# Strengthening Capacity for Agricultural Research and Development in Africa (SCARDA)

## Project Performance Management Plan
## FARA, Accra

## January 2009 Working Draft

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# SCARDA Project Performance Management Plan
## FARA, Accra, January 2009 Version

## 1.0  Backround to the Project Performance Management Plan

SCARDA is a relatively complex project, managed and implemented according to the "subsidiarity principle". This plan primarily addresses FARA's responsibilities regarding project performance management, within a framework of agreements with three sub-regional organizations (SROs), each of which holds implementation responsibility. The version supercedes an earlier draft plan developed in July-August 2008. Since then FARA has appointed a fulltime SCARDA project officer, Dr Irene Frempong, and its first fulltime M&E officer Dr Bocar Diagana. This plan will continue to be refined by SCARDA management, with support from NRI, in parallel with the unfolding of project implementation at various levels.

### 1.1 Why a Project Performance Management Plan?

Results based management approaches encourage performance-oriented monitoring of project implementation. FARA's strategic and operational plans are results oriented, and this project is expected to make a significant contribution to FARA's Networking Support Function 4 relating to Capacity Strengthening. Implementation of this plan will therefore better enable FARA to track SCARDA's performance in the context of addressing this strategic objective.

This Plan has four objectives:-

1. To provide a common framework for the monitoring of SCARDA implementation and regular review of progress towards the delivery of project outputs,
2. To provide a shared framework for regular reflection, documentation and lesson learning and to gather evidence to inform the evaluation of the project's outcomes (including its contribution to FARA's strategic objectives and result areas),
3. To define roles and responsibilities for performance monitoring and management, including documenting and reporting on project performance, and
4. To outline a strategy for embedding project performance related activities at all key levels of project operation.

The plan builds on the project M&E strategy developed during the inception period (Annex 1), and is comprised of five main elements:-

1. A generic framework of project performance indicators, including related performance targets and descriptions of indicators,
2. A description of the responsibilities for managing and measuring project performance at FARA and other operational levels,
3. A discussion of the focus of project performance monitoring and its linkages with lesson learning and the SCARDA communication strategy and plan/s,
4. A description of the project performance reporting system and formats.
5. A road-map for embedding project performance management and monitoring at key operational levels.

Reporting will be both internal to the project, and external to the development partner and wider interested audiences. Hence it is proposed that the system for reporting progress and lessons is also integrated, at all levels, with SCARDA's communication and learning strategy and plan.

## 1.2 SCARDA's Purpose, Objectives & Approach

Strategic measurement and management of SCARDA's progress by FARA requires those responsible to internalise and commit to SCARDA's strategy and approach for capacity strengthening. This implies an understanding of the history of the project strategy and approach, as summarized in Annex 1 of the SCARDA Inception Report, Volume 1, the logical framework and supporting narrative.

The SCARDA project inception phase was funded on the basis of three provisional outputs[1] which were re-crafted as part of log-frame construction during the inception phase into four outputs. The creation of a new Output 3 represented an acknowledgement of deficiencies in the current training offer of the agricultural higher education and training sector and its strategic importance and as a future provider of capacity strengthening for Africa's NARS. The original output 3 was considered an outcome, and its intention was captured in the purpose level indicators of the SCARDA implementation log-frame. Output 4 signaled the importance of assigning project resources to monitoring, documentation, communication and lesson learning as a basis for up and out-scaling of project lessons and success.

**SCARDA's purpose** *"To strengthen the institutional and human capacity of African agricultural research and development systems to identify, generate and deliver research outputs that meet the needs of poor people."*

Through extensive stakeholder engagement during the inception period four outputs were agreed. These are phrased below as result-oriented objectives:-

1. To strengthen agricultural research management systems and competencies to conduct high quality research in African NARS.

2. To strengthen the capacity of African NARS to undertake quality agricultural research for development sustainably.

3. To empower tertiary agricultural teaching and training institutions to match their offer to changing market demands – strengthening their capacity for capacity development,

4. To ensure the "SCARDA approach" for capacity strengthening is documented, validated with, and owned by key stakeholders.

Context for Strategy and Approach

The SCARDA strategy and approach for capacity strengthening was developed in the following context:-
- a multi-partner and multi-level consultative framework for the design and implementation of capacity strengthening activities,

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[1] These were:-
- "Improved agricultural research management systems and competencies to conduct high quality research,
- "Improvement in the capacities of NARS institutions, scientists and extension agents to fully discharge their mandates
- "Adoption of innovation systems that underpin R&D by African NARS.

- a relatively short (30 month) implementation period, and pressure to demonstrate results within a short time-frame
- a limited budget in relation to the vast scale of need (hence the need to focus efforts both geographically and institutionally),
- the complexity of the capacity strengthening challenge – strengthening and re-shaping public sector institutions (often run-down and under-resourced) in the context of increasingly dynamic and complex institutional arrangements for agricultural innovation.

Features of the SCARDA approach

The approach which emerged from the process of stakeholder consultation included the following features:-

- a holistic approach to strengthening capacity focusing mainly on a limited number of willing institutions known as "focal institutions" (11 in total) from a cross-section of selected countries,
- building on existing strengths within sub-regions in the identification and contracting of capacity strengthening service providers,
- a demand-driven and participatory approach, identifying challenges, fostering an understanding and commitment to addressing these and agreeing priorities through institutional analysis
- using less "traditional" methods (e.g. mentoring, participatory institutional analysis, tailor-made courses, participant action plans) for addressing capacity strengthening priorities identified,
- integrating gender and other cross-cutting social inclusion issues into the planning and implementation of capacity strengthening activities
- learning from the lessons of past capacity strengthening initiatives and complementing existing and planned initiatives,
- incorporating reflection, process documentation and lesson learning not only as part of the capacity strengthening process but also as a means of generating wider "public good" benefits and scaling up the approach.

Intervention Logic
Underlying the SCARDA approach is an "intervention logic" which can be derived from Chapter 2 of the Inception Report Vol 1. This describes an "innovative" approach to capacity strengthening, that "addresses the whole integrated needs of Focal Institutions", uses experiential learning and goes beyond "short-term and piecemeal interventions". The logic is that the SCARDA approach will be more effective than "traditional" approaches because:-

- it focuses on holistic strengthening of institutions based on an institutional analysis of their strategic needs (rather than on training individuals),
- it will use experiential approaches which not only strengthen the knowledge and technical skills of individuals, but also enable these to be "internalized" and applied in the above context,
- in addition to working with individuals in the context of a holistic approach, the project will also strengthening systems within focal institutions,
- in addressing the capacity of researchers and other key staff, the project will strengthen their "soft" (e.g. interpersonal) skills in addition to their technical knowledge and skills,
- elements of post-training follow-up, including "mentoring" will support the application of new knowledge and skills acquired within the focal institutions and their partners,

- capacity strengthening activities will be set in the wider context of an agricultural innovation systems approach which recognized the strategic importance of linking and working in partnership with other key players.

## 1.3 SCARDA's strategic contribution to wider Programme and Development Objectives

SCARDA's purpose relates closely to FARA results for its Networking Support Function 4 (NSF4) which (along with FARA's other result areas) contributes to CAADP Pillar 3 for which FARA is responsible (Figure 1).

**SCARDA purpose**:
"To strengthen the institutional and human capacity of African Agricultural Research and evelopment Systems to identify, generate, and deliver research outputs that meet the needs of the poor."

**FARA NSF4 – Result**
"Human and institutional capacity for innovation developed"

**CAADP – Pillar 4 Aim**
"to improve agricultural research and systems in order to disseminate appropriate new technologies"
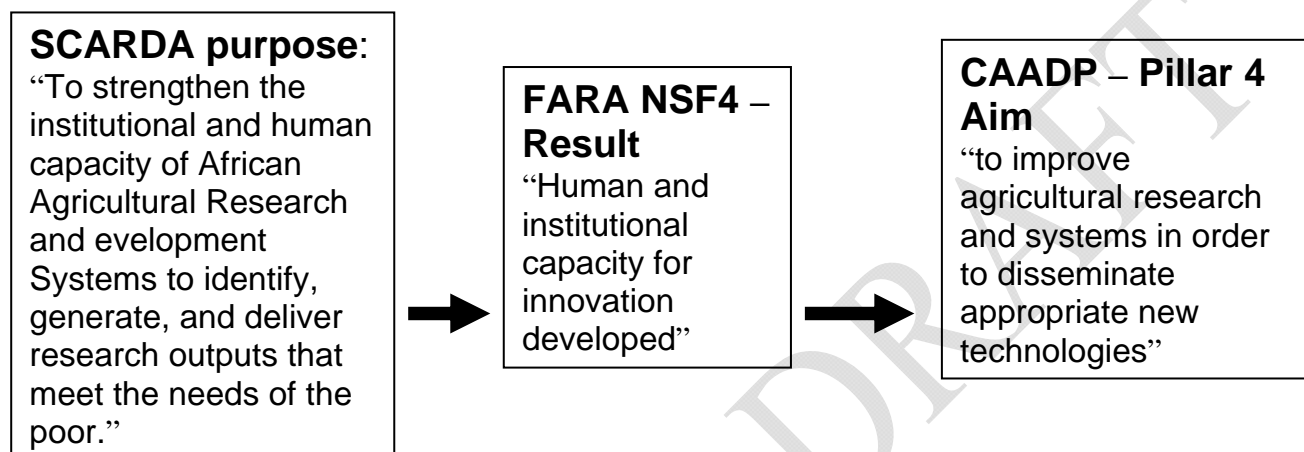
**Figure 1: SCARDA purpose, FARA NSF4 Result and CAADP Pillar 4 Aim**

The overall results chain (Figure 2) summarises SCARDA's intervention logic, linking the four project outputs to its potential outcomes, and its medium and longer term impacts.

| | | | | |
|---|---|---|---|---|
| **OUTPUTs Within 3 year project period** | 1. Agricultural research management systems and competencies to conduct high quality research in African NARS strengthened | 2. Capacity of African NARS to undertake quality agricultural research for development sustainably strengthened. | 3. Tertiary agricultural teaching and training institutions empowered to match their offer to changing market demands strengthened | 4. "SCARDA approach" for capacity strengthening is documented, validated with, and owned by key stakeholders. |

**OUTCOMES 1-5 years post-project**

Focal Institutions continue to improve their performance in delivering interventions with significant poverty reducing potential and that are well embedded into national agricultural innovation systems.

Quality and relevance of Training in target institutions improved and employer's satisfaction with these graduates increases.

SCARDA lessons applied at scale, increasing effectiveness of further investment in capacity development

**MEDIUM TERM IMPACT 3-8 years post-project**

Institutional and human capacity of sub-Saharan Africa's agricultural research and development systems to deliver innovation that meets the needs of the poor and delivers agricultural growth strengthened.

**ULTIMATE IMPACT 5-15 years post-project**

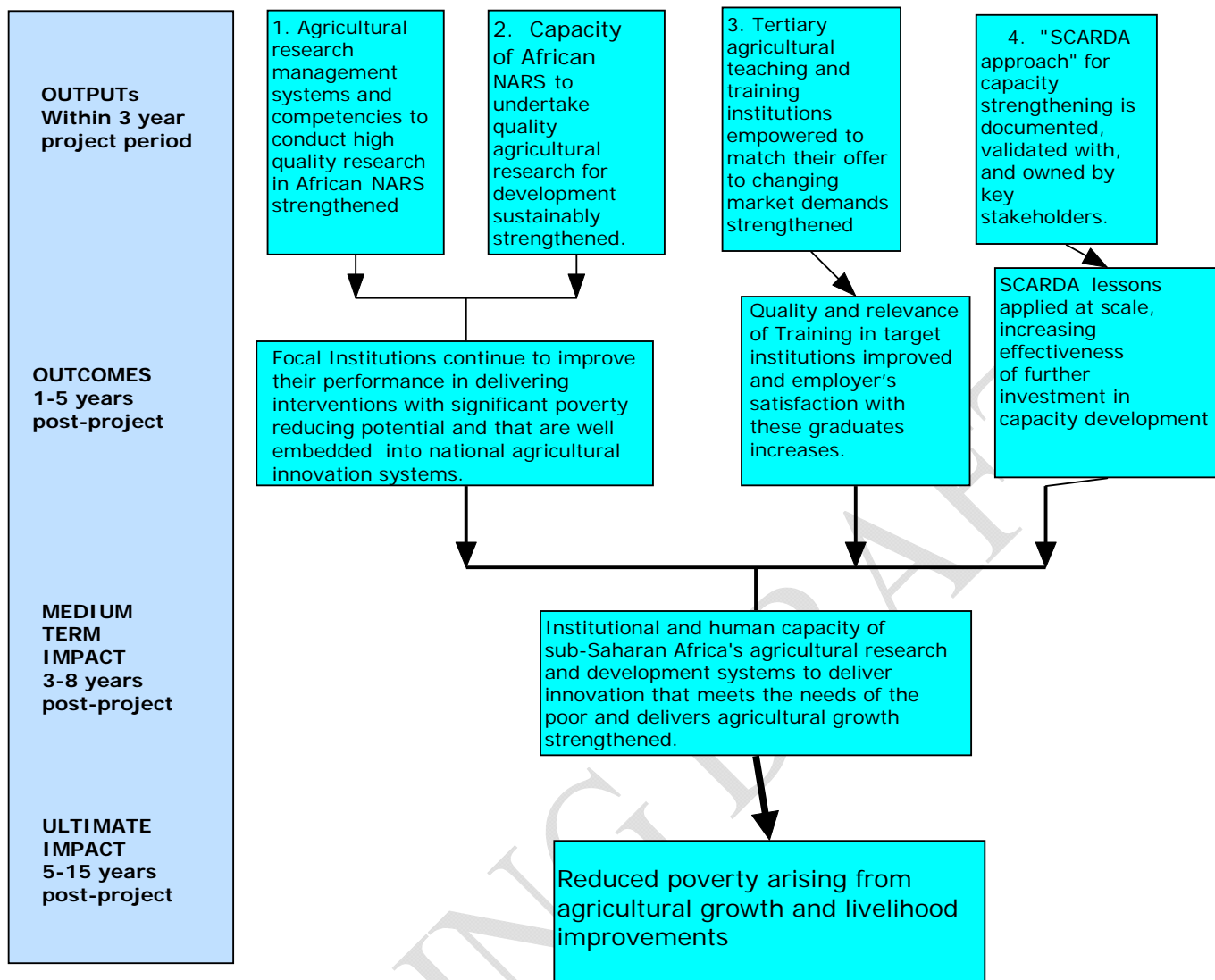Reduced poverty arising from agricultural growth and livelihood improvements

**Figure 2: SCARDA    Project Overall Results Chain**

At goal level SCARDA will contribute to poverty alleviation as expressed through the Millennium Development Goals (MDGs); specifically MDG1 (eradicate poverty and hunger), and also MDG3 (promote gender equality and empower women).

SCARDA's purpose and its four outputs are directly aligned to Result Area 4 of DFID's 2008-2013 Research Strategy which is "Capability to do and use research strengthened". Outputs 1 and 2 will contribute to result area 3 ("new technologies developed and used in developing countries") while Output 4 will contribute to result area 2 ("new and existing evidence better informs decision making about international development") of the same strategy.

SCARDA's contribution to results relating to the strategic objectives of sub-regional organisations (CORAF/WECARD, ASARECA and SACD-FANR), the Lead Service Providers (AGRHYMET, ANAFE, and RUFORUM) and Focal Institutions (National agricultural research and training institutions) and their key partners will be outlined in the performance management plans for these levels of implementation (see Section 6).

## 2.0  SCARDA Project Performance Measurement Framework

### 2.1 Developing the framework at FARA level

As the first stage of developing a SCARDA performance monitoring framework, the project output indicators were unpacked and linked to project performance targets at FARA level[2].

The indicators developed for each output mostly reflect a logical progression in the capacity development process, starting with the detailed design of an intervention, moving on to its implementation and then focusing on any follow-up or "initial results" (Figure 3). The focus on particular indicators will therefore reflect the overall progress with project implementation and performance, with increasing focus on type 3 indicators in the final year of the project.
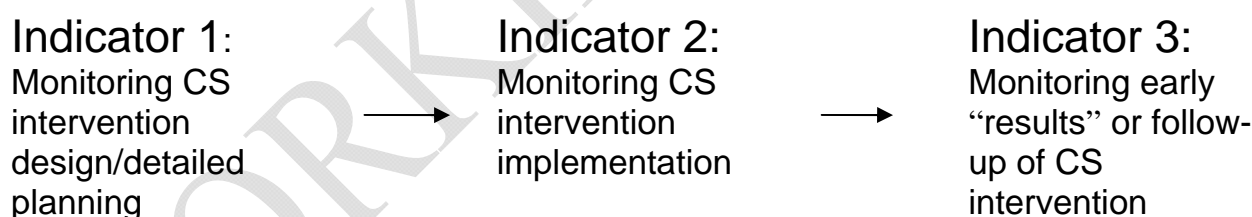
Indicator 1:
Monitoring CS intervention design/detailed planning

Indicator 2:
Monitoring CS intervention implementation

Indicator 3:
Monitoring early "results" or follow-up of CS intervention

**Figure 3: Logic of Capacity Strengthening performance indicators**

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[2] At a meeting in August 08 there was a discussion as to whether or not to adopt the "implementation factor" index proposed in the Logical Framework (p 33 of Inception Report Vol 1). After discussion it was felt this was a worthy aim but would be difficult to operationalise, and the alternative proposed was to develop the detailed indicator descriptors and also to spend time working with each focal institution to support them in defining their baseline position and developing a framework and plan for monitoring improvements relating to SCARDA activities.

## 2.2  FARA Level Performance Indicators and Targets

Indicators and targets for each project output are summarized in the Table 1.

**Table 1  SCARDA Project Performance Measurement Framework - FARA Level**

| Output 1:  Agricultural research management (ARM) systems and managerial competencies to conduct high quality research strengthened in African NARS. | |
| --- | --- |
| **FARA Level Performance Indicators** | **FARA Level Performance Targets** |
| 1.1 Submission of an SRO plan for strengthening agricultural research management (ARM) capacity. | 1.1  By Dec 2008 each SRO has submitted a Completed Plan for strengthening ARM . |
| 1.2 Commencement of implementation of the agricultural research management capacity strengthening plan. | 1.2  Implementation of CS ARM plan commenced in 30% of FIs  by Nov 2008  and in 100% of FIs  by March 2009. |
| 1.3  Focal Institutions have undertaken the agreed formal training elements in agricultural research management. | 1.3 By June 2009, 100% of Focal Institutions have undertaken their agreed formal training elements in agricultural research management. |
| 1.4  Managers in participating institutions actively participate in ARM learning and sharing platforms. | 1.4 By October  2009, at least one manager from 75% of participating Focal Institutions and 25% of participating satellite institutions is actively participating in ARM learning and sharing platforms. |
| 1.5  Evidence of improved  performance in priority areas identified in focal institution's ARM training follow-up action plan. | 1.5 By January 2010, 75% of participating Focal Institutions have evidenced improvements in performance related to at least 2 priority areas of ARM identified in their action plan. |

**Table 1  SCARDA Project Performance Measurement Framework - FARA Level cont.**

| Output 2.  The capacity of African NARS to undertake quality agricultural research for development sustainably strengthened | |
| --- | --- |
| **FARA Level Performance Indicators** | **FARA Level Performance Targets** |
| 2.1 Submission of an SRO plan for strengthening professional and technical capacity for undertaking quality agricultural research for development. | 2.1  By Dec 2008 each SRO has submitted a Completed Plan for strengthening professional and technical capacity in agricultural research for development. |
| 2.2 Implementation commenced of the plan for strengthening professional and technical capacity for undertaking quality agricultural research for development. | 2.2  Implementation of professional and technical capacity in agricultural research for development commenced in 30% of FIs  by Nov 2008  and in 100% of FIs  by March 2009. |
| 2.3  Focal Institutions have undertaken the agreed formal training elements in the plan for strengthening professional and technical capacity for undertaking quality agricultural research for development. | 2.3 By June 2009, 100% of Focal Institutions have undertaken their agreed formal training elements in professional and technical capacity in agricultural research for development. |
| 2.4  Professionals from the participating institutions actively participate in relevant learning and sharing platforms. | 2.4 By October  2009, at least three staff from 75% of participating Focal Institutions and one staff from 35% of participating satellite institutions is actively participating in a relevant learning and sharing platform. |
| 2.5  Evidence of improved  performance in priority areas identified in focal institution's professional and technical training follow-up action plan. | 2.5 By January 2010, 75% of participating Focal Institutions have evidenced improvements in performance related to at least 2 priority areas of agricultural research for development identified in their action plan. |

| Output 3.  Tertiary agricultural teaching and training institutions empowered to match the capacity building they offer to changing market demands. | |
| --- | --- |
| **FARA Level Performance Indicators** | **FARA Level Performance Targets** |
| 3.1  Approach and methodology for study of university/college graduates agreed with SROs and Lead Service Providers.<br><br>3.2 Preliminary results from study presented and discussed by key stakeholders.<br><br>3.3 Recommendations from study delivered to key decision makers and champions of curriculum reform. | 3.1 Study of university/college graduates approach and methodology agreed all SROs by August 2008<br><br>3.2 Preliminary results from studies in at least 2 sub-regions presented and discussed at October 2008 Ministerial meeting on Higher Education.<br><br>3.3 Recommendations from all studies delivered to Deans of the University Faculties/Schools of Agriculture and identified champions in the region by January 2009 |

| Output 4: SCARDA approach for capacity strengthening is documented, validated with, and owned by key stakeholders. | |
| --- | --- |
| **FARA Level Performance Indicators** | **FARA Level Performance Targets** |
| 4.1  SCARDA fulltime focal persons recruited and in office. | 4.1  SCARDA fulltime focal persons recruited and in office at FARA and SRO levels by December 2008, |
| 4.2 Strategy and detailed plan for lesson learning in place. | 4.2 Strategy and detailed plan for lesson learning in place at FARA and SRO levels by end of Sept 2008 |
| 4.3 M&E and reporting system for SCARDA designed and operational. | 4.3 M&E and reporting system for SCARDA at FARA and SRO levels is designed and operational by October 2008. |
| 4.4 Knowledge sharing platforms established and tested. | 4.4 Knowledge sharing platforms at FARA and SRO levels established and tested by November 2008. |
| 4.5 First review and analysis of learning undertaken. | 4.5 First review and analysis of learning at SRO and FARA levels undertaken by February 2009. |
| 4.6 Second review of learning undertaken and strategy for scaling up developed. | 4.6 Second review of learning undertaken and strategy for scaling up developed by November 2009. |
| 4.7 Lessons and best practices documented appropriately and shared with key stakeholders. | 4.7 Lessons and best practices documented appropriately and shared with key stakeholders by April 2010. |

## 2.3 Performance Indicator Descriptions and their use.

SCARDA is a complex and ambitious "process-project"[3] requiring a sufficiently detailed and robust framework for monitoring and reporting on progress, and for evaluating the results delivered. Collaboration between different organizations and individuals operating at several levels will require ongoing refinement of SCARDA's innovative approach to capacity strengthening.

This guidance in the application of indicator descriptions is not intended to stifle initiative and opportunities for learning by doing, but rather to encourage those responsible to reflect and think more deeply about what they are planning to do and how they report on their progress. It may encourage innovation, particularly given the short time-frame within which to refine and implement the proposed capacity strengthening and related activities. The intention is that those involved in planning, monitoring and managing parts of SCARDA will use the proposed project performance framework and attached guidance to support themselves and their partner implementers to think their way through challenges and document lessons along the way. This would be instead of reporting only the "success stories" while glossing over challenges.

The description of indicators is detailed in Annex 2. The description is intended to further elaborate or "unpack" the M&E performance measurement framework; providing guidance for those assessing progress and performance at various levels in the SCARDA project. The indicators are elaborated to support the tracking of progress towards targets and also monitoring of the quality of implementation. They include elements important to the design of an innovative set of interventions, and measures of early outcomes identified from these interventions.

The indicator descriptions are to be used by the appointed FARA SCARDA officer and SRO SCARDA coordinators as they monitor and report on the progress of implementation. The indicator descriptions are intended to serve two main purposes:-

- To help those involved in managing processes to think through what they need to do, and what they need to support others in doing, in order that project targets can be achieved.

- To guide those reporting on progress in making assessments about progress towards targets – (for example reporting the percentage of Focal Institutions that have commenced implementation of their Agricultural Research Management capacity strengthening plan by the target date).

Before making assessments using the indicator descriptors, the spirit in which they are applied should be affirming and appreciative, asking questions like;

- "Have I/my organization given adequate support to the relevant project partner/s to ensure that this target is met – and if not what more might be required?"

- "How could I show appreciation for what has been done by a particular partner and encourage continual improvement?"

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[3] The term "process-project" is used here to describe a type of project in which the objectives and overall purpose are clear, but the mechanisms (including the details of institutional arrangements, roles, activities and scheduling) are worked out during implementation through a process of ongoing negotiation, trial and error and reflection by the main players implementing the project. The opposite case would be a project in which delivery mechanisms and schedules (i.e. roles, activities and time-frames) are very clearly and unambiguously defined at the start, and strictly adhered to during implementation.

- "If I was in this person's position, what challenges might I be facing and how might I be feeling?"

- "What additional support and guidance might be needed to raise the quality of this output?"

- "Was clear and detailed guidance provided for the activity in question, along with any other supporting resources?"

- "Was the time-frame clearly communicated, and did I send a reminder?"

Effective management of performance guided by the indicator descriptions should not be negatively skewed by, for example:-

- Looking for a scapegoat when challenged by another project partner about a target not met by one's own organisation,

- Deliberately avoiding responding directly to a query from a partner because it is embarrassing or awkward,

- Criticising other project partners for what is not done on time, or for outputs below the required standard.

# 3.0 Project Governance and Performance Management

### 3.1 Project Governance

SCARDA has a four-tier governance structure for oversight and for managing contracting, financial disbursement and related financial and technical reporting.

In Tier 1, DFID Central Research Department provides oversight on behalf of the British Government, through its designated employees. At Tier 2 the FARA Governing Board provides oversight at continental level, delegating day to day management responsibility to its Secretariat. FARA employs a Project Leader and full time SCARDA project officer. At Tier 3a the Governing Boards of SROs (CORAF/WECARD, ASARECA and SADC-FANR) provide oversight at the sub-regional level, and delegate day to day management responsibility to their Secretariat. Each SRO employs a full time SCARDA "focal person". NRI (Tier 3b) has a designated focal person who reports to FARA. At Tier 4a, Lead Service Providers (RUFORUM, ANAFE & AGRHYMET) provide oversight and each Lead Service Provider designates a responsible individual to report progress to the SCARDA SRO coordinator. The Focal Institutions (Tier 4b) similarly undertake to fulfill their roles and responsibilities and designate a responsible individual to report their progress to SROs (and Project Management Team in the case of ASARECA). Other Service Providers (Tier 4c) deliver and report on services as agreed in specific contracts.

Following the governance structure outlined above, Table 3 summarises responsibilities for managing project performance management at each Tier.

**TABLE 2**: **Tiers of SCARDA Project Governance and Partner's Main Performance Management Responsibilities**

| Tier | PART-NER/S | Main Performance Management Responsibilities |
|---|---|---|
| 1. | DFID | Oversight of FARA management of the project in relation to delivery of its stated outputs and purpose. Monitoring progress and achievements through review of six monthly and annual reports, mid-term review and end of project evaluation. Timely release of funding to Tier 2 in accordance with the DFID-FARA agreement for SCARDA. |
| 2. | FARA | Overall management of the project at continental level in relation to delivery of its outputs, and oversight of SROs in their management of project implementation. Monitoring progress and achievements through review of quarterly progress reports and six monthly financial and technical reports and annual reports from SROs. Timely release of funding to Tier 3 partners in accordance with the FARA- SRO agreements for SCARDA implementation. |
| 3a. | SROs: CORAF-WECARD, ASARECA, SADC-FANR | Management of project implementation at sub-regional level. Oversight of Lead Service Providers and Focal Institutions in fulfilling their contracted obligations. Monitoring progress and achievements through review of progress reports from Lead Service Providers and Focal Institutions, Timely release of funds to Tier 4 partners in accordance with the SRO-LSP agreements for SCARDA implementation. |
| 3b. | NRI | Timely provision of technical services relating to project performance management – i.e. institutional analysis, strategies and plans for M&E, communication and learning - as agreed and requested by FARA or SROs. |
| 4a. | Lead Service Providers: RUFORUM, ANAFE, AGRHYMET | Identify suitable providers for agreed capacity strengthening priorities and provide oversight and quality assurance of the delivery of capacity strengthening interventions. Review of training plans, reports, and evaluations. |
| 4b. | 11 Focal Institutions | Focal Institutions are responsible for ensuring that capacity strengthening services received through SCARDA address their institutional development priorities. They will also ensure that services received are managed and applied through an agreed framework for monitoring institutional performance, and that the lessons and results are documented by designated individuals and shared through learning platforms. |
| 4c. | Other service providers | Other capacity strengthening providers (e.g. Universities and consultants) are responsible to deliver services according to their contracts and report on service delivery. |

**3.2 Performance Management**

The performance framework is a tool intended to inform discussions and decision making at SRO and FARA level, so that decisions are based on evidence and analysis of progress. In this way performance measurement will be integrated with performance management through clearly agreed roles and responsibilities for monitoring and decision making at each Tier.

The release of project funds from FARA to SROs and from DFID to FARA is based on a "project advance" system, and is not strictly tied to technical reporting. However, it is an expectation that regular and two-way communication at all levels will build trust and confidence between partners, and that this in turn will be reflected in the decision-making process relating to release of funds.

Service/partnership agreements
Agreements are also an important part of SCARDA's performance management system. The particular roles and responsibilities for implementation are defined in the various agreements which were developed and signed during the period following the project inaugural launching workshop in late April 2008. Each agreement is negotiated based on the capacity and the policies and procedures of the main signatories.

Agreements or contracts relating to SCARDA have been drawn up (and mostly signed) at the following levels:-
- between FARA and each SRO,
- between each SRO and each LSP,
- FI "tripartite" agreement with SROs and LSPs (in some cases).
- SROs or FARA with other service providers (on an as needed basis following agreed procurement procedures).


# 4.0  The Focus of Performance Management and Measurement


**4.1 Link between planning and project performance management.**

The focus of performance management and measurement is informed by SCARDA's "theory of change" or intervention logic – it should be clearly linked to the process for planning activities and interventions. The working hypothesis behind SCARDA is that the development and application of tailor-made packages of capacity strengthening measures targeting ARD institutions will more effectively and more sustainably improve their capacity, than a "traditional" piecemeal approach of training individuals might.

An assumption underpinning SCARDA's design, based on innovation systems thinking, is that interventions are more effective when their design is based on an analysis of what the respective key players (organizations) bring to the agricultural innovation process. Hence each organisation within a national agricultural innovation system will require a clear understanding of how it can best contribute, and what is needed to strengthen its capacity to make that contribution. This implies that the design of SCARDA's capacity strengthening packages in each of the sub-regions is supported by a defendable and explicit rationale for proposing particular activities, and that these CS activities are linked to expected results or outcomes – most probably specific improvements in the capacity of the focal institutions (and perhaps other partners also)[4]. Hence key outcomes from the proposed two

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[4] Making an explicit connection between interventions and outcomes may involve the construction of *results chains or outcome maps,* for particular interventions, as a further step in unpacking the project logical framework. If this step is

and half year implementation phase of SCARDA relate mainly to improvements in organisational and individual strategies and capacities. The project performance measurement framework is linked to SCARDA's plan for strengthening institutional and individual performance.

## 4.2 Accountability and Learning Balance

The plan is designed to keep a "healthy" balance between accountability and learning, and aims to minimize any potential conflict between these monitoring objectives.
The plan will track the delivery progress for management accountability, so that (where necessary) appropriate corrective adjustments can be put in place during implementation (see Figure 4). A further aspect of this is monitoring the quality and effectiveness of capacity strengthening interventions, particularly in relation to their contribution towards individual **and** organisational performance. This implies the recording and analysis of performance and change in the individuals and organizations participating in SCARDA that will contribute to an end of project evaluation.



**Figure 4 SCARDA FUNDING & ACCOUNTABILITY**

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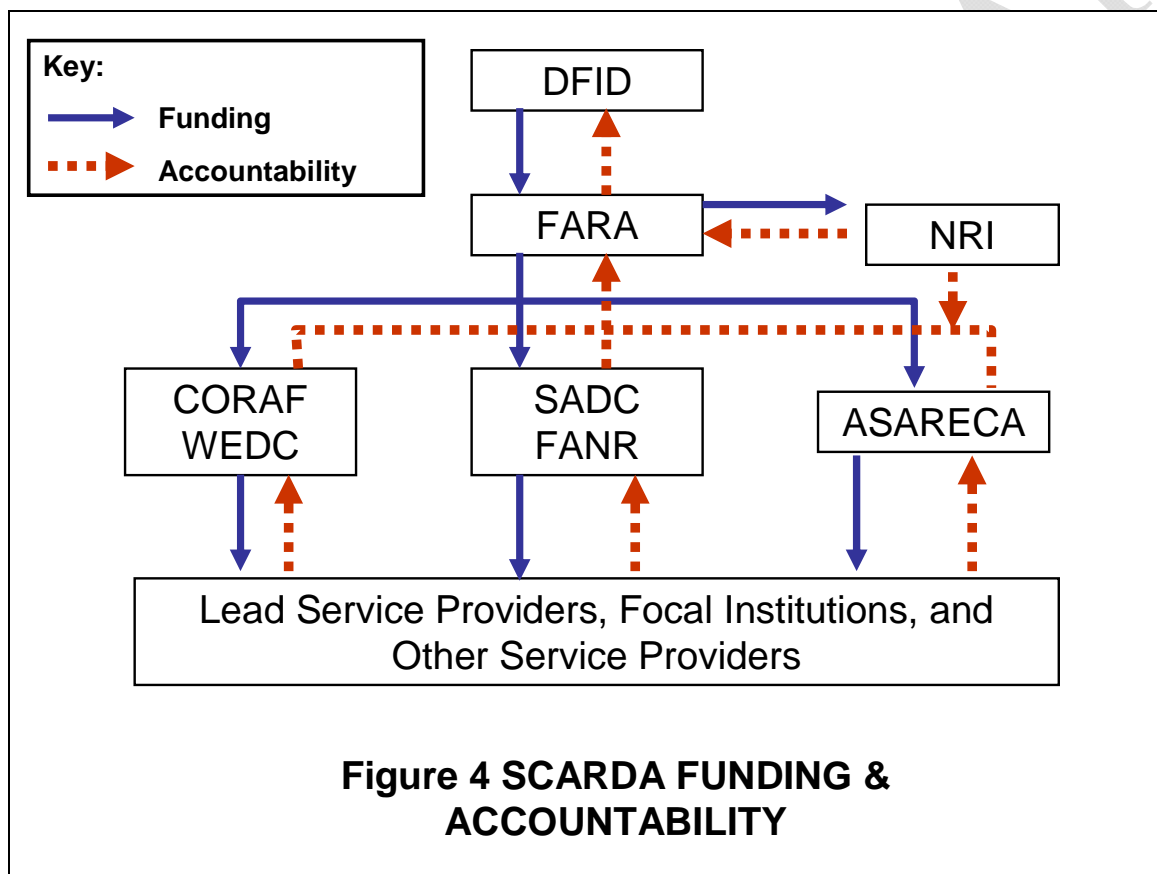
undertaken then it will inform the refinement of performance indicators for particular outputs at key levels of implementation.

The plan is also designed to ensure a learning focus which is linked to the agreements signed between the main partners at various levels (Figure 5). This implies that those responsible prioritise and practice regular reflection during implementation. It also requires clear documentation of the capacity strengthening design and implementation process, and also the application of the new capacity. This will include documentation and monitoring of implementation challenges and the "failures" as well as "success stories.



**Figure 5 SCARDA AGREEMENTS, REPORTING & SHARING LEARNING**
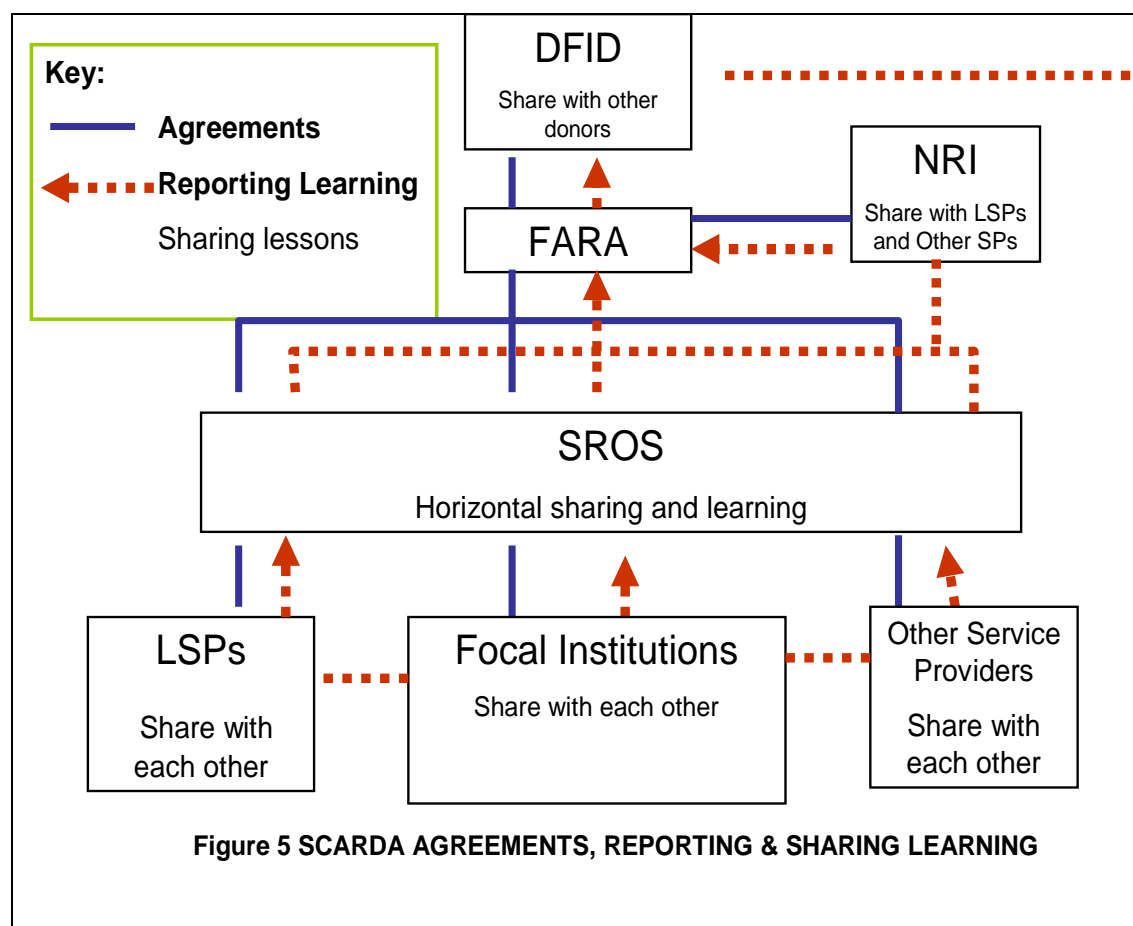
## 4.3 Linking Monitoring to the Project Communication Plan

SCARDA's project performance plan links to the project communication plan through its significant emphasis on learning. Learning and lesson sharing about capacity strengthening can take place within organizations; between organisations in a national innovation system; and between organisations in different countries and sub-regions. SCARDA's tools for monitoring must be flexible enough to capture and document the diversity of approaches and outcomes arising from the different institutional contexts within the project. The performance monitoring indicators and reporting formats are designed to capture some of the key learning points arising during project implementation.

This aspect of the plan is aligned with the SCARDA communication plan for FARA[5], specifically:-

- "developing a framework for process documentation by FIs" (activity a. of Communication Objective 4),

- "provide lessons and evidence to improve the effectiveness and efficiency of investments in CB",

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[5] See SCARDA Communication Plan of FARA – Draft, 3 December 2008

Various activities to support the establishment and function of learning "platforms" at regional, sub-regional and FI levels (Objective 6).
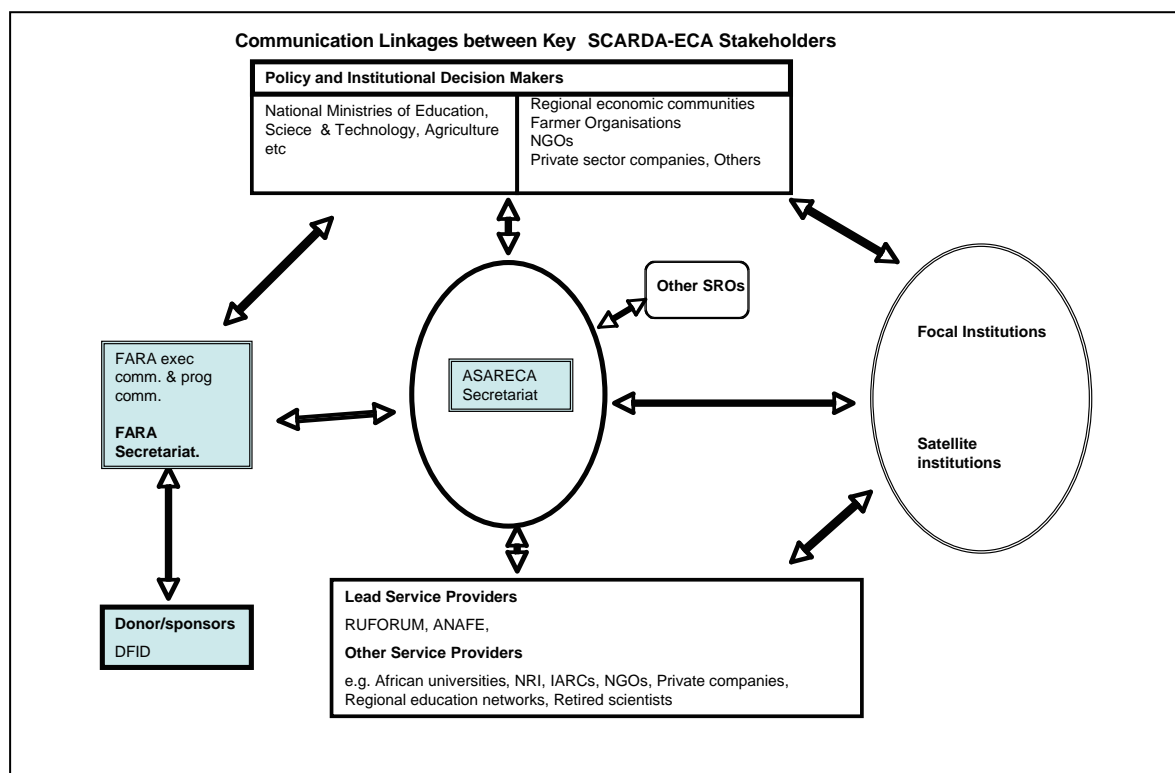


**Figure 4. Critical communication pathways for the success of SCARDA implementation** *(The arrows indicate the key pathways for communication between project partners and institutions).*

## 4.4  Embedding Performance Monitoring at Key Levels of Implementation

Following the accepted principle that performance measurement and management should be commensurate with the area of direct responsibility and reasonable direct influence, the plan is to embed performance monitoring within SCARDA's partnership framework.  The focus at each level of implementation, including the rationale for this focus, is summarized in Table 3.

**TABLE 3:  SCARDA Performance Monitoring –What & Why**

| LEVEL | WHAT (might the focus of M&E be) | WHY (is this the suggested focus) |
|---|---|---|
| **Focal Institutions** | The desired change (improvements in performance and capacity) to be realised through the SCARDA capacity strengthening plan – including the intended change process. | This focus will enhance the potential for learning about how capacity strengthening can contribute to improvements in organisational performance in the field of agricultural innovation. |
| **Satellite/partner Institutions** | The desired change (improvements in performance and capacity) to be realised through their participation in SCARDA capacity strengthening activities. | This will encourage participants from satellite institutions to be accountable for application of their learning and to share their experiences in applying their learning to agricultural innovation. |

**TABLE 3: SCARDA Performance Monitoring –What & Why cont…..**

| LEVEL | WHAT (might the focus of M&E be) | WHY (is this the suggested focus) |
|---|---|---|
| **CS Service Providers** | Assessment of the extent to which the CS learning objectives were achieved, and what might be done differently next time around. | This will encourage CS service providers to be reflective, striving to improve their performance and set clear and realistic CS objectives. |
| **Lead Service Providers** | Assessment of the capacity of CS service provider to deliver, timeliness and quality of service delivery, investigation of any complaints from focal institutions. | This will encourage CS service providers to be reflective, striving to improve their performance and set clear and realistic CS objectives. |
| **Sub-regional Organisations** | Progress in the delivery of capacity strengthening activities, the performance of LSPs in providing Quality Assurance of CS activities, the performance monitoring process within focal institutions, functioning of learning platforms. | To underpin the CS quality assurance process and related performance monitoring within focal institutions and to encourage horizontal learning |
| **FARA -** | The performance of SROs in implementing the CS work plan (including contracting and logistics support), national policy engagement through SCARDA, key lessons emerging from SCARDA. | To ensure accountability during implementation, provide strategic engagement in national policy processes, capturing learning will enable FARA to refine its CS programme and provide evidence for its advocacy work. |

## 4.5  Who will Monitor and How

At each level of responsibility, the relevant project partner will assign responsibilities for SCARDA monitoring to individuals, according to their capacity, availability and interest.  The actual tools that they will use for monitoring may vary to some extent.   However, at the level of FARA and SROs, it is anticipated that the project quarterly technical reporting system will be a key and cost-effective monitoring tool.  Its usefulness will ultimately depend on the level of trust built up between the various partners in the reporting chain, and their commitment to thoughtful, balanced and informative reporting, and this in turn will be related to the frequency and quality of communication between them.  Other tools for monitoring at this level will include monitoring visits informal information garnering.  This is summarised in Table 4.

**TABLE 4: SCARDA Monitoring Who & How.**

| LEVEL | WHO (might lead the monitoring) | HOW (might the monitoring be undertaken) |
|---|---|---|
| **Focal Institutions** | Staff with existing M&E responsibilities and experience, if agreed with themselves and their management (nominated staff if there are not such staff in existence already). | Using participatory approaches that focus on performance and outcome monitoring (e.g. Balanced Scorecard, Outcome mapping, Impact pathways, self-assessment, personal action plans). |
| **Partner Institutions** | Staff participating in SCARDA capacity strengthening activities. | Action plans developed as part of capacity strengthening activities, progress with implementation communicated through SCARDA learning platforms as part of the communication strategy. |

**TABLE 4: SCARDA Monitoring Who & How cont ….**

| LEVEL | WHO (might lead the monitoring) | HOW (might the monitoring be undertaken) |
|---|---|---|
| CS Service Providers | Those taking lead responsibility for planning and delivery of CS interventions. | CS delivery plans will incorporate a clear strategy and methodology for monitoring and evaluation of the learning process, with results presented in CS delivery reports. |
| Lead Service Providers | Those assigned responsibility for endorsement and monitoring of service providers. | LSPs will scrutinise CS delivery plans, propose improvements, monitor timeliness of delivery and satisfaction levels of participating focal and satellite institutions. |
| Sub-regional Organisations | SCARDA focal persons and related designated individuals or M&E units. | Through reading of progress reports (from LSPs and FIs), monitoring of learning platforms, participation in learning and sharing workshops and monitoring visits to participating focal institutions. |
| FARA - | SCARDA focal persons and related designated individuals or M&E units. | Through reading of progress reports (from SROs), monitoring visits to SROs and LSPs, monitoring of learning platforms and participation in learning and sharing workshops. |

# 5.0 Performance Reporting

### 5.1 Responsibilities for Reporting

The project technical reporting responsibilities are implicit in Figures 4 and 5 and Tables 2 and 5.

At FARA and SRO levels, the appointed full-time SCARDA Project Officer and SCARDA Focal Persons are responsible for the day to day management and communication with partners in the Tier below them, and for compiling progress reports to the tier above. They will hold the main responsibility both for facilitating progress with implementation, for applying the project performance measurement framework and for reporting on implementation progress using the framework indicators and descriptions.

The SCARDA project officer will report to the head of the capacity strengthening programme (NSF4) in FARA. At FARA level key decisions and related strategic communications with DFID will be the responsibility of the Executive Director, or their designated representative. The SCARDA Focal Persons report to the head of capacity strengthening in their respective SROs. Communication with FARA and key decision-making will be the responsibility of the SRO Executive Director, or their designated representative.

The same principle applies to Lead Service Provider (LSPs). Each LSP designates a named contact person responsible for day to day communication and compiling of progress reports. The FARA level performance framework will be modified for each of these partners, so that there is appropriate integration of progress reporting and clarity on who is responsible for delivery of which particular

aspects of the project results. The progress reports are provided in a timely way to the managers of participating Lead Service Providers for quality assurance before forwarding to each SRO.

Each Focal Institution designates a named contact person who will be responsible for day to day communication and regular reporting to its respective SRO on progress with implementation and application of its capacity strengthening plan (e.g. capacity strengthening inputs received and in progress, use of these in addressing institutional change objectives, any issues or challenges arising).

## 5.2 Frequency and Content of performance reporting

It has been agreed that FARA will provide technical progress reports to DFID on a 6 monthly basis. Quarterly progress updates will be required by FARA from SROs, and by SROs from LSPs and FIs, as part of the project's internal communication and performance management process. Six monthly work-plans with milestones will be required at all levels of reporting, and these are incorporated into a standard reporting format for the SCARDA project that has been approved by FARA. Annual reports will also be required, and a project completion report. The frequency and focus of reporting at the various level of implementation is summarized in Table 5. Column 1 and 2 and relates mainly to the chain of accountability while column 3 includes potential for sharing reports or part of the contents (for example the challenges faced and lessons learned sections) more widely as part of the project learning system.

**Table 5. Technical Reporting Chain, Frequency and Sharing Potential**

| Level and Responsible Agencies | Reporting to | Reporting Frequency & Potential for Sharing within each level (e.g. through learning platforms). |
|---|---|---|
| NATIONAL – <br> a) Focal & <br> b) Partner institution/s <br> c) CS service providers | SRO, Service providers | Quarterly and Annual <br> Sharing potential – e.g. experiences of using capacity strengthening services, application of new capacity and other outcomes <br> Challenges and learning from development and deliver of CS services |
| LEAD SERVICE PROVIDER/s | SRO or FARA | Quarterly and Annual <br> Sharing - Development and quality assurance of relevant services, M Sc quality assurance, user feedback on CS services. |
| NRI | FARA | Quarterly and Annual |
| SUB-REGIONAL – CORAF, ASARECA, SADC-FANR – | FARA | Quarterly and Annual <br> Sharing through communication plan - Mechanisms for procuring and supporting delivery of capacity strengthening services, lessons arising. |
| REGIONAL Sub-Saharan Africa - FARA – | DFID | Six-monthly, Annual, Project Completion– <br> Sharing – through communication plan - Overall implementation progress in the three sub-regions, reviews of progress in addressing purpose through outputs, key lessons learned on capacity strengthening in Agricultural Research. |

## 5.3 Financial and Technical Reporting

Details of financial reporting will be agreed through consultation between the FARA Finance Director and the Financial Representatives of the SROs and other partners receiving funds, as described in the May 2008 Project Inauguration Workshop Report.

Figure 4 indicates the SCARDA project framework of accountability and reporting for funding. Funding will be provided for an agreed work plan submitted by all project partners receiving funds. There is a specific format for quarterly technical reporting (see Appendix 2). This format allows for reporting implementation progress against the activity milestones detailed in the 6 monthly forward work-plan. As part of annual planning and internal review, performance indicators and targets will be reviewed and annual milestones will be set.

The reporting system will enable a progressive summarising of progress made by the main implementing partners, so that a consolidated report can be made each 6 months by the responsible person at FARA to DFID. At the end of each financial year, a more comprehensive "Annual Report" is also produced, based on a consolidation of the quarterly reports and a more in-depth reflection by the responsible individual/s at each level. All partners receiving funds are required to complete an annual report on progress.

The exception are the category "other service providers" who will provide reports as indicated in specific contracts. The progress on these contracted activities will be reflected in the quarterly and annual progress reports of the SROs. It is anticipated that such reports, once accepted, will trigger the final payment for services delivered. A specific format for the "Other Service Provider" reports will be determined by each SRO in requested with support from NRI, and these reports will feed into the lesson learning and documentation process, as an activity under output 4 of the project.


## 5.4. Reporting Learning and Lesson Sharing

Figure 5 summarises a provisional framework for reporting learning, and for sharing lessons (including successes, disappointments, mistakes and surprises). The hashed line implies that all partners having a contractual arrangement will not only be required to provide financial and technical progress reports, but also to invest a significant amount of time in documenting and reporting their lesson learning arising from regular reflection on implementation. This aspect of reporting is an essential input into the achievement of project output 4, and this task will require the allocation of quality time by responsible individuals in each partner organisation. It will be further developed in the FARA and SRO communication plans.

While there is no formal contractual relationship between many of the implementing partners, there is nevertheless an expectation that sharing of information and lessons in areas of common interest will become a mutually valued practice, as part of the project's learning platforms. This aspect of reporting and sharing of information will be further developed as part of the SRO level communication plans, and also the capacity strengthening plans within Focal Institutions. The notes on lesson sharing suggest that organisations with similar functions (and also individuals with similar roles), are expected to invest time in sharing their capacity strengthening experiences with each other. Further consideration of whether any incentives can be provided for lesson sharing may be needed.


## 5.5  Integrating Performance Reporting with Decision-making

As part of project performance management, it is expected that the key decision-makers at each level of the SCARDA project will use the performance reporting system to inform their management decisions. How works out in practice may depend on the quality and relevance of the reports and the partner organization involved.

For example at the level of Focal Institutions, if the person responsible for compiling a report in a particular Focal Institution produces a clear and informative report covering aspects of what is going well, and what is not going so well in terms of implementing post-training action plans (for example in improving the linkage between the institutions financial and technical reporting systems), the FI SCARDA focal person (who will be a manager) may use this information to inform their decisions about the allocation of existing resources, or to look for additional resources or support to address the issues raised.

Another example might be at SRO level, when reports from FIs and service providers give different perspectives on the usefulness and effectiveness of the same CS activity. The responsible person in the SRO may use this information as a basis for requesting the Lead Service Provider to further explore the different perspectives, and see what can be learned and how this might inform future SCARDA capacity strengthening design and procurement.

## 6.0 A road map for embedding performance monitoring within SCARDA

The overall plan for embedding performance monitoring within SCARDA is summarized in the implementation schedule for the performance management plan (Annex 4).

The next step will be to develop performance monitoring plans at the levels of SROs, Lead Service Providers and Focal Institutions, derived from this generic framework, and to develop additional guidance to support the reporting and interpretation of progress against the selected performance indicators

The intention is for each SRO to have its own performance management plan for SCARDA, adapting the generic performance framework provided here to fit its particular context. The other main implementing partners (Lead Service Providers and Focal Institutions) will also have related plans for measuring and monitoring their performance in implementing SCARDA. This should be in place by the end of March 2009.

In developing plans the aim will be to work through, or ensure compatibility with, existing M&E and reporting systems. Another aim will be to keep the plans uncomplicated. However, given the importance of documenting and analyzing key lessons to enable output 4 to be achieved, plans will of necessity include elements which require additional and specific commitment to M&E and lesson learning at all levels.

The further embedding of the plan at SRO level will be progressed by FARA staff (and its appointed consultants) through:-

- Participation in meetings at SRO level, to support the detailed activity planning process and ensuring its alignment with the SCARDA approach and its compatibility with the generic performance monitoring framework,
- Visits to SROs and Lead Service Providers to discuss roles and capacity for performance monitoring of SCARDA and to facilitate the refinement of performance measurement frameworks and plans tailored to their specific roles and responsibilities,
- Support to workshops or meetings at sub-regional level designed to strengthen capacity in M&E among key partners and to refine specific plans for performance monitoring[6],

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[6] This activity replaces the idea of a Project level workshop proposed in the earlier version of this plan.

Once plans are in place at all levels, the use of these plans will be reviewed regularly (for example at meetings of the project partners) and at least annually as part of the production of annual workplans. Further support in the implementation of key aspects of the plan may be needed and sourced the basis of requests provided to NRI by FARA or any of the SROs.

| Annex 1  Continental Log-Frame - SCARDA | | | |
|---|---|---|---|
| **NARRATIVE SUMMARY** | **INDICATORS OF ACHIEVEMENT** | **MEANS OF VERIFICATION** | **RISKS AND ASSUMPTIONS** |
| **GOAL** | | | |
| *Poverty is sustainably reduced in sub-Saharan Africa.* | These will be derived from relevant higher level indicators ( e.g. MD Goal 1 for poverty and hunger and Goal 7 for environmental sustainability) | - Government statistics<br>- FAO, World Bank, ADB and Economic Commission for Africa statistics and reports<br>- ECOWAS , ECCAS, SADC, COMESA, IGAD  and other regional organization reports<br>- UN COM-TRADE statistics and reports<br>- UNEP statistics and reports | - National and international context enables benefits (at this level)<br>- Political stability adequate<br>- National and international stakeholders and partners cooperate within current and future frameworks to enable benefits |
| **PURPOSE** | | | |
| *To strengthen the institutional and human capacity of African agricultural research and development systems to identify, generate and deliver research outputs that meet the needs of poor people.* | • 70 % of key stakeholders of Focal Institutions express satisfaction and noticeable improvement in the delivery and relevance of research services by 2010.<br><br>• 25%  increase in  value of competitive and other funding secured by Focal Institutions by 2010.<br><br>• 30% increased collaborative participation of relevant stakeholder partners in pro-poor agricultural research initiatives by 2010.<br><br>• 100% of Focal Institutions evidence specific measures to mainstream gender, HIV/AIDs, pro-poor and other social inclusion issues at both internal policy and implementation levels. | • Programme evaluation reports (including stakeholder surveys).<br>• Annual reports of SROs, target institutions, and capacity strengthening providers. | • Levels of National investment in African Agricultural Research are sustained along with commitments to increase these.<br><br>• Steps to prevent and mitigate the specific effects of HIV-AIDS, malaria and tuberculosis on human capacity continue and improve.<br><br>• Regional mechanisms for sharing relevant knowledge and products are sustained and continue to improve. |

| OUTPUTS | INDICATORS OF ACHIEVEMENT | MEANS OF VERIFICATION | RISKS AND ASSUMPTIONS |
|---|---|---|---|
| **Output 1:** Agricultural research management systems and managerial competencies to conduct high quality research strengthened in African NARS. | By March 2008 each SRO has an agricultural research management capacity strengthening plan.<br>By June 2008 participating Focal Institutions have an IF of 50[7] in developing action plans for strengthening agricultural research management in response to a participatory institutional analysis agreed with the relevant SRO.<br>By September 2008, providers of capacity strengthening services have agreed details[8] of CS interventions with Focal Institutions and SROs.<br>By June 2009, 100% of Focal Institutions have implemented the capacity strengthening action plans for agricultural research management.<br>By January 2010, participating Focal Institutions have an IF of 90 in at least three of the key agricultural research management areas identified in their action plan. | • Focal Institutions' CS plans<br>• CS Service provider progress reports<br>• CS planning workshop reports<br>• Focal Institutions' annual reports<br>• SRO quarterly and annual reports<br>• FARA quarterly and annual reports | • Senior managers in target institutions actively support an internal change management process[9],<br>• Providers of capacity strengthening services agree to operate in a collaborative mode sharing training materials and experiences to generate regional public goods[10].<br>• IT infrastructure, and communications in participating organisations continue to function and improve. |
| **Output 2:** The capacity of African NARS to undertake quality agricultural research for development sustainably strengthened | By January 2008, each SRO has a list of "preferred providers" for technical and professional capacity strengthening agreed with FARA.<br>By June 2008 participating Focal Institutions have an IF of 75 in developed action plans for strengthening priority professional and technical competencies in response to an institutional analysis.<br>By June 2009, Focal Institutions have an IF of 90 in implementing their action plans for strengthening priority professional and technical competencies.<br>By January 2010, participating Focal Institutions have an IF of 50 in demonstrated application of gained competencies to their priorities identified in the action plan. | • NARS annual reports<br>• SRO annual reports<br>• Operating Unit annual reports<br>• FARA annual reports<br>• Service provider reports | • Providers of CS services agree to operate in a collaborative mode sharing training materials and experiences to generate regional public goods.<br>• IT infrastructure, and communications in participating institutions continue to function and improve.<br>• Participating institutions continue to have conditions required for application of CS activities agreed in their CS plans. |

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[7] IF = Implementation (or Impact) Factor derived from a multiple of % of Focal Institutions and the % to which they have implemented the factor under study divided by 100, i.e., total adoption would be indicated by an IF of 100 (100*100)/100. If half the institutions adopt to an average of 75% the IF would be 37.5 i.e., (50*75)/100

[8] This could be most effectively achieved through a facilitated workshop process, after Focal Institutions and services providers have been identified using agreed criteria and agreements signed between them and the respective SROs and/or FARA.

[9] This would cultivated through a two way dialogue which, if well conducted enabling mutual trust to develop, would result in the relevant managers/decision makers signing an agreement of cooperation.

[10] This would be underpinned by agreements between the CS service providers and SROs and/or FARA which include the parameters for defining "ownership" of the training products and "good practice lessons" developed.

| OUTPUTS | INDICATORS OF ACHIEVEMENT | MEANS OF VERIFICATION | RISKS AND ASSUMPTIONS |
|---|---|---|---|
| Output 3: Tertiary agricultural teaching and training institutions empowered to match the capacity building they offer to changing market demands. | Findings of recent relevant studies and remaining gaps identified and proposed methodology for study developed by Feb 2008.<br>Outstanding gaps in competence of agricultural graduates in respect to the employment market identified by June 2008.<br>Analysis of future demand shared with key stakeholders and way forward agreed by Sept 2008. | • Review of existing studies,<br>• SCARDA "Tracer study" report/s<br>• Workshop presentation/s & related reports | • Involvement of decision-makers in the target institutions in study design and agreement to act on findings is secured.<br><br>• Other training organizations will accept relevance of findings for their curriculum review process. |
| **Output 4:** SCARDA approach for capacity strengthening is documented, validated with, and owned by key stakeholders. | SCARDA coordinators (regional and sub-regional) recruited and in office by January 2008.<br>Strategy and detailed plan for documentation and lesson learning agreed at FARA and SRO levels by March 2008.<br>M&E and reporting system for SCARDA at FARA and SRO levels is operational by June 2008.<br>Knowledge sharing platforms at FARA and SRO levels established and operational by June 2008.<br>First review and analysis of learning at SRO and FARA levels undertaken by January 2009.<br>Second review of learning undertaken and strategy for scaling up developed by October 2009.<br>Lessons and best practices documented appropriately and shared with key stakeholders by January 2010. | • FARA quarterly and annual reports<br>• SRO quarterly and annual reports<br>• Service provider reports<br>• Learning workshop reports<br>• Website and e-groups usage reports,<br>• Strategy document on up- scaling,<br>• Case studies and "policy briefs". | • Existing electronic information sharing platforms and support programmes in FARA and SROs are maintained and continue to improve.<br><br>• Target Institutions have basic access to internet services.<br><br>• Continuity of involvement by key managers and professionals in the target and service providing institutions. |

## Annex 2:  Performance Indicator Reference Table – FARA Level…..

<table>
<tr>
<td colspan="2"><strong>Output 1:  Agricultural research management systems and managerial competencies to conduct high quality research strengthened in African NARS.</strong></td>
</tr>
<tr>
<td><strong>Performance Indicator  1.1</strong></td>
<td><strong>Submission of an SRO plan for strengthening agricultural research management (ARM) capacity</strong>.</td>
</tr>
<tr>
<td colspan="2">

**Description of Indicator**

The completed SRO plan for strengthening agricultural research management capacity to be submitted by each SRO to FARA with request for funding is expected to have the following components:-
- Name of organization and person with lead responsibility,
- Clear statement of overall objectives of the plan and expected results (intermediate outcomes) from its implementation,
- A plausible summary of how the proposed activities were derived from the institutional analysis in the participating focal institutions,
- Evidence of stakeholder buy-in/acceptance of the plan,
- An action plan table which includes details of activities, time-frames, target participants/beneficiaries, roles and responsibilities, resources needed (including budget),
- An assessment of risks to delivery of results and proposed contingency measures,
- Outline framework for financial and technical reporting of progress?

</td>
</tr>
<tr>
<td><strong>Performance Indicator  1.2</strong></td>
<td><strong>Commencement of implementation of the agricultural research management capacity strengthening plan.</strong></td>
</tr>
<tr>
<td colspan="2">

**Description of Indicator**

Commencement of the implementation the plan for strengthening ARM capacity will be marked by the first action and completion by at least 6 of the other 11 actions.  If the first action is not initiated then the others cannot count towards implementation at focal institution level.

- **Senior and middle managers in focal institutions are actively involved in the institutional analysis of management issues, agree on the priority areas of management requiring strengthening and commit to supporting the change management process** (this includes signing the letter of commitment, involvement in the plan for institutional analysis, participation in de-briefing sessions, evidence that they agreed to the ARM management priorities and CS)**,**
- Documented evidence of changes in aspects of ARM management within the focal institution, made in response to the institutional analysis,
- Documented evidence of focal institution requesting CS inputs from non-SCARDA sources to address ARM capacity issues identified,
- Transfer of funds for ARM CS activities from FARA to SRO and acknowledgement of

</td>
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</table>

receipt,
- Identification and approval/endorsement of ARM CS service providers,
- Agreements/contracts with ARM CS service providers agreed/signed,
- Trainers/resource persons identified for an activity and detailed CS activity protocol for an ARM component completed,
- Invitations to beneficiaries issued and list of participants confirmed,
- Training plan submitted, quality checked, revised as required and approved,
- Confirmation that training has been delivered according to the plan,
- Receipt of a training/CS activity report from the lead resource person,
- Completion of a training/CS activity evaluation by responsible person.

| Performance Indicator 1.3 | Focal Institutions have undertaken the agreed formal training elements in agricultural research management. |
|---|---|

**Description of Indicator**

Undertaking for formal training elements of the plan for strengthening ARM capacity will be marked by;-

- Clear identification, by name, position and responsibilities within the focal institution, of the individuals designated to attend the planned training in ARM,
- Trainer's confirmation of full attendance of the training courses by nominated individuals from each focal institution,
- Trainer's assessment of the level of participation and learning in the training course by nominated individuals from each focal institution,
- Trainer's confirmation of completion of a post-course action-plan by nominated individuals from each focal institution,

| Performance Indicator 1.4 | Managers in participating institutions actively participate in ARM learning and sharing platforms. |
|---|---|

**Description of Indicator**

Active participation by managers from the focal (and selected satellite) institutions in learning and sharing platforms implies a commitment from them towards continuous professional improvement and ongoing sharing of their experiences in tackling the day to day challenges they face in managing change. This will be marked by at least 3 of the following actions:-

- Trainers reports from ARM management courses including evidence of active and open sharing during the course by participating managers of management challenges and strategies tried to address these challenges,
- Post-training action plans which signal intentions and include activities to draw on the advice of other participating managers in order to address specific problems,
- Discussion groups or small "colleges" or "communities of practice" formed out of the workshops with a clear statement of purpose and proposed mode of operation,
- Documented evidence of focal institution requesting CS inputs from non-SCARDA sources to address ARM capacity issues identified,

- Contributions by participating managers to electronic sharing platforms on ARM (e.g. Dgroup blogs, notice boards, discussion forums),
- Participation in learning and sharing meetings and workshops relating to ARM,
- Contribution of suitably anonymised case studies to learning and sharing meetings or forums.

| Performance Indicator 1.5 | Evidence of improved performance in priority areas identified in focal institution's ARM training follow-up action plan. |
|---|---|

**Description of Indicator**

An expectation of participation in ARM training and other capacity strengthening activities is that managers of the participating institutions will apply their learning in their work place. They will start to do things differently themselves and/or initiate processes that will cause their organizations to do things differently. This will involve making specific and identifiable changes that will result in improved management systems and/or their individual performance as managers. This will be marked by at least three of the following:-

- Post-training ARM action plans which indicate an intention to make specific changes in the trainee's own management approach and style,
- Post-training ARM action plans which indicate an intention to make specific changes in the management systems at the trainee's own workplace,
- Documented evidence of implementation of proposed changes to individual management approach and style,
- Documented evidence of discussions with relevant colleagues of proposed changes to management systems and an agreed plan of action,
- Testimonies from other employees of changes in individual management style or management systems,
- Contribution of case studies to describing the above types of changes to various forums (e.g. ARM training events, learning and sharing meetings or forums).

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**Output 2. The capacity of African NARS to undertake quality agricultural research for development sustainably strengthened**

| FARA Level Performance Indicators | FARA Level Performance Targets |
|---|---|
| 2.1 Submission of an integrated plan for strengthening professional and technical capacity for undertaking quality agricultural research for development. | 2.1 By Dec 2008 each SRO has submitted a Completed Plan for strengthening professional and technical capacity in agricultural research for development. |
| 2.2 Implementation commenced of the plan for strengthening professional and technical capacity for undertaking quality agricultural | 2.2 Implementation of professional and technical capacity in agricultural research for development commenced in 30% of FIs by |

| | |
|---|---|
| research for development. | Nov 2008 and in 100% of FIs by March 2009. |
| 2.3 Focal Institutions have undertaken the agreed formal training elements in the plan for strengthening professional and technical capacity for undertaking quality agricultural research for development. | 2.3 By June 2009, 100% of Focal Institutions have undertaken their agreed formal training elements in professional and technical capacity in agricultural research for development. |
| 2.4 Professionals from the participating institutions actively participate in relevant learning and sharing platforms. | 2.4 By October 2009, at least three staff from 75% of participating Focal Institutions and one staff from 35% of participating satellite institutions is actively participating in a relevant learning and sharing platform. |
| 2.5 Evidence of improved performance in priority areas identified in focal institution's professional and technical training follow-up action plan. | 2.5 By January 2010, 75% of participating Focal Institutions have evidenced improvements in performance related to at least 2 priority areas of agricultural research for development identified in their action plan. |

## Output 2: The capacity of African NARS to undertake quality agricultural research for development sustainably strengthened

| Performance Indicator 2.1 | Submission of an integrated plan for strengthening professional and technical capacity for undertaking quality agricultural research for development. |
|---|---|

**Description of Indicator**

Each SRO plan for strengthening professional and technical capacity for undertaking quality agricultural research for development is incorporated into the overall SCARDA implementation plan for the sub-region. The plan will:-

- Have a set of costed actions with clear objectives and time schedules,
- Be clearly linked to the strategy of the SRO for strengthening technical and professional capacity in the sub-region's NARS,
- Include a balanced set (e.g. a combination of Masters level, short courses, mentoring, attachments etc.) of capacity strengthening interventions that address priority needs identified during the institutional analysis,
- Link the proposed scheduling of activities related to professional development with the set of interventions under agricultural research management (Output 1).
- Demonstrate that it has been developed with key partner organizations who will nominate participants for training and related activities on specific topics of shared interest,
- For M Sc students, contain an agreed approach and outline plan for monitoring progress and for evaluating the performance of teaching and supervisory staff
- Make provision for the evaluation of the quality of providers of short courses and mentoring inputs.

| Performance Indicator 2.2 | Implementation commenced of the plan for strengthening |
|---|---|

| | **professional and technical capacity for undertaking quality agricultural research for development.** |
|---|---|

**Description of Indicator**

The evidence from each SRO of commencement of implementation of the plan for strengthening professional and technical capacity for undertaking quality agricultural research for development is incorporated into project level progress report. Commencement of implementation will be characterized by:-

- Evidence that the placement of MSc students in the selected universities is underway,
- Evidence that agreements for monitoring of the progress of M Sc students have been entered into between the SRO (or Lead Service Provider) and host universities, and that these agreements clearly spell out the respective roles and responsibilities for progress monitoring and reporting,
- In the choice of **topics for student research projects**, evidence of interaction between the SRO, universities and focal institutions to ensure that relate directly to priority needs of the focal institutions, as identified in the institutional analysis,
- Evidence of quality assurance processes for the selection of service providers to deliver short courses,
- Evidence of a process to ensure the specific needs of the participating focal institution/s have been considered in course design (e.g. venue, location, duration, mode of learning), content (e.g. topics, mix of theory and practice, depth) and delivery (language of learning, course materials provided, programme adjustments and ongoing evaluation by learners),
- Evidence that consideration is being given and actions undertaken relating to other complementary capacity strengthening activities (e.g. mentoring, course follow-up, etc.),

| **Performance Indicator 2.3** | **Focal Institutions have undertaken the agreed formal training elements in the plan for strengthening professional and technical capacity for undertaking quality agricultural research for development.** |
|---|---|

**Description of Indicator**

Evidence from each SRO that:-

a) postgraduate programmes and short courses have been completed in accordance with the schedule outlined in the implementation plan, and

b) Targets have been met as evidenced by:-

- Evidence (e.g. through course evaluation and trainers reports) that short courses have been delivered in accordance with the agreed objectives, that the quality was of an adequate level, and that participation by the invited focal institutions was as planned.
- Regular reports by Masters students and their supervisors regarding progress by students towards achieving their targets, and evidence in the reports relating to targets that go beyond attainment of the qualification (see indictor 2.1),
- Planned inputs for mentoring and course follow-up have been provided and Focal Institutions have engaged with these plans (through mentoring and course follow-up reports),
- Reports of feedback from focal institutions on the activities delivered and lessons learned.

| Performance Indicator 2.4 | Professionals from the participating institutions actively participate in relevant learning and sharing platforms |
|---|---|

**Description of Indicator**

Evidence from each SRO that participants from the focal institutions and satellite organizations, enhance their professional and technical competences through interaction with peers in formal and informal networks. This links closely with indicators 4.2 and 4.4 below, and will be evidenced through:-

- Records of the exchange of experiences among M Sc students and course participants through electronic means,
- Records of the exchange of experiences among M Sc students, course participants and SCARDA focal individuals in face to face meetings at which the outcomes of formal capacity strengthening activities are reviewed and future action plans agreed.
- Evidence of collaboration to develop multi-disciplinary research proposals, or other initiatives to strengthen institutional capacity that address priority areas of the focal institutions,

| Performance Indicator 2.5 | Evidence of improved performance in priority areas identified in focal institutions' professional and technical training follow-up action plan. |
|---|---|

**Description of Indicator**

Evidence from each SRO that focal institutions are applying the learning from technical and professional training through follow-up action plans to improve their performance. The underpinning assumptions are that MSc students have been selected on the basis of the contribution that they can make to key capacity gaps in the focal institutions and the acquisition of new skills by the students is expected to enable the focal institutions to significantly improve their contribution to generating and disseminating innovations in these areas. Similarly, the upgrading of professional development skills of selected staff is expected to improve the overall performance of the focal institutions. This will be evidenced by:-.

- Documented evidence that the application of new professional development skills has improved the quality of existing research partnerships or facilitated the development of new ones.
- Reports from/about MSc students who are working (through a sandwich arrangement) on priority areas in their focal institutions as part of their research, or who have been successfully re-integrated into the focal institutions and are using their new skills to address priority needs identified in the institutional analysis,
- Evidence that focal institutions have attached greater priority to the role of mentoring to guide the development of staff, especially those who are newly recruited.

## Output 3. Tertiary agricultural teaching and training institutions empowered to match the capacity building they offer to changing market demands.

| FARA Level Performance Indicators | FARA Level Performance Targets |
|---|---|
|  |  |

| | |
|---|---|
| 3.1 Approach and methodology for study of university/college graduates agreed with SROs and Lead Service Providers | 3.1 Study of university/college graduates approach and methodology agreed all SROs by August 2008 |
| 3.2 Preliminary results from study presented and discussed by key stakeholders | 3.2 Preliminary results from studies in at least 2 sub-regions presented and discussed at October 2008 Ministerial meeting on Higher Education. |
| 3.3 Recommendations from study delivered to key decision makers and champions of curriculum reform | 3.3 Recommendations from all studies delivered to Deans of the University Faculties/Schools of Agriculture and identified champions in the region by January 2009 |

## Output 3: Tertiary agricultural teaching and training institutions empowered to match the capacity building they offer to changing market demands.

| Performance Indicator 3.1 | Approach and methodology for study of university/college graduates agreed with SROs and Lead Service Providers |
|---|---|

**Description of Indicator**

Each SRO has worked with its Lead Service Provider (or equivalent) to clearly defined its proposed approach and methodology for the study of current and future market demand for the capacity building offer of agricultural teaching and training institutions. This will include the following:-
- The precise definition of the objectives and scope (geographical, institutional and topics) of the study,
- A clear description of the expect outputs from the study,
- Time frames for the study (in relation the indicators below),
- The mechanism for implementing the study (i.e. who will do it, how they will be contracted and supervised, terms and conditions, detailed budget, TOR for study, letters of support, study progress monitoring and reporting responsibilities etc.),

| Performance Indicator 3.2 | 3.2 Preliminary results from study presented and discussed by key stakeholders |
|---|---|

**Description of Indicator**

Each SRO and its Lead Service Provider (or equivalent) has ensured that the preliminary results of the study of current and future market demand for the capacity building offer of agricultural teaching and training institutions have been presented to and discussed by key stakeholders. This require the following:-
- Agreed deadline when the preliminary study results will be available by,

| | |
|---|---|
| | <ul><li>Clear definition of who the key stakeholders are and an analysis of how they might be effectively engaged,</li><li>Identification of at least one clear opportunity (e.g. significant conference or similar event) for presentation of the preliminary results so at least some of the key stakeholders,</li><li>An agreed format for presentation of preliminary results and evidence that the presentation of results took place,</li><li>A list of provisional recommendations arising from the preliminary study results,</li><li>Any evidence of follow-up opportunities resulting from the presentation of results, or feedback that might influence the type of recommendations arising from the study and the need for further (missing) information to make the study of greater use.</li></ul> |
| **Performance Indicator 3.3** | 3.3 Recommendations from study delivered to key decision makers and champions of curriculum reform |

**Description of Indicator**

Each SRO and its Lead Service Provider (or equivalent) has ensured that the recommendations arising from the study of current and future market demand for the capacity building offer of agricultural teaching and training institutions have been delivered to key decision-makers, champions of curriculum reform and any other key stakeholders identified since the study commenced. This will involve the following:-
- A set of clearly stated recommendations that are well supported by evidence from the study and have been informally explored with a sample of key stakeholders,
- A clear strategy outlined how stakeholders will be engaged to reflect on and consider theses recommendations and incorporate them into their future decision-making,
- A costed plan for delivery of the recommendations to ensure the best possible impact on future decision making regarding curriculum reform,
- A report on the implementation of this plan, feedback, early signs of impact and any lessons learned.

COMMUNICATION & LEARNING DESCRIPTORS FOR OUTPUT 4 TO BE REVIEWED BY CZECH

Annex 3 Reporting Templates

**SCARDA  QUARTERLY PROGRESS REPORT**

SCARDA QUARTERLY  PROGRESS REPORT

**Period under report:**

**Date report prepared:**

| **Organisation and &  Responsible Person:** | |
|---|---|
| **Project start and end dates** | **Start Date:**          **End Date:** |

1. PROGRESS <u>DURING THE REPORTING PERIOD</u> (TO BE REPORTED AGAINST THE PROJECT OUTPUTS TO WHICH YOU HAVE CONTRIBUTED & the RELATED ACTIVITIES & MILESTONES DERIVED FROM PROJECT LEVEL PERFORMANCE INDICATORS AND TARGETS[11]):

[1]  For the first reporting period, the generic project level milestones in the log-frame contained in the SCARDA inception report can be used.

For the subsequent quarterly reports, the progress reporting will be against milestones (listed in the left hand column under each output), which have been detailed in the outline half-yearly work-plan submitted (see p 7,8 of this document). These can be cut from the work-plan in the previous quarterly report and pasted into the report being written.

| **Output 1:  Agricultural research management (ARM) systems and managerial competencies to conduct high quality research strengthened in African NARS.** | |
|---|---|
| **ACTIVITY MILESTONES** | **ACHIEVEMENTS - in brief** |
| | |

| | |
|---|---|
| | *(please expand this space as needed)* |

| Output 2.  The capacity of African NARS to undertake quality agricultural research for development sustainably strengthened | |
|---|---|
| **ACTIVITY MILESTONES** | **ACHIEVEMENTS - in brief** |
| | *(please expand this space as needed)* |

| ACTIVITY MILESTONES | ACHIEVEMENTS - in brief |
|---|---|
| | |
| | *(please expand this space as needed)* |

**Output 3.  Tertiary agricultural teaching and training institutions empowered to match the capacity building they offer to changing market demands.**

| Output 4: SCARDA approach for capacity strengthening is documented, validated with, and owned by key stakeholders. | |
|---|---|
| **ACTIVITY MILESTONES** | **ACHIEVEMENTS - in brief** |
| | *(please expand this space as needed)* |

**2. HAVE ANY SUBSTANTIAL CHANGES TO THE MILESTONES FORM BEEN MADE DURING THE REPORTING PERIOD, AFFECTING EITHER PAST OR FUTURE WORK?**

| |
|---|
| **YES / NO (please delete as appropriate)** <br><br> **If yes please explain what the changes are, and why they were made** |

**3. IF YOU HAVE AN SRO LEVEL LOGFRAME FOR SCARDA, AND ANY ASSUMPTIONS IN THIS LOGFRAME ARE NO LONGER VALID, OR IF ANY OTHER CHANGES TO THE LOGFRAME MIGHT BE NEEDED, PLEASE INDICATE THESE AND CONFIRM YOU HAVE DISCUSSED THIS, INCLUDING ANY NECESSARY ACTION POINTS, WITH FARA.**

| |
|---|
| |

*(please expand this space as needed)*

**4. DESCRIBE ANY MAJOR CHALLENGES DURING THE REPORTING PERIOD, HOW THESE HAVE BEEN ADDRESSED, AND ANY RECOMMENDATIONS ON HOW  ANY OUTSTANDING CHALLENGES MIGHT BE ADDRESSED: (***e.g. Implementation delays relating to contracting arrangements, funding levels and flows, procedural issues, information and communication difficulties, procurement of services, staff availability, logistics or any other types of challenge that may significantly influence the delivery of project outputs and early outcomes),*

*(please expand this space as needed)*

**5. DISCUSS ANY IMPORTANT OR SIGNIFICANT LESSONS LEARNED DURING THIS REPORTING PERIOD:** *(e.g. Lessons relating to the planning and design of interventions, deciding between competing priorities, scheduling of activities, procurement and delivery of capacity strengthening services, working in partnerships, internal and external communications, monitoring and quality assurance, conflict management, social inclusion and gender main-streaming, follow-up and monitoring changes in practice, etc.)*

*(please expand this space as needed)*

**6. OUTLINE ACTIVITY PLAN FOR THE NEXT HALF-YEAR: From…………… To …………………..**

This should be completed near the end of the second quarter of the financial year and again near the end of the 4th quarter. Activity milestones/targets should be realistic and derived from the project performance indicators and targets set out in the SCARDA project performance measurement framework, which has been derived from the project log-frame. As SCARDA operates on a pre-financing basis, cost estimates for activities are to enable DFID, FARA and SROs can make realistic spending forecasts. They should be as accurate as possible.

| Output 1: Agricultural research management (ARM) systems and managerial competencies to conduct high quality research strengthened | | | |
|---|---|---|---|
| **Activity Description** | **Responsible institution/s** | **Milestone/Target for Activity (for half-year)** | **Cost Estimate for Activity (for half-year)** |
| **Continuing Activities** | | | |
| | | | |
| | | | |
| | | | |
| **New Activities** | | | |
| | | | Sub-total |

| Output 2. NARS capacity to undertake quality agricultural research for development sustainably strengthened | | | |
|---|---|---|---|
| **Activity Description** | **Responsible institution/s** | **Milestone/Target for Activity (for half-year)** | **Cost Estimate for Activity (for half-year)** |
| **Continuing Activities** | | | |
| | | | |
| | | | |
| | | | |
| **New Activities** | | | |
| | | | Sub-total |

| Output 3.  Tertiary agricultural teaching and training institutions empowered to match the capacity building they offer to changing market demands. | | | |
|---|---|---|---|
| **Activity Description** | **Responsible institution/s** | **Milestone/Target for Activity (for half-year)** | **Cost Estimate for Activity (for half-year)** |
| **Continuing Activities** | | | |
| | | | |
| | | | |
| **New Activities** | | | |
| | | | Sub-total |
| Output 4: SCARDA approach for capacity strengthening is documented, validated with, and owned by key stakeholders. | | | |
| **Activity Description** | **Responsible institution/s** | **Milestone/Target for Activity (for half-year)** | **Cost Estimate for Activity (for half-year)** |
| **Continuing Activities** | | | |
| | | | |
| | | | |
| | | | |
| **New Activities** | | | |
| | | | Sub-total |
| **Total  Cost Estimate for Half-Year** | | | |

**Annex 3  Reporting Templates continued**

**Annual Report Format for SCARDA – Regional Level (FARA)**

Front cover with Title of Project,  Period Covered by the report, Logos of Main Partners in the Sub-region.

Include a table of contents, annexes, etc., as necessary.

**1.  Background Information**

| | |
|---|---|
| Title of Research Programme: | |
| Period covered by report: | |
| Name of Organisation and Responsible Person: | |
| Key Implementing partners: | |
| | |
| | |
| Countries covered by activities: | |
| | |
| | |
| | |

| | Planned | Actual |
|---|---|---|
| Start Date: | | |
| End Date: | | |
| Total budget allocated: | | |

**2.  Summary (1-2 pages)**

A narrative focussing on four main questions:
(i) How far have intended outputs as listed in the logframe been achieved?
(ii) What has gone well and why?
(iii) What has not gone as well as expected and why not?
(iv) Are any log-frame assumption/s  not holding good, and if so what are the implications for achievement of the project purpose?

**3.  Progress towards outputs and outcomes in Each Sub-Region**

**CORAF/WECARD**

| Output 1 | Comment on the progress with achieving the output, any issues arising relating to management and implementation arising with particular partners, how these have addressed and |
|---|---|

| | implications for delivery of the output at sub-regional level. |
|---|---|
| *1.Strengthened Agricultural Research Management Systems* | |
| *2.Strengthened capacity for agricultural research for development* | |
| *3.Strengthened capacity to meet training demand.* | |
| *4. Management & learning system functional approach for capacity strengthening documented and shared strategically.* | |

## ASARECA

| Output 1 | Comment on the progress with achieving the output, any issues arising relating to management and implementation arising with particular partners, how these have addressed and implications for delivery of the output at sub-regional level. |
|---|---|
| *1.Strengthened Agricultural Research Management Systems* | |
| *2.Strengthened capacity for agricultural research for development* | |
| *3.Strengthened capacity to meet training demand.* | |
| *4. Management & learning system functional approach for capacity strengthening documented and* | |

| *shared strategically.* | |
|---|---|
| | |

**SADC-FANR**

| Output 1 | Comment on the progress with achieving the output, any issues arising relating to management and implementation arising with particular partners, how these have addressed and implications for delivery of the output at sub-regional level. |
|---|---|
| *1.Strengthened Agricultural Research Management Systems* | |
| *2.Strengthened capacity for agricultural research for development* | |
| *3.Strengthened capacity to meet training demand.* | |
| *4. Management & learning system functional approach for capacity strengthening documented and shared strategically.* | |

**What is the overall progress in the Region on each output?**

| Outputs | OVIs | Progress | Recommendations/Comments |
|---|---|---|---|
| | | | |
| | | | |
| | | | |

**4. Lessons learnt**

- Working with Partners

- Communication

- Monitoring and Evaluation

- Good Practice/Innovation in Capacity Strengthening

**5. Review of Project Management**

(summary of performance journals)


**6. Priorities and Milestones for the next 12 Months**

 (complete milestones form and write a short summary of priorities)


**Annexes**
1. **Logical Framework and M&E strategy.**
2. **Financial summary for the research programme's year.**
3. **Communication strategy**
4. **Products and Publications**
5. **Capacity Strengthening Activities Progress Table**

**Annual Report Format for SCARDA – SRO Level**

Front cover with Title of Project, Period Covered by the report, Logos of Main Partners in the Sub-region.

Include a table of contents, annexes, etc., as necessary.

## 4. Background Information

| | |
|---|---|
| Title of Research Programme: | |
| Period covered by report: | |
| Implementing SRO, Programme, Name of Responsible Person and Focal Person: | |
| Key partners (Focal Institutions, Lead Service Provider, Others): | |
| | |
| | |
| Countries covered by activities: | |
| | |
| | |
| | |
| | |

| | Planned | Actual |
|---|---|---|
| Start Date: | | |
| End Date: | | |
| Total budget allocated to SRO: | | |

## 5. One-two page summary

A narrative focussing on four main questions:
(i) How far have intended outputs as listed in the logframe been achieved?
(ii) What has gone well and why?
(iii) What has not gone as well as expected and why not?
(iv) Are any log-frame assumption/s not holding good, and if so what are the implications for achievement of the project purpose?

## 6. Contributions and Progress towards outputs and outcomes

**What is the Contribution of Main Partners to Achievement of the Capacity Strengthening Outputs**

**Lead Service Provider (Add Name……………………..)**

| Output 1 | Main role for output | Comment on partner's performance of the role, any issues arising and how addressed. |
|---|---|---|

| Output 1 | Main role for output | Comment on partner's performance of the role, any issues arising and how addressed. |
|---|---|---|
| *1.Strengthened Agricultural Research Management Systems* | | |
| *2.Strengthened capacity for agricultural research for development* | | |
| *3.Strengthened capacity to meet training demand.* | | |
| *4. Management & learning system functional approach for capacity strengthening documented and shared strategically.* | | |

**Other Main Service Provider 1 (Add Name……………………..)**

| Output 1 | Main role for output | Comment on partner's performance of the role, any issues arising and how addressed. |
|---|---|---|
| *1.Strengthened Agricultural Research Management Systems* | | |
| *2.Strengthened capacity for agricultural research for development* | | |
| *3.Strengthened capacity to meet training demand.* | | |
| *4. Management & learning system functional approach for capacity strengthening documented and shared strategically.* | | |

**Other Main Service Provider 2 (Add Name……………………..)**

| Output 1 | Main role for output | Comment on partner's performance of the role, any issues arising and how addressed. |
|---|---|---|
| *1.Strengthened Agricultural Research Management Systems* | | |
| *2.Strengthened capacity for agricultural research for development* | | |
| *3.Strengthened capacity to meet training demand.* | | |
| *4. Management & learning system functional approach for capacity strengthening documented and shared strategically.* | | |

**Other Service Providers (Add Names……………………..)**

| Output 1 | Main role for output | Comment on partner's performance of the role, any issues arising and how addressed. |
|---|---|---|
| *1.Strengthened Agricultural Research Management Systems* | | |
| *2.Strengthened capacity for agricultural research for development* | | |
| *3.Strengthened capacity to meet training demand.* | | |
| *4. Management & learning system functional approach for capacity strengthening documented and shared* | | |

| | | |
|---|---|---|
| *strategically.* | | |

**Focal Institution 1 (Add Name…………………..)**

| Output 1 | Main role for output | Comment on partner's performance of the role, any issues arising and how addressed. |
|---|---|---|
| *1.Strengthened Agricultural Research Management Systems* | | |
| *2.Strengthened capacity for agricultural research for development* | | |
| *4. Management & learning system functional approach for capacity strengthening documented and shared strategically.* | | |

**Focal Institution 2 (Add Name…………………..)**

| Output 1 | Main role for output | Comment on partner's performance of the role, any issues arising and how addressed. |
|---|---|---|
| *1.Strengthened Agricultural Research Management Systems* | | |
| *2.Strengthened capacity for agricultural research for development* | | |
| *4. Management & learning system functional approach for capacity strengthening documented and shared strategically.* | | |

**Focal Institution 3 (Add Name…………………..)**

| Output 1 | Main role | Comment on partner's performance of the role, |
|---|---|---|

| | for output | any issues arising and how addressed. |
|---|---|---|
| *1.Strengthened Agricultural Research Management Systems* | | |
| *2.Strengthened capacity for agricultural research for development* | | |
| *4. Management & learning system functional approach for capacity strengthening documented and shared strategically.* | | |

**Focal Institution 4 (Add Name……………………..)**

| Output 1 | Main role for output | Comment on partner's performance of the role, any issues arising and how addressed. |
|---|---|---|
| *1.Strengthened Agricultural Research Management Systems* | | |
| *2.Strengthened capacity for agricultural research for development* | | |
| *4. Management & learning system functional approach for capacity strengthening documented and shared strategically.* | | |

**Focal Institution 5 (Add Name……………………..)**

| Output 1 | Main role for output | Comment on partner's performance of the role, any issues arising and how addressed. |
|---|---|---|
| *1.Strengthened Agricultural Research* | | |

| | | |
|---|---|---|
| *Management Systems* | | |
| *2.Strengthened capacity for agricultural research for development* | | |
| *4. Management & learning system functional approach for capacity strengthening documented and shared strategically.* | | |

**Summary -What is the overall progress in the Sub-Region on each output?**

| Outputs | OVIs | Progress | Recommendations/Comments |
|---|---|---|---|
| | | | |
| | | | |
| | | | |

4. **Lessons learnt**
- Working with Partners

- Good Practice/Innovation in Capacity Strengthening

- Project Management

- Communication

5. **Programme Management**

6. **Priorities and Plan for the next 12 Months**

**Annexes**
1. **Logical Framework.**
2. **Financial summary for the research programme's year.**
3. **Communication Plan**
4. **Products and Publications**
5. **Capacity Strengthening Activities Progress Table**

**Annual Report Format for SCARDA – Lead Service Provider**

Front cover with Title of Project, Period Covered by the report, Logos of LSP and other Service Providers in the Sub-region.

Include a table of contents, annexes, etc., as necessary.

**7. Background Information**

| | |
|---|---|
| Title of Research Programme: | |
| Period covered by report: | |
| Implementing LSP, Name of Responsible Person: | |
| Other service Providers: | |
| | |
| Countries covered by activities: | |
| | |
| | |
| | |

| | Planned | Actual |
|---|---|---|
| Start Date: | | |
| End Date: | | |
| Total budget allocated to LSP: | | |

**8. One page summary**

A narrative focussing on two questions:
(i) What has gone well and why?
(ii) What has not gone as well as expected and why not?

**9. Contributions and Progress towards outputs and outcomes**

**What has been your contribution to SCARDA Achievement of the Capacity Strengthening Outputs**

**Lead Service Provider (Add Name……………………..)**

| Output 1 | Main role for output | Comment on your performance, any issues arising and how addressed. |
|---|---|---|
| *1.Strengthened Agricultural Research Management Systems* | | |

| 2.Strengthened capacity for agricultural research for development | | |
|---|---|---|
| 3.Strengthened capacity to meet training demand. | | |
| 4. Management & learning system functional approach for capacity strengthening documented and shared strategically. | | |

**Other Main Service Provider 1 (Add Name……………………..)**

| Output 1 | Main role for output | Comment on partner's performance of the role, any issues arising and how addressed. |
|---|---|---|
| 1.Strengthened Agricultural Research Management Systems | | |
| 2.Strengthened capacity for agricultural research for development | | |
| 3.Strengthened capacity to meet training demand. | | |
| 4. Management & learning system functional approach for capacity strengthening documented and shared strategically. | | |

**Other Main Service Provider 2 (Add Name……………………..)**

| Output 1 | Main role for output | Comment on partner's performance of the role, any issues arising and how addressed. |
|---|---|---|
| 1.Strengthened Agricultural | | |

| Research Management Systems | | |
|---|---|---|
| 2.Strengthened capacity for agricultural research for development | | |
| 3.Strengthened capacity to meet training demand. | | |
| 4. Management & learning system functional approach for capacity strengthening documented and shared strategically. | | |

**Service Provider 3 (Add Name……………………..)**

| Output 1 | Main role for output | Comment on partner's performance of the role, any issues arising and how addressed. |
|---|---|---|
| 1.Strengthened Agricultural Research Management Systems | | |
| 2.Strengthened capacity for agricultural research for development | | |
| 3.Strengthened capacity to meet training demand. | | |
| 4. Management & learning system functional approach for capacity strengthening documented and shared strategically. | | |

**Service Provider 3 (Add Name……………………..)**

| Output 1 | Main role | Comment on partner's performance of the role, |
|---|---|---|

| | for output | any issues arising and how addressed. |
|---|---|---|
| *1.Strengthened Agricultural Research Management Systems* | | |
| *2.Strengthened capacity for agricultural research for development* | | |
| *3.Strengthened capacity to meet training demand.* | | |
| *4. Management & learning system functional approach for capacity strengthening documented and shared strategically.* | | |

4. **Lessons learnt**

- Working with Partners

- Good Practice/Innovation in Capacity Strengthening

- Communication

- Other lessons

5. **Priorities and Plan for the next 12 Months**

**Annexes**
1. **Financial summary for the research programme's year.**
2. **Capacity Strengthening Activities Progress Table**

## Annual Report Format for SCARDA – Focal Institution

Front cover with Title of Project, Period Covered by the report, Logos of Focal Institution and main partners.

Include a table of contents, annexes, etc., as necessary.

### 10. Background Information

| | |
|---|---|
| Title of Research Programme: | |
| Period covered by report: | |
| Implementing Focal Institution, Name of Responsible Person: | |
| Main Partners involved in SCARDA capacity strengthening: | |
| | |
| | |

| | Planned | Actual |
|---|---|---|
| Start Date: | | |
| End Date: | | |
| Total budget allocated to Focal Institution: | | |

### 11. One page summary

A narrative focussing on two questions:
(i) What has gone well and why?
(ii) What has not gone as well as expected and why not?

### 12. Contributions and Progress towards outputs and outcomes

**What has been your contribution to SCARDA Achievement of the Capacity Strengthening Outputs**

| Output 1 | Main role for output | Comment on your progess, any issues arising and how addressed. |
|---|---|---|
| *1.Strengthened Agricultural Research Management Systems* | | |
| *2.Strengthened capacity for agricultural research for* | | |

| | | |
|---|---|---|
| *development* | | |
| *4. Management & learning system functional approach for capacity strengthening documented and shared strategically.* | | 57 |

## 4. Lessons learnt

- Working with Capacity Strengthening Providers

- Working with the SRO

- Working with local Partners

- Internal communication and learning

- Good Practice/Innovation in Capacity Strengthening

- Other lessons

## 5. Priorities and Plan for the next 12 Months

**Annexes**
   1.      **Financial summary for the research programme's year.**

**Barchart: Performance Monitoring Activities Schedule**

| ACTIVITIES | FY 2008-09 (April-March) | | | | FY 2009-10 | | | | FY 2010 |
|---|---|---|---|---|---|---|---|---|---|
| | Q1 (April-June) | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 |
| **Objective 1 - Provide a common framework for monitoring & review of SCARDA implementation progress** | | | | | | | | | |
| Discuss Project performance management strategy - Inaugural workshop | | | | | | | | | |
| Develop framework and guidelines for Detailed SRO work-plans | | | | | | | | | |
| Unpack log-frame into a generic performance monitoring framework and indicator descriptors | | | | | | | | | |
| Review of strategy, generic framework, and indicator descriptors | | | | | | | | | |
| **Objective 2 Provide a shared framework for reflection, documentation, lesson learning and SCARDA outcome evaluation** | | | | | | | | | |
| Development and refinement of reporting templates and guidance, including process documentation. | | ▓ | ▓ | ▓ | ▓ | | | X SADC, CORAF, Asareca | |
| Develop performance monitoring guidance -part of SCARDA operations manual | | | | ▓ | ▓ | ▓ | | | |
| Support to Mid-term | | | | ▓ | | | | | |

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| | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| review preparation | | | | X | | | | | | |
| Refinement of outcome indicators and descriptors | | | | | X | X | X | X | | |
| Input into design of learning and sharing events at all levels. | | | X | X | X | X | X | | | X |
| Support to end of project evaluation | | | | | | | | | | X |

**Objective 3  Agree and review roles and responsibilities for SCARDA performance management and monitoring**

| | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| Refine Projects Internal Reporting Systems | X | X | X | | | | | | | |
| Visits to SROs and LSPs and tracking agreements between partners | | X | X | | | | | | | |
| SRO level workshops to refine  internalize SCARDA PM framework and agree roles. | | | | X | X | | | | | |
| Review PM roles and responsibilities | | | | | | | X | | | |

**Objective 4  Map and support a Strategy for embedding performance monitoring at all levels of SCARDA operation.**

| | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| SRO level workshops on SCARDA PM framework as above | | | | X | X | | | | | |
| Visits to FIs to establish baseline and PM framework | | | | X | X | | | | | |
| Ongoing support to the PM process through regular communications and strategic visits to SROs, LSPs and FIs | | | | X | X | X | X | X | X | X |