstreaming gender dimension among the themes addressed</li> </ul>	<ul style="list-style-type: none"> <li>Reference sheets</li> <li>Tracking sheet</li> <li>Indicator sheets</li> <li>- M&amp;E dashboard</li> <li>- Activity report</li> </ul>	<ul style="list-style-type: none"> <li>- Half-yearly</li> <li>- Annual</li> </ul>
Donors	<ul style="list-style-type: none"> <li>- Information on the progress of project activities</li> <li>- Information on the evolution of project indicators</li> <li>Information about project changes</li> </ul>	<ul style="list-style-type: none"> <li>Reference sheets</li> <li>Tracking sheet</li> <li>Indicator sheets</li> <li>- M&amp;E dashboard</li> <li>- Activity report</li> </ul>	<ul style="list-style-type: none"> <li>- Half-yearly</li> <li>- Annual</li> </ul>
Project management team	<ul style="list-style-type: none"> <li>- Information on the progress of project activities</li> <li>- Information on the evolution of project indicators</li> <li>- Information about project changes</li> </ul>	<ul style="list-style-type: none"> <li>Reference sheets</li> <li>Tracking sheet</li> <li>Indicator sheets</li> <li>- M&amp;E dashboard</li> <li>- Activity report</li> </ul>	<ul style="list-style-type: none"> <li>- Monthly</li> <li>- Quarterly</li> <li>- Half-yearly</li> <li>- Annual</li> </ul>
Beneficiaries (citizens)	<ul style="list-style-type: none"> <li>- Information on the progress of project activities</li> <li>- Information on the evolution of project indicators</li> <li>- Information on changes to the project including gender</li> </ul>	<ul style="list-style-type: none"> <li>Reference sheets</li> <li>Tracking sheet</li> <li>Indicator sheets</li> <li>- M&amp;E dashboard</li> <li>Activity report</li> </ul>	<ul style="list-style-type: none"> <li>- Half-yearly</li> <li>- Annual</li> </ul>

## 2. DATA FLOWS AND RESPONSIBILITIES

This involves describing in the M&E system put in place, the process for M&E data flow, who is responsible at the different stages and the tools that will be mobilized.

The table below describes an example of how the data flow works within the framework of M&E and the responsibilities for the collection, feedback, compilation, visualization and monitoring of data.

Figure 4: Diagram showing the general flow of data and responsibilities



### - Data monitoring plan

The indicator monitoring plan describes how the indicators will be monitored throughout the project. The indicator matrix defined above provides an overview of the indicator monitoring plan.

### - Data collection

In the CORAF project/program monitoring and evaluation process, the M&E officer must develop several data collection tools, also called means of verification in the logical framework. These tools will make it possible to collect the data needed to monitor the project/program indicators in

accordance with the frequency indicated in the indicator matrix. They may include reporting forms (beneficiary forms, activity forms, support actor forms, platform statistics, etc.), questionnaires or literature review forms, online platforms, etc.

Each data collection tool must also specify the exact source from which the information is to be collected and when it must be collected. The frequency of collection will be defined during the development of the tools.

The M&E officer should indicate the person(s) responsible for data collection by type of tools developed.

The databases linked to the collection tools will be archived at a predefined frequency.

### **- Data reporting**

The people in charge of data collection will report the M&E data collected to the M&E manager via data reporting tools defined by the manager. These tools can, for example, be sheets developed for this purpose. It is also appropriate for the M&E manager to specify the reporting frequency for the data and who will be the main users.

The M&E manager must also specify a review mechanism for these data to ensure quality of the data collected.

### **- Data compilation**

Once the data reporting sheets is validated by the M&E officer, as well as the quality assurance mechanisms, he/she will have to define the data compilation methods. This compilation can for example be done using data compilation sheets for each indicator that will be developed during the start-up phase by the M&E manager.

The data compilation sheets are used to feed the dynamic dashboard described below (data visualization).

### **- Data visualization**

In order to ensure the visualization of CORAF project and program M&E data, the M&E officer will develop a dynamic dashboard in the first year of the project. The dynamic dashboard presents the outcomes and values achieved for each indicator in a dynamic manner using graphs and maps. It allows for real-time sharing of project progress with stakeholders. The dashboard will include dynamically presented project statistics. Software such as Power Bi can be used to develop the dashboard.

An internal version of the dashboard will be shared with all project stakeholders. An external version of the table will be posted on the project and CORAF website, for communication purposes.

### **- Data protection**

- Data protection

The M&E officer will produced a memo on data protection throughout the data management cycle. It will be developed in accordance with the African Union Convention on Cybersecurity and

Personal Data Protection, adopted on June 27, 2014 in Malabo, Equatorial Guinea (known as the Malabo Convention), and any other regulations deemed necessary by stakeholders.

The memo will include:

- precise identification of the personal data and sensitive data that will be processed by the M&EL activity;
- specification of the processing purpose and an assessment of how proportionate the processing is in relation to the purpose ( considering the duration of keeping the data));
- Responsibilities and contact details of the data processing managers and the chain of subcontractors;
- a mapping of data flows and their storage spaces, establishing where the personal data is and where it passes through;
- presentation of the technical and organizational data security measures, including in particular: the encrypted or unencrypted state of the data at rest and in transit, planned authorization profiles, secure management of passwords, backup device;

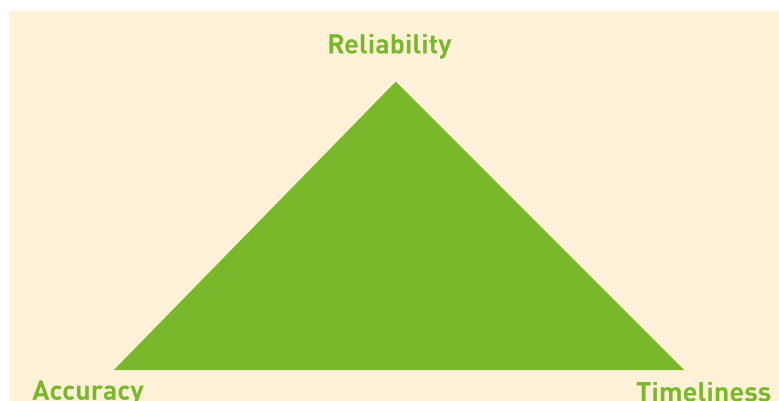
This memo will be usefully supplemented by information including the communication mentions of the modalities for exercising the data subject's rights to be provided in communications with individuals at the time of data collection. In cases where processing is based on consent, the arrangements made, including signed consent forms, to demonstrate that the subject has given consent to the processing of personal his/her data.

The memo and briefing note should be circulated to all project/program stakeholders involved in data processing.

### - Quality assurance & M&E data

In order to ensure the quality of data in the M&E system, three characteristics must be taken into account for each data collected: reliability, accuracy and timeliness. Reliability emphasizes the consistency and stability of the data collection system over time and space. In other words, the indicators are measured the same way each time. Accuracy indicates indicators should measure, as directly and succinctly as possible, present levels of performance. Timeliness has three elements: frequency (how often data is collected); timeliness (the time elapsed since the data was collected); and accessibility (availability of data to support management decisions). If decision makers do not have access to the data when they need it, the information turns into historical data.

Figure 5: Des caractéristiques essentielles pour recueillir des données de qualité sur la performance



The M&E manager must prepare a memo on quality assurance and quality control throughout the data management cycle.

Data quality control will be positioned at each stage of the information flow:

- at primary data collection: questionnaire, information sheet, to assess the completeness of the information (response rate, empty responses) and its validity (outliers or competing values);
- at project monitoring table, which centralizes the data. Again, a control of the values during their integration will be carried out to ensure that each integrated data is indeed valid. An exchange process with the people responsible for collecting the data must be planned in the event of inconsistency.

This control will be carried out at a few key moments:

- on the occasion of the deployment of each new collection tool (questionnaire, dashboard, etc.).
- Upon receipt of data files for integration into the central tracking file.
- Prior to each significant steering or reporting period, and at least annually;

For value for money purposes, data checking can be conducted on a sample basis (e.g., checking 30% of the data at random, or ensuring that each data collector is checked at least once, etc.). See Annex 3 for an outline of a checklist for quality assurance of M&E data.



### **Box 3: Recommendations for Data Quality Assessments (DQAs)**

- The QD assessor shall ensure that he/she understands the accurate definition of the indicator by checking the indicator sheet. Please address any ambiguities before performing the DQA.
- The QD assessor shall have a copy of the data collection methodology on hand before assessing the indicator. For CORAF, this information is listed in the indicator sheets. Each indicator shall have a written description of how the data being assessed is expected to be collected.
- Each implementing partner shall have a copy of the data collection methodology on file and documented evidence that they are collecting data in accordance with the methodology.
- The QD assessor shall record the names and titles of all persons involved in the assessment.
- Does the implementing partner have documented evidence that they have verified the data that has been reported? Partners must be able to provide CORAF with documentation (process/person conducting verification/dates of field visits/people met/activities visited, etc.) that demonstrate verification of the reported data. Note: Verification by partners is an ongoing process.
- The QD Assessor shall be able to review Implementing Partners' records/archives against data collection methodology. Any data quality issues should be documented.
- QD must include a summary of the significant limits found. An action plan, including timelines and responsibilities, must be established to address these limitations.



# PROJECT/ PROGRAM EVALUATION



## 1. EVALUATION DESIGN/CONCEPTUALIZATION

CORAF defines evaluation as a rigorous process of collecting and analyzing information aiming to make a judgment about a project or program, policy, process or project in order to assist in decision-making. It makes it possible to evaluate both the relevance of the program, the effectiveness with which its objectives are pursued, the efficiency of the means or its profitability, as well as its impact.

Depending on the completion period, CORAF admits ex-ante evaluations, mid-term evaluations, final evaluations and ex-post evaluations. Diagnostic, prospective or ex-ante evaluation is intended to assess the beneficiaries' needs to ensure a better fit of projects and programs, to increase the chances of success of the project or program and to check the evaluability of a program/project. Mid-term evaluation focuses on improving performance during the implementation of projects, programs or policies. The final evaluation, carried out at the end of the project or program aims to assess the effectiveness of the action at the end of the intervention, as well as the level of satisfaction of the beneficiaries and/or sponsors. Ex-post evaluation emphasizes the results (consequences), assesses the induced effects (positive and/or negative) of the project/program on the beneficiaries and its environment.

Evaluation in CORAF speaks to nine criteria used to formulate evaluation questions: relevance, coherence, effectiveness, efficiency, impact, gender-sensitiveness and equity, governance and implementation.

Table 7: Evaluation criteria

Evaluation criterion	Criterion purpose
Relevance	evaluates the extent to which the objectives and design of projects and programs are aligned with the needs, policies and priorities of the beneficiaries, the country, the international community and partners and remain relevant even if the context changes.
Coherence	describes the extent to which the project or program is compatible with other interventions within a country, sector or institution.
Effectiveness	identifies the extent to which the objectives and outcomes of the project or program have been achieved, or are in the process of being achieved.
Efficiency	aims to evaluate the extent to which the project or program produces, or is likely to produce, results economically and over time.
Impact	identifies the extent to which the project or program has produced, or is expected to produce, significant and far-reaching effects, positive or negative, intended or unintended.
Gender Sensitiveness and Equity	aims to evaluate the project or program contribution to gender equality and the empowerment of women, youth and vulnerable people.
Sustainability	describes the extent to which the benefits from the project or program will continue or are likely to continue.
Governance	seeks to examine the planning, coordination and deployment processes of the actions planned by the relevant players.
Implementation	looks at how well an intervention works. It seeks to identify the internal and external factors influencing its deployment or progress. It further determine whether the implementation of the intervention is proceeding as planned at the design stage.



For projects and programs, planning for evaluations takes place at the design stage. This planning is integrated into documents such as the strategic plan, the operational plan and the annual work plan and budget (AWPB).

When planning evaluations, evaluation questions should be developed based on the different evaluation criteria. Annex 4 provides a list of potential evaluation questions based on the stated criteria.

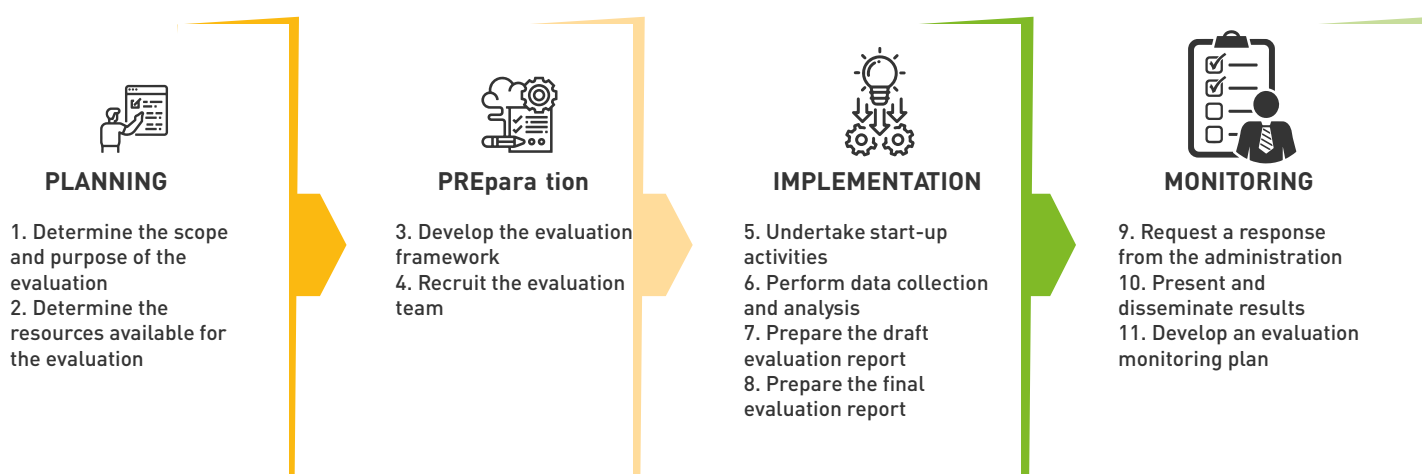
## 2. EVALUATION PLANNING

The M&E manager will plan and supervise the evaluations: design (participatory) and publication of the terms of reference, evaluation and selection of the evaluators, support of the evaluation mission, validation of the deliverables, dissemination of the results and implementation of the recommendations. Evaluation planning is linked to the programming cycle for the projects/programs. In general, the evaluation plan is based on the decisions and strategic choices of the projects/program (more precisely of the coordination team) concerning the points to be evaluated and the evaluation timeline. The plan is subsequently used to ensure that the evaluation activities are running as planned.

The evaluations will focus on their use (use-based), so that its recommendations are useful to its users and answer questions that are relevant to them. The project stakeholders, the main users of the outcomes of the evaluations, will actively participate in their planning. In particular, the scope, objectives and evaluation questions will be developed in a participatory manner during stakeholders workshops (project team and partners).

Another aspect of evaluation planning is compliance with evaluation standards. Compliance with evaluation standards is measured based on CORAF's commitments to conduct certain evaluations during a given project/program cycle.

Figure 6: Steps in planning and implementing an evaluation





# USE OF RESULTS, LEARNING AND COMMUNICATION



The purpose of the entire monitoring and evaluation process is to inform project progress, guide data-driven decision-making and ensure continuous learning within CORAF throughout the interventions cycle. In order to achieve this goal, it is important that tools and mechanisms are in place, particularly in terms of monitoring recommendations, learning and communication.

### • Monitoring the recommendations

In order to ensure the implementation of the process recommendations as well as the monitoring and evaluation results, the M&E manager must have at his disposal, for each recommendation issued, an implementation sheet. . This sheet describes the links of the recommendation with the M&E results, its impact, the level of implementation consequence, how it will be implemented, the person or structure responsible for implementation, the level of urgency associated with implementation and any potential difficulties in implementation.

The table below provides an example of a recommendation monitoring sheet.

*Table 8: Example of recommendation follow-up sheet*

Framework for implementing Recommendation	
Links to results	
Impact	
Consequence of non-implementation	
Modalities of implementation	
Implementation manager	
Urgency	
Challenge	

### • Learning from M&E

- Learning from M&E

The learning function is vitally important to guide further project/program implementation and ensure that similar activities are implemented in a way that makes a real difference based on knowledge and related practices.

As part of CORAF’s learning function in the M&E process, consideration should be given to the following learning items:

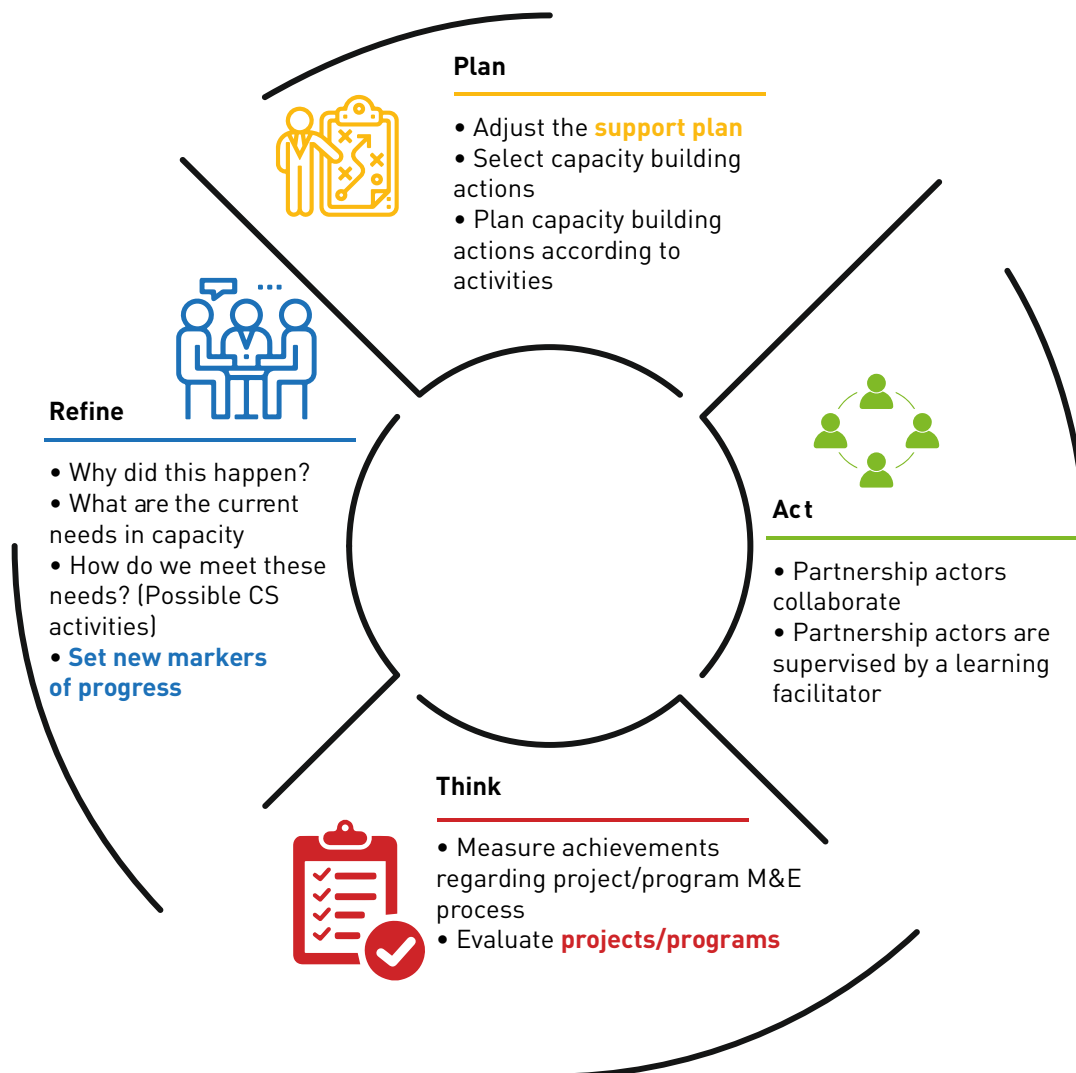
- evidence/results to inform adaptive management and implementation of identified best practices;
- consideration of “failures” as learning opportunities;
- identification of knowledge gaps that may need to be filled during project/program implementation;
- dissemination of knowledge in order to arouse interest.
- dissemination of knowledge in order to arouse interest.

There are several opportunities to learn from both successful and unsuccessful projects/programs. Indeed, at the intervention (project or program) level, lessons learned and best practices

can be identified through activities such as reflection workshops, focus groups, and learning sessions organized by the project team and involving the different stakeholders.

In the context of M&E, the learning from the process will also lay the foundation for reflection and scaling up of CORAF interventions.

Figure 7: Example of a learning cycle from M&E



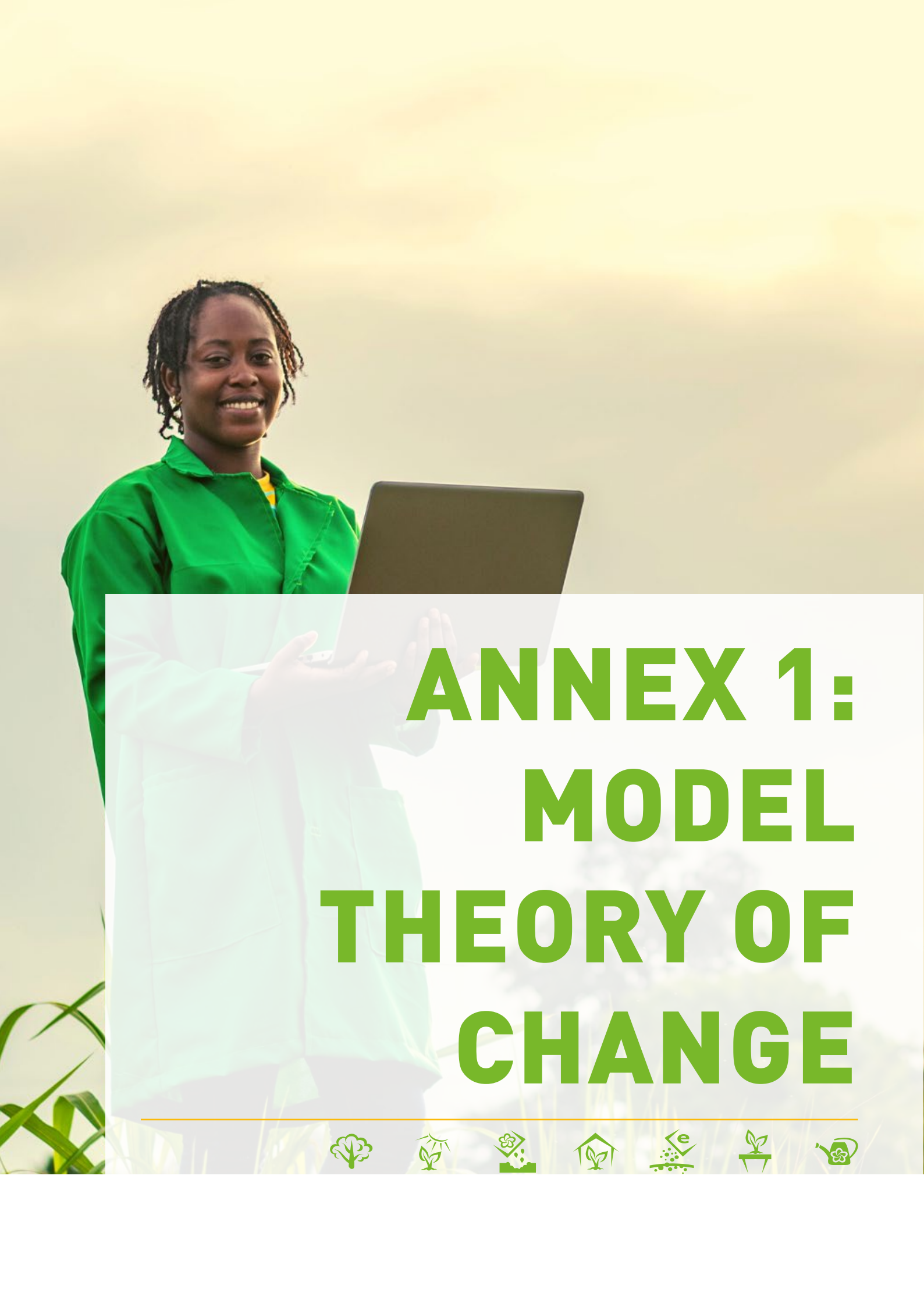
• **Communication from M&E**

The M&E manager must put in place, in collaboration with the communication department, an effective communication and dissemination strategy aimed at improving the use of M&E results. The key messages of the results must be clearly communicated to the relevant stakeholders as well as to those likely to use the information and knowledge generated.

Effective and proactive communication and dissemination promotes the use of results, not only for accountability purposes, but also for learning and sharing, cross-fertilization from lessons learned and promotion of good practices.

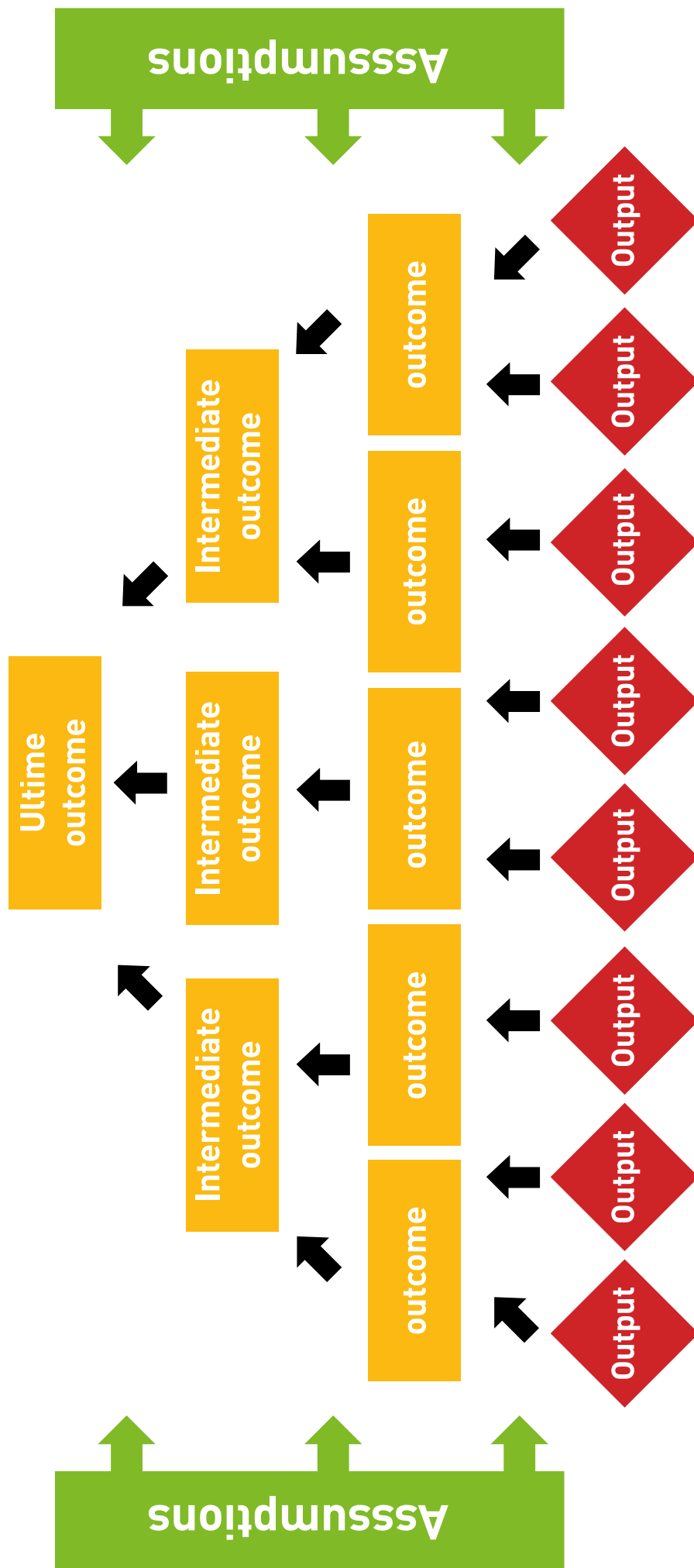
Lessons learned from evaluation must be disseminated, through effective feedback/reporting mechanisms to decision makers and stakeholders. Messages must be presented in a simple and understandable way, and tailored to the specific needs of different reaches.

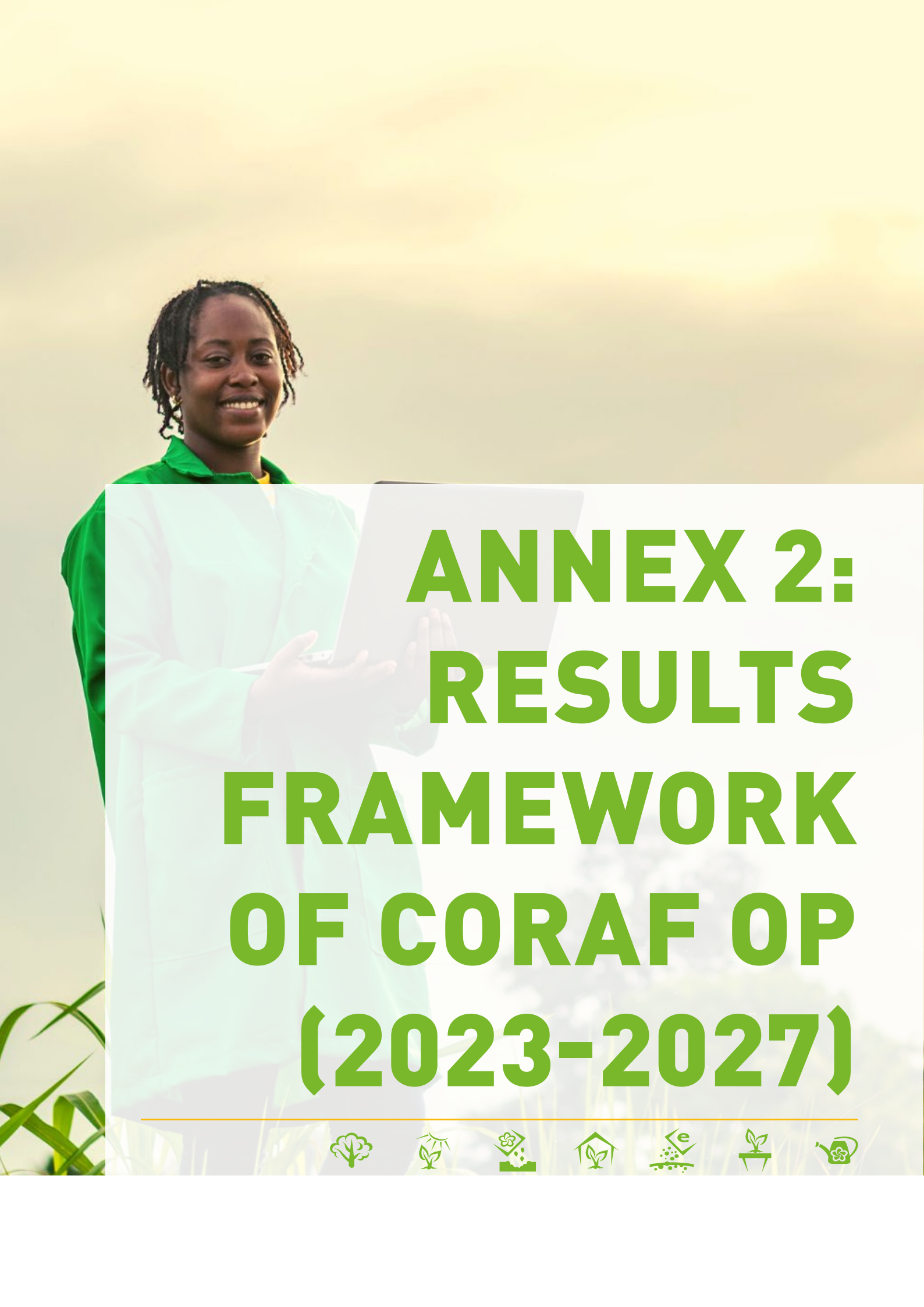
The entire communication strategy must be based on the policy for communicating M&E results.



# ANNEX 1: MODEL THEORY OF CHANGE







# **ANNEX 2: RESULTS FRAMEWORK OF CORAF OP (2023-2027)**



#	Indicator	Indicator type	Brief description	Data source	Data collection methodology
<b>Overall objective: Sustainable increase in broad-based agricultural growth in WCA</b>					
1	Agricultural value addition growth rate	Impact	Percentage change in the added value of agriculture over a given period. Agriculture corresponds to divisions 1 to 5 of the International Standard Industrial Classification (ISIC, revision 3) and includes forestry, hunting and fishing, as well as crops and livestock (WDI, World Bank, 2016).	AU Biennial Review Report	Countries report on this indicator in the Biennial Review Report and the African Agriculture Transformation Scorecard, using the standard methodologies set out for the CAADP Biennial Review exercise.
<b>Specific objective: Sustainable improvement of productivity, competitiveness and agricultural markets for target groups in WCA</b>					
2	Growth rate of priority agricultural products yields	Outcome	Production per unit area for products. In most cases, yield data is not recorded, but is obtained by dividing production data by harvested area data.	AU Biennial Review Report	Data is collected from the AU biennial review report.
3	Growth rate of the value of intra-regional trade in agricultural products and services in WCA (%)	Outcome	Total agricultural imports from and to African countries are expressed in value, in constant US dollars. They include all movements of agricultural goods and services between the country and other African countries during the reporting period. They include trade, conditional food aid, donated quantities and estimates of unrecorded trade.	AU Biennial Review Report	Data is collected from the AU biennial review report.
<b>Result 1: Increased use of appropriate technologies and innovations in WCA</b>					
4	Volume of intra-regional seed trade of priority products	Outcome	This indicator measures the annual volume (in tons) of quality seeds traded between the 23 WCA countries.	National Official Statistics, Customs Service, National Seed Services	National monitoring and evaluation focal points must report annually to CORAF the Intra-regional seed trade data. Using the designed data collection tools, the National Focal Point will collect seed volume data for the targeted crops provided in collaboration with NARIS, CGIARs, Private Seed Association, National Seed Services and other national partners.



5	Number of hectares using improved technologies or management practices	Outcome	This indicator measures the area in hectares where improved technologies or promoted management practices were applied during the reporting year to areas managed or cultivated by producers participating in CORAF interventions. The management practices considered are agriculture-related management practices and technologies, land-based or water-based, in sectors such as growing food, including those that address climate change adaptation, climate change mitigation. Improved management practices or technologies are those promoted by CORAF or its implementing partners to increase the productivity and/or resilience of producers.	Sample survey of project/program participants, program and project activity reports, and partner reports.	Surveys or studies on the adoption of technologies will be conducted on a regular basis (every year) through the various projects and programs promoting technologies and innovation in order to measure the rate of adoption of T&Is by the beneficiaries and the area covered. by these T&Is.
6	6 Proportion of beneficiaries having adopted improved agricultural technologies promoted by CORAF (disaggregated by country, gender, age, and T&I category)	Outcome	<p>Numerator: Number of beneficiaries having adopted improved agricultural technologies promoted by CORAF</p> <p>Denominator: Total number of beneficiaries reached out by the dissemination of improved agricultural technologies promoted by CORAF</p> <p>Adoption of a technology is defined by the acquisition and effective practice of said technology by the beneficiary within the framework of its agricultural production activities.</p> <p>T&amp;I categories include Gender Sensitive, CSA Sensitive, Nutrition Sensitive, etc.</p>	Sample survey of project/program participants, program and project activity reports, partner reports.	Surveys or studies on technology adoption will be conducted on a regular basis (every year) through the various projects and programs promoting technologies and innovation in order to measure the rate of adoption of T&Is by the beneficiaries.
7	Number of technologies and/or innovations disseminated	Output	This indicator identifies the number of technologies, innovations or management practices demonstrated or disseminated by CORAF and its partners through its interventions. It is important to document the amount of technologies or innovations released for scaling purposes.	Program Activity Reports, Partner Reports, MITA Platform	This will be a one-time count of technologies demonstrated or released for scaling. In addition, CORAF has the MITA platform which is a web-mobile application of information on innovations and improved agricultural technologies as well as their transaction (purchase-sale). It serves as a direct interface between research users and promoters, involved in technology generation or transfer, to stimulate demand for improved technologies.

8	Number of technologies and/or innovations generated	Output	This indicator identifies the number of technologies, innovations or management practices generated or developed by CORAF and its partners through its interventions.	Program Activity Reports, Partner Reports, MITA Platform	This will be a single count of technologies or innovations generated or developed. Data on technologies or innovations generated or developed should be reported annually to CORAF by the national monitoring and evaluation focal points. Using the designed data collection tools, the National Focal Point will collect data on technologies or innovations generated or developed under CORAF interventions in collaboration with NARIS, CGIARs and other national partners.
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### Result 2: Increased uptake of strategic decision-making options for policy, institutions and markets.

9	Number of policy options and regulations at different stages of development and implementation (i- analyzed, ii-drafted and presented to stakeholders for consultation, iii-submitted for formal adoption (legislation/decreed), iv-approved, v-approved and implemented)?	Output	<p>This indicator lists the number of policies/strategies/regulations/administrative procedures developed under the coordination of CORAF and related to the enabling environment for agriculture in the areas of agricultural resources, food, market standards and regulations, natural resource or water management and climate change adaptation/mitigation in relation to agriculture that have undergone:</p> <p>i- the first stage of the policy reform process, namely analysis (review of existing policy/regulations/administrative procedure and/or proposal of new policies/regulations/administrative procedures)</p> <p>ii- the second stage of the political reform process. The second stage involves public debate and/or stakeholder consultation on the proposed new or revised policy, regulation or administrative procedure.</p> <p>iii- the third stage of the policy reform process (policies have been presented for legislation/decreed to improve the policy environment for agriculture)</p> <p>iv- the fourth stage of the policy reform process (official approval (legislation/decreed) of the new or revised policy/regulation/administrative procedure by the competent authority)</p> <p>v- the fifth stage: completion of the policy reform process (implementation of a new or revised policy / regulation / administrative procedure by the competent authority).</p>	Reports of programs and projects, documents of policies / strategies / regulations / administrative procedures at different stages	Analysis by observation of the sub-regional and national legal status of the policies addressed
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### Résultat 3 : Renforcement des capacités institutionnelles et humaines en matière de recherche agricole pour le développement

10	Share of total R&D expenditure in agricultural value addition in WCA	Product or Output	Total agricultural R&D expenditure as a share of agricultural value addition provides useful insights into the relative levels of investment in agricultural R&D in the region. The indicator will be disaggregated by country.	ASTI AU Biennial Review Report	Data is collected from the ASTI Data Portal and the AU Biennial Review Report.
11	Organizational capacity score of agricultural research institutions (NCoS, RCoS and RCoE) in WCA	Output	<p>This indicator measures the organizational capacity of National Centers of Specialization, Regional Centers of Specialization and Regional Centers of Excellence based on the nine (09) criteria for maturing into centers of excellence. These criteria are: 1-Agricultural research framework; 2-Program responding to national and regional demand; 3-Quality and suitability of research teams; 4-Partnership and program planning and implementation strategy; 5-Efficient information and communication strategy for development; 6-Contribution to the strengthening of National Agricultural Research and Extension Systems (NARESs); 7-Valorization of research results and innovations; 8-Functional governance of the Center; 9-ISO label certification.</p> <p>This evaluation will make it possible to identify performance gaps for updating or development of investment plans that should lead to meeting the criteria of excellence.</p>	Evaluation of CNS, CRS and CRE	A periodic evaluation (annual or biennial) will be carried out and will make it possible to measure the level of conformity of the centers with respect to the nine criteria. These evaluations may be conducted using an electronic form or may require visits to the centers for interviews with officials of the center's home institution, center officials and managers, research teams, scientific and technical partners, users of research results, sub-regional and international organizations of interest operating in the country.
12	Number of people trained (disaggregated by type of training – short, medium and long term -, by sex and age category)	Output	<p>This indicator identifies the number of people who have benefited from capacity building through the support or facilitation of CORAF. They include :</p> <ul style="list-style-type: none"> <li>• Individuals currently enrolled or graduating within the reporting year in short-term professional training and certification programs, as well as long-term degree courses through CORAF support or facilitation.</li> <li>• Degree candidates supported by partial scholarship or exchange programs.</li> <li>• Individuals who have participated in short-term trainings on relevant topics (such as leadership, strategic planning, entrepreneurship, proposal writing and scientific writing, etc.).</li> </ul>	Program activity reports, Partner reports	It will simply be a count of individuals who (i) are currently enrolled or graduated during the reporting year in short-term vocational training and certification programs as well as a long-term degree, (ii) participated in short-term trainings on relevant topics during the reporting year through the support or facilitation of CORAF. Each person must only be counted once during the reporting period to avoid double counting. This must be supported by documents such as agreements signed by academics, attendance lists, etc. Data will be collected continuously using the tools developed for this purpose.

13	Number of women in agricultural research in WCA	Output	This indicator provides information on the total number of female agricultural researchers (in Full-Time Equivalent – FTE). ASTI expresses human and financial resource data in terms of full-time equivalents or FTEs. This method takes into account the working time that researchers devote to R&D in proportion to the time to other non-research activities.	Women in African Agricultural Research Data Portal ( <a href="https://www.asti.cgiar.org/gender">https://www.asti.cgiar.org/gender</a> )  CORAF ASTI Data	Data is collected from the ASTI Data Portal. The data collected by CORAF within the framework of ASTI in WCA will also be used to inform the indicator.
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**Result 4: Demand for agricultural knowledge from target customers is facilitated and met.**

14	Number of functional Innovation Platforms (IPs) in commodity value chains.	Output	<p>This indicator measures the number of functional Innovation Platforms. The functionality of an IP is measured through its compliance with the five key principles of integrated agricultural research for development. These five principles are:</p> <ol style="list-style-type: none"> <li>1. The principle of representativeness, inclusiveness and diversity reflected in the number of different types of relevant stakeholders.</li> <li>2. The non-linear, collective and collaborative principle captured by the level of involvement of stakeholders in the different activities, and the variance of the involvement of different types of stakeholders.</li> <li>3. The principle of addressing key constraints and opportunities is represented by the percentage of stakeholders in identifying issues and the percentage of issues prioritized and addressed.</li> <li>4. The principle of multidisciplinary and participation is illustrated by the involvement of stakeholders and the implementation of activities, as well as by the percentage of stakeholders involved in the design of the policy.</li> <li>5. The principle of capacity building, captured through the involvement of stakeholders in capacity building activities, including information sharing, training and field visits.</li> </ol> <p>A functional innovation platform must be characterized by its ability to effectively contribute to the development and scale-up of T&amp;I in line with the five key principles of Integrated Agricultural Research for Development. The overall Likert scale of its five key principles of IAR4D must be at least 3/5 assessed using a questionnaire aimed at collecting information on the structure, operation and performance of the platform of innovation.</p>	Program activity reports, Partner reports, Field surveys	Information will be drawn from a survey targeting IP coordinators and stakeholders. These surveys will be carried out as part of each CORAF intervention using IPs. The survey will include questions on the participation of platform stakeholders in planning, implementation and information-sharing activities, field visits or workshops, seminars and training events, as well as problem identification and action planning meetings. Information to describe the different components of the structure of innovation platforms will be collected through focus group discussions and detailed interviews. Questions on the individual structure of platform members are part of the individual member survey, aimed at identifying individual characteristics such as age, gender, level of education, participation in platform meetings, type of activity within the platform, wealth indicators, etc. Another questionnaire will be administered to facilitators and managers of the innovation platform with questions relating to the structure of the platform. The results of these surveys will ultimately be used to count the number of functional IPs.
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15	Number of knowledge products generated by CORAF	Output	This indicator lists the number of new knowledge products generated and disseminated by CORAF. Knowledge products include leaflets, videos, policy briefs, brochures, posters, fact sheets, reports, etc. The evidence will be the knowledge products generated and published through various information media, including relevant public sites and other relevant means.	Program Activity Reports, Partner Reports, CORAF Communication Department Report	This will simply be a count of the knowledge products generated and disseminated by CORAF. The data will be collected in collaboration with the Communication Department.
16	Number of partnerships established	Output	This indicator measures the number of partnerships established during the reporting year between CORAF and other partners. Partnerships can be long-term or short-term (duration is not a measurement criterion). Partnerships with multiple partners should only be counted once. A partnership is considered formed when there is a clear, written agreement to work together towards a common goal.	Program activity reports, MoU, LoA	Data collection involves a count of all partnerships formed by CORAF during the reporting year. When counting partnerships, the number of partnerships established during the reporting year is counted. Partnerships counted should only be those formed during the current reporting year. Any partnership formed in a previous year must not be included. The formation of each partnership should only be reported once in order to add up the total number of partnerships over several years.



# ANNEX 3: RECOMMENDED PROCEDURES FOR DATA VALIDATION



		YES	NO	COMMENTS
<b>VALIDITY — The data must clearly and suitably reflect the expected result/outcome.</b>				
1	Does the information collected measure what it is supposed to measure? (e.g., a valid measure of overall nutrition is healthy variation in diet; age is not a valid measure of overall health).			
2	Are the collected results within a plausible range?			
3	Is there reasonable assurance that the data collection methods used do not generate systematically biased data (eg, consistently overestimating or underestimating)?			
4	Are sound research methods used to collect the data?			
<b>RELIABILITY — Data must reflect stable and consistent data collection processes and analysis methods over time.</b>				
1	When the same data collection method is used to measure/observe the same thing multiple times, is the same result produced each time? (for example, a ruler used several times always indicates the same length for an inch).			
2	Are data collection and analysis methods documented in writing and used to ensure the same procedures are followed each time?			
<b>PUNCTUALITY — The data must be available at a useful frequency; they must be current and sufficiently up-to-date to influence management decisions.</b>				
1	Are data available frequently enough to inform program management decisions?			
2	Are the data communicated the most recent practically available?			
3	Is the data communicated as soon as possible after collection?			
<b>ACCURACY — The data are of sufficient detail to allow for management decisions; for example, the error margin is less than the expected change.</b>				
1	Is the error margin less than the expected change that is being measured? (For example, if a change of only 2% is expected and the error margin of a survey used to collect the data is +/- 5%, then the tool is not accurate enough to detect the change).			
2	Was the error margin reported with the data? (Applies only to results obtained through statistical sampling).			
3	Is the method or tool used to collect the data accurate enough to record the expected change? (For example, a tape measure may not be an accurate enough tool to measure a change of a few millimeters).			

**INTEGRITY — The data collected must be accompanied by safeguards aimed at minimizing the risk of error in data transcription or manipulation.**

1	Are procedures or safeguards in place to minimize data transcription errors?			Data is kept in the finance office and made available to the M&E specialist upon request. The Program Manager and the Director of Research and Innovation check the data before submitting it.
2	Is there independence in key data collection, management and evaluation procedures?			Data is kept in the finance office and made available to the M&E specialist upon request. M&E data is sent to the Director of Research and Innovation for approval after review by the program manager.
3	Are mechanisms in place to prevent unauthorized modification of data?			Locked cabinet, physical file in finance office, SharePoint, need to get password protected data system.

**SUMMARY**

Based on the assessment against the five standards, what is the overall conclusion regarding the quality of the data?

Relevance of limitations (if applicable): N / A

Actions to address limitations prior to next DQA (given level of USG control over data):

<b>IF NO DATA IS AVAILABLE FOR THE INDICATOR</b>	<b>COMMENTS</b>
If no recent and relevant data is available for this indicator, what is the reason?	
What concrete actions are currently being implemented to collect and communicate this data as soon as possible?	
When will the data be communicated?	



# **ANNEX 4: EXAMPLE OF POTENTIAL EVALUATION QUESTIONS BASED ON THE EVALUATION CRITERIA**



Evaluation criteria	Sample Questions
<b>Relevance</b>	<ul style="list-style-type: none"> <li>• Do the needs and context analyses conducted substantiate the project or program?</li> <li>• Is the project/program consistent with CORAF's mission, mandates, responsibilities and orientations?</li> <li>• Are there any overlaps with other projects/programs that address similar needs?</li> <li>• Is the intervention nature most appropriate to achieve the intervention objectives?</li> <li>• To what extent are the project/program objectives still valid?</li> <li>• Are the activities and products of the project/program consistent with its general purpose and the objectives assigned to it?</li> <li>• Are the activities and products of the project/program well suited to the desired impact and effects?</li> </ul>
<b>Consistency</b>	<ul style="list-style-type: none"> <li>• Do the components of the project/program and its results fit together logically?</li> <li>• Does the project/program align with national and international policy objectives in the field?</li> </ul>
<b>Effectiveness</b>	<ul style="list-style-type: none"> <li>• Are the operational objectives of the project/program achieved?</li> <li>• Are the objectives of the intervention achieved?</li> <li>• To what extent has the project/program achieved, or is expected to achieve, its objectives and results disaggregated by groups of participants?</li> </ul> <p>What are the main determinants for the achievement or non-achievement of the targeted objectives?</p>
<b>Efficiency</b>	<ul style="list-style-type: none"> <li>• How do the costs of project/program outputs compare to, among other things, those of other projects/programs?</li> <li>• How do the costs associated with the project/program outcomes compare, in particular, with those of other projects/programs?</li> <li>• Are there opportunities to achieve the same results at lower cost?</li> <li>• Are there possibilities to obtain better results without additional costs?</li> </ul> <p>Were the resources used efficiently (adequacy between the means and activities and the results to be achieved, good use of the resources):</p> <ul style="list-style-type: none"> <li>• Were the results achieved on time or within a period reasonably suited to the context?</li> </ul>
<b>Impact</b>	<ul style="list-style-type: none"> <li>• Have the intended outcomes of the project/program been achieved?</li> <li>• Have any unintended outcomes been observed following the implementation of the project/program?</li> </ul>
<b>Gender Sensitiveness and Equity</b>	<ul style="list-style-type: none"> <li>• To what extent do the activities planned under the project/program take into account the specific gender-related needs of the beneficiaries?</li> </ul>
<b>Sustainability</b>	<ul style="list-style-type: none"> <li>• To what extent can the benefits and outcomes of the project/program be medium and long term?</li> <li>• What are the main determinants for the viability or non-viability of the project/program?</li> </ul>
<b>Governance</b>	<ul style="list-style-type: none"> <li>• Are the roles and responsibilities of the stakeholders in the project/program planning, coordination and deployment processes adequately defined?</li> <li>• Is the project/program management team exercising its leadership role as expected in the planning, coordination and deployment of the intervention?</li> </ul>
<b>Implementation</b>	<ul style="list-style-type: none"> <li>• Is the project/program managed properly and in accordance with the rules and conditions laid down?</li> </ul>





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WEST AND CENTRAL AFRICA

**7 Avenue Bourguiba**

B.P. 48, cp 18523, Dakar, Senegal

Tel: +221-338699618

Email: [secoraf@coraf.org](mailto:secoraf@coraf.org)

Website: [www.coraf.org](http://www.coraf.org)