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Guidelines for Innovation Platforms: Facilitation, Monitoring and Evaluation

PROGEBE

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Acknowledgements and Citation

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Table of Contents

Acknowledgements and Citation	ii
1 Introduction	1
2 Rationale for Innovation Platforms.....	2
2.1 Site level Innovation Platforms	3
2.2 (Sub)-National level Innovation Platforms.....	7
Summary: Rationale for IPs.....	10
3 Facilitation of Innovation Platforms	11
3.1 Principles.....	11
3.1.1 Building on existing structures and activities	11
3.1.2 A participatory approach and local ownership.....	11
3.1.3 Building capacity for facilitating IP formation and functioning	11
3.1.4 Monitoring and evaluation of IPs.....	11
3.1.5 Communication between IPs	11
3.2 Activities involved in implementing Innovation Platforms.....	12
3.2.1 Pre-establishment phase	12
3.2.2 Establishment phase	13
3.2.3 Post establishment phase	14
Summary – Principles and steps for IP implementation.....	15
4 Monitoring and Evaluation of the Innovation Platforms.....	16
4.1 Rationale for Monitoring and Evaluation	16
4.2 Key steps to integrating monitoring and evaluation into IPs.....	16
4.2.1 Stakeholder engagement.....	17
4.2.2 Building capacity for M&E.....	17
4.2.3 Indicators for monitoring and evaluating IPs.....	18
4.2.4 Tools used to monitor and evaluate innovation platforms	18
4.2.5 Data base management and analyses	19
4.3 Integration of the IP M&E system with PROGEBE M&E system	20
Summary – M&E of Innovation Platforms.....	21
5 Roles and responsibilities.....	22
References	23

Table of Figures

Figure 1. Site level innovation platforms	4
Figure 2. Structure of the site level Innovation platforms.....	6
Figure 3. Responsibility for partnership management over time.....	7
Figure 4. Relations between site level and (sub)-national level Innovation Platforms	8
Figure 5. Key steps to integrating monitoring and evaluation into IPs.....	17
Figure 6. Integration of the site level IP M&E system with PROGEBE M&E system.....	20

List of Tables

Table 1. Indicators for the IP Establishment, Functioning and Outcomes.....	18
Table 2. Roles and Responsibilities for Facilitation and M&E of IPs.....	22

List of Appendices

Appendix 1. Framework to integrate the IP and PROGEBE activities 24

List of monitoring and evaluation tools

Tool 1. IP Establishment Protocol 25
Tool 2. Activity Report, Register of Participants, and After Action Review 26
Tool 3. Training Evaluation Form 29
Tool 4. Inventory of Knowledge Sharing Mechanisms..... 30
Tool 5. IP Member Evaluation Tool..... 31
Tool 6. Stakeholder Interaction Tool 32
Tool 7. The Most Significant Change..... 33

1 Introduction

Populations of endemic ruminant livestock (ERL) in West African countries represent unique diverse genetic resources, which are under increasing threat of genetic dilution. The project on “Sustainable management of globally significant endemic ruminant livestock of west Africa (PROGEBE)”, being implemented in twelve project pilot sites in four countries (Guinea, Mali, Senegal, and The Gambia), seeks to analyze the barriers to *in-situ* conservation and sustainable management of three priority endemic ruminant livestock species – N’dama cattle, Djallonke sheep, and the West African Dwarf goat (ILRI, 2011).

The objective of PROGEBE is to develop, test and implement models for community-based conservation, and management approaches and related strategies for preserving unique genetic trait/habitat complexes that are of global and regional significance in the four countries. The strategy of the project is to make endemic ruminant livestock rearing in the four countries attractive over the long-term. To do so, the project is attempting to assess and consolidate existing incentives for the conservation and productive use of endemic breeds, while also creating additional policy incentives by removing production and marketing policy distortions, which hinder the development of endemic livestock production (ILRI, 2011).

Based on lessons learned in the pilot sites through action research, and the models for in-situ conservation of endemic livestock established during the project, PROGEBE intends to develop and implement a sub-regional system for cooperation, coordination, and information exchange relevant to endemic livestock. The National Coordination Units (NCUs) of each country are currently running various forums at the site and (sub)-national levels that contribute to information exchange. The Regional Coordination Unit (RCU) has also taken steps to foster regional forums dealing with management of animal genetic resources and transhumance linked with West African regional bodies. To add value to the initiatives already launched by national and regional teams for information exchange, ILRI has proposed the establishment of innovation platforms (IPs) at the site and (sub)-national levels¹ as a mechanism for enhancing communication, co-ordination and knowledge sharing amongst key actors in PROGEBE.

This document provides guidelines for IP facilitation and the monitoring and evaluation (M&E) of IP processes and outcomes. Although it has been written for PROGEBE project staff at the site, national and regional levels, it is believed to have wider relevance beyond this specific project and specifically applies to projects which have a similar structure. To facilitate the application of this document to other similar contexts, we interchangeably refer to PROGEBE in this document as ‘the project’ and ILRI as ‘the

¹ The term (sub)-national is used here, as for some countries, a sub-national (or regional) platform seems more appropriate than a national platform.

research partner'. The document starts with a brief description of the rationale for the establishment of IPs within the PROGEBE project.

2 Rationale for Innovation Platforms²

The sustainable management of ERL in West Africa faces various challenges, such as improved productivity, development of market chains, and the enhancement of natural resource management through better land use plans. These do not just depend on technologies but on wider market demands, institutions, and policies, which are continuously changing. Knowledge generation in itself is not sufficient to address these challenges, it requires innovation, a social process by which knowledge is created, diffused, accessed, adapted, and, most critically, put into use, in economically and socially significant ways, and involves a wide variety of stakeholders from communities, government, NGOs, research and private sector. Although this approach may require more time and is facilitation intensive, the results are more likely to be sustained and far-reaching.

In the last few years the use of 'Innovation Platforms' (IPs) as mechanisms to stimulate and support multi stakeholder collaboration has been gaining ground in agricultural research for development. The terminology used is different in different contexts – 'innovation networks' or 'stakeholder networks' or 'multi-stakeholder platforms' etc. and they have been used for various functions. Generally, an IP is a mechanism to enhance communication and innovation capacity among mutually dependent actors, by improving interactions, coordination, and coherence among all actors to facilitate learning and contribute to production and use of knowledge. IPs are based on an Innovation System perspective and move beyond the usual triad of farmers, extension and research institutes, by involving a wider group of stakeholders to address underlying institutional constraints. It is anticipated that bringing different type of actors from the innovation system together for sharing experiences, knowledge, skills, ideas and resources contributes to economic gains through improved productivity and services by creating an enabling environment (i.e. supportive institutions and policies).

The International Livestock Research Institute (ILRI) has been using IPs as mechanisms to enhance market performance among smallholders in several projects³, and also other research and development organizations have implemented IPs in their projects during the last decade. Although there seems to be wide consensus that IPs could provide a positive contribution to overcome market failures, it is less understood what makes some IPs more effective than others (but for some of the learning that is emerging from IP initiatives, see Lynam, Harmsen and Sachdeva, 2010; Nederlof et al. 2011; and Tenywa

² This section relies on unpublished training material on IPs developed by Ranjitha Puskur (ILRI).

³ E.g. Livestock, Livelihoods and Markets (LiLi) in Southern Africa, the Fodder Innovation Project (FIP – www.fodderinnovation.org) in India and Nigeria, the Fodder Adoption Project (FAP) in Ethiopia, the CORAF Resilience project in Mali, Togo and Niger, and imGoats (www.imgoats.org) in India and Mozambique. In addition, innovation platforms will be used to enhance performance of value chains in the ILRI led CGIAR Research Program "More meat, milk and fish by and for the poor".

et al. 2011). By facilitating the establishment of IPs and setting up a structure to monitor progress and outcomes, PROGEBE provides a unique opportunity to compare experiences within and between countries and learn from practice for further guidance and improvement.

IPs can be established at various hierarchical levels, ranging from local to sub-national and national platforms with different objectives and performing different functions. While local platforms are more action-oriented learning platforms, sub-national and national platforms could play a strong role in overall coordination, identification and addressing institutional and policy constraints and scaling up and out of best practices and lessons learned. Within PROGEBE (which we interchangeably refer to as ‘the project’), ILRI (which we interchangeably refer to as the ‘the research partner’) should facilitate the establishment and operation of IPs by site level and (sub)-national teams for joint learning and for intensified interactions among various actors – including contracted organizations, project teams and other relevant actors (Appendix 1). In the following sub-sections we elaborate on the site level and (sub)-national level IPs, and the linkages between them.

2.1 Site level Innovation Platforms

Activities within the project, such as productivity enhancing interventions, the commercialization of ERL, natural resource management, land use planning etc, are taking place in continuously changing environment; the extent to which actors are able to respond to changes depend on their individual/organizational capacities and capabilities (including resources, skills, attitudes etc.), institutional/organizational culture, nature of policies and availability of support infrastructure (technical and human).

The *purpose* of formation of IPs at the site level is to empower local communities and actors to analyse their own constraints and opportunities and to strengthen their capacity to innovate through better access and use of existing and new knowledge, information and services that improve the performance of their enterprises. They are envisaged to be action-oriented learning forums for sustainable management of ERL (see Figure 1).

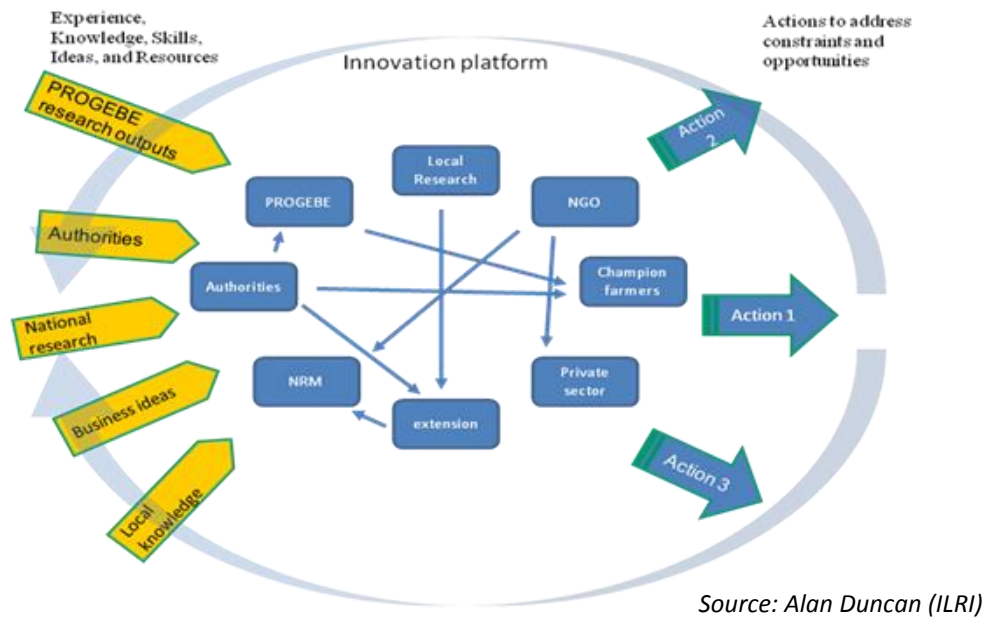


Figure 1. Site level innovation platforms

The *specific objectives* for setting up IPs at the site level include:

- (1) Enhance **performance** of ERL enterprises (through better production, management and marketing) by creating linkages amongst various actors (farmers, public and private services providers, traders, processors) that could improve access to inputs, services, information, knowledge and markets.
- (2) Improve **coordination** of activities of various actors for sustainable management of ERL.
- (3) Promote site level technical and institutional (local governance) **capacities** regarding production and marketing for sustainable management of ERL

At this level, the IP shapes, monitors and evaluates the action research on the ground; it is a mechanism for adapting to changes, for learning, and capacity building of actors to access and use relevant knowledge.

The *functions* of a site level IP include:

- Identification of relevant actors, shared goals and interests, common problems and opportunities
- Get a better understanding of activities and main players to identify options for improvement – including technical, organizational, institutional, service delivery and policy innovations
- Define activities, actions, roles and responsibilities of various actors in the implementation of agreed options
- Provide opportunities and mechanisms for need-based capacity building of relevant actors
- Facilitate exchange of information and knowledge among actors, as well as the coordination and integration of the project activities being implemented by various contracted implementing agencies

- Define and agree on tools and processes for monitoring and evaluating actions for improving the performance of ERL enterprises
- Integrate long-term learning processes from experiences among the actors involved through iterative action-reflection-learning cycles that support the effectiveness of the platform and promote innovation

The roles and tasks for the site level IPs should be developed in a participatory manner in the IP when it is formed, which should serve the needs and expectations of the actors in the IP; this also implies that these could be different between the various sites.

The *membership and structure of the IP* depends on the issues it plans to address. IPs are most effective when they have a clear focus. Hence, instead of setting up site level IPs on sustainable management of ERL in general, the project should pilot IPs around the development of specific markets/value chains and around natural resource management (NRM).

In case of a value chain oriented IP, all the actors involved in the production and marketing of ERL such as producers, milk processors, slaughter house owners, suppliers of veterinary inputs and services, credit suppliers, livestock traders, and local authorities, should be brought together on a regular basis to discuss constraints in the production and marketing, identify solutions and implement these in a coordinated way. Targeted value chains could include small ruminants, small scale dairy and beef production through fattening schemes.

Similarly, in case of natural resource management, relevant actors such as governmental (technical services, extension and local administration) and other line departments responsible for NRM, farmers, private sector (micro-credit organizations), NGOs, local authorities, etc. could be brought together to discuss trade offs and identify solutions for sustainable and collective management of natural resources for the benefit of ERL. Specific issues in relation to this are better management of natural resources through the facilitation of local initiatives and introduction of NRM interventions, such as bush fire control, grazing management, zoning of land resources, marketing of forest products, and land use planning.

The membership of the IPs depends on the combination of actors relevant to the value chain activities and focus of NRM. Although IPs may consist of some actors that participate regularly and consistently, IPs should be seen as a fluid entity with an evolving membership, drawing in relevant expertise depending on the issue being addressed. There is no blue print for the number of members; for management purposes smaller groups of 15-20 may be preferred as long as different type of actors are well represented based on the issue the platform is deliberating on.

It is important that outcomes of actions to address constraints or exploit opportunities to improve the performance of specific value chains and/or natural resource management are reported in regular IP meetings for reflection and possible adaptation of actions. The frequency of meetings depends on the project and type of IP, but site level IPs may meet 3 or 4 times a year or as needed. It is equally

important that the local project – in this case PROGEBE – coordination or steering committees are informed, to ensure that IP activities and possible other project activities are aligned with the overall objective of the project (see Figure 2).

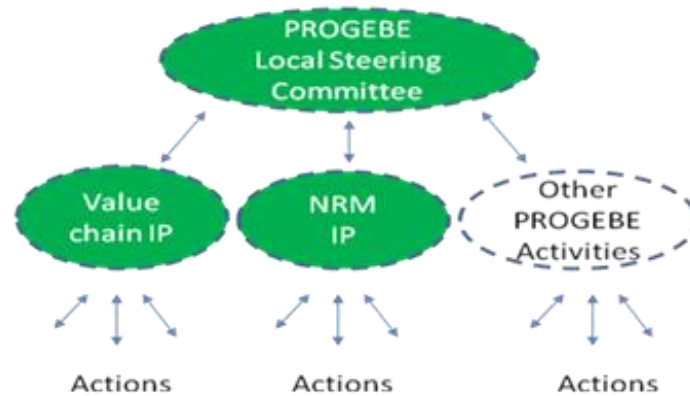


Figure 2. Structure of the site level Innovation platforms

Effective *partnership management* is crucial in IPs; it refers to the management of process and content within the IP meetings and beyond, i.e. the facilitation of the IP meetings, the monitoring of activities between meetings, and establishing and managing relations between stakeholders in general. Facilitation (of both IPs and stakeholder interactions and relations) is one of the critical factors for the success of IPs. Regular reflection and if possible training is encouraged.⁴ Initially, the project staff may have to play a leading role in IP facilitation stakeholder management, but within a specified time period local institutions should be encouraged and capacitated to take over this role to ensure sustainability of the IP after the project ends; this also refers to the specification and replacement of IP project funding with more sustainable sources of funds (see Figure 3).⁵

⁴ For some basic guidelines on facilitation, see http://www.ifad.org/pub/thematic/km/faciliator_guide.pdf; <http://www.umext.maine.edu/onlinepubs/PDFpubs/6101.pdf>.

⁵ As the need for specific activities and action research often emerge as the IP process unfolds, availability of funding is an issue of concern and requires continuous attention

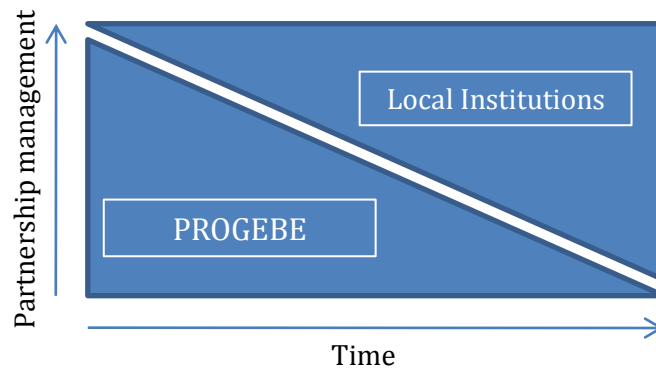


Figure 3. Responsibility for partnership management over time

2.2 (Sub)-National level Innovation Platforms

The *purpose* of the formation of IPs at (sub)-national level is to enhance knowledge sharing and coordination amongst key actors responsible for implementing the project activities and to create supporting institutions and policies.

The *specific objectives* of the (sub)-national level IPs should comprise:

- (1) **Coordination and synergy** of various project activities dealing with issues related to capacity building, access to input and services, local convention, and management of infrastructure
- (2) Periodic **exchange of experiences and knowledge** to promote learning and refine project activities
- (3) **Scaling up and out** of best practices and lessons from the project's primary and secondary sites
- (4) Undertake **advocacy** on key issues regarding operations of value chains (e.g., inputs, services and market information provision by private and public sectors; market policies and regulations) and natural resource management (e.g. local institutions, regulations and NRM policies)

The *functions* of the (sub)-national IPs may include:

- Identification of shared vision, objectives and tasks scope and membership of the platform
- Use experiences at the local level to identify opportunities for improvement (technical, organizational, institutional, policy)
- Facilitate dialogue between key projects/networks and influential actors (donors, policy makers, etc) and across sectors for better coordination and, strive for complementary and integrated approaches
- Develop a strategy for enhancing communication among members of the IP, between IPs at the different levels and beyond
- Identify and provide opportunities for capacity building and support
- Identify institutional and policy constraints and raise their profile and lobby among appropriate powers to get it addressed
- Ensure implementation of a M&E strategy for IPs

- Identify best practices and lessons and develop strategies for scaling out and up

Also at this level, the roles and tasks should be developed in a participatory manner with the members of the IP when it is formed; the activities should be largely determined by the emphasis the platform wants to place on each of the objectives.

The structure of the (sub)-national platform strongly depends on the roles and tasks as well as the scope of the platform, e.g. the focus may be specific to a project in this case, PROGEBE activities, but it may also enable other projects and actors to participate as part of a larger platform on sustainable management of ERL. It is important though that the (sub)-national IP is linked to site level IPs to provide a communication route between them. Linkages between site level and higher level platforms have the potential to enhance innovation capacity, coordination, scaling up and out of lessons learned, and address challenges at the institutional and policy level (see Figure 4).

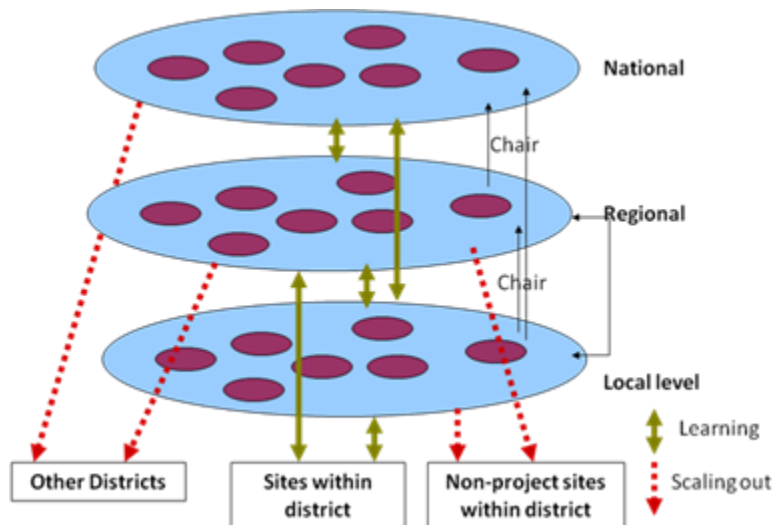


Figure 4. Relations between site level and (sub)-national level Innovation Platforms

Within the project, the (sub)-national platform(s) should follow the establishment of site level IPs; regular meetings at the (sub)-national level need to take place to discuss progress of activities, how the platform can best support information exchange and coordination of local activities, what institutional issues deserve specific attention, and lessons that can be learned.

In terms of *IP membership*, each project National Coordinating Unit (NCU) has already signed contractual agreements with 5-7 agencies that specialize in the livestock management, natural resource management, marketing, and other sectors relevant to the project areas of intervention, which are currently assisting in executing the project activities at sites in several countries. It seems most logical and obvious when the ‘technical committees’ steered by each NCU and encompassing all contracted agencies in each country could be expanded to include other relevant key actors and stakeholders (such as traders, processors, financial institutions) to form the (sub)-National level IP. As in the case of site

level IPs, the platform may consist of some actors that regularly and consistently participate, but other actors would be invited depending on the vision/objectives and on issues to be discussed or addressed.

Effective *partnership management* at the national level is also important. Although the project – in this case PROGEBE can take the lead, responsibility could be shared with other organizations to ensure sustainability of the platform beyond the project lifespan; it depends on the purpose, structure and country specific conditions, how exactly the (sub)-national platform gets shaped and how and by whom it should be facilitated.

Summary: Rationale for IPs

- I. To add value to the initiatives already launched by national and regional teams for coordination and information exchange, ILRI has proposed the establishment of IPs at the site and/or sub-national and/or national levels.
- II. IPs are coalitions of actors, who come together to share experiences, knowledge, skills, resources and ideas with the objective of addressing problems and opportunities of mutual interest. IPs are expected to serve as a mechanism for enhancing communication, coordination and knowledge sharing amongst key actors in the project.
- III. The purpose of formation of IPs at the site level should be to empower local communities and actors to analyse their own constraints and opportunities and to strengthen their capacity to innovate through better access and use of existing and new knowledge, information and services that improve the performance of their activities. They are envisaged to be action-oriented learning forums.
- IV. In the project, site level IPs should be established around value chains and NRM; to ensure alignment with the overall objective of sustainable management of ERL, these site level IP's should inform the project's local steering committee about their activities and progress.
- V. The purpose of the formation of IPs at the (sub)-national level should be to develop mechanisms that enable (1) the coordination of various project activities dealing with issues related to capacity building, access to input and services, local conventions, and management of infrastructure, (2) exchange of experiences and knowledge to promote learning and refine project activities, (3) scaling up and out of best practices and lessons from the project's primary and secondary sites, and (4) advocacy on key issues related to sustainable management of ERL needing policy and institutional support.
- VI. As the site level innovation platforms develop, they can be linked to higher level (sub)-national platforms to provide a communication route between them. Linkages between local and higher level platforms have the potential to enhance innovation capacity, coordination, scaling up and out of lessons learned, and address institutional and policy challenges.

3 Facilitation of Innovation Platforms

There are several principles that govern IP formation and management. They are described in this section.

3.1 Principles

For facilitation of the site level and (sub)-national IPs, it is important to ensure the following principles.

3.1.1 Building on existing structures and activities

Assess to what extent existing activities and forums at the local level can be used as a starting point for the site level IPs.⁶ It is also worth considering to what extent the mandates of (sub)-national technical committees can be expanded to function as a starting point for (sub)-national IPs.

3.1.2 A participatory approach and local ownership

Local ownership is one of main factors that should determine the success and sustainability of site-level and (sub)-national level IPs. Although project staff at site and national levels may have to take a leading role in the formation and facilitation of the IPs, the work plans and activities have to be developed together with other actors of the platforms and opportunities for transferring ownership in time should be explored.

3.1.3 Building capacity for facilitating IP formation and functioning

Forming and facilitating the IPs require intensive and skilled facilitation and brokering by the process facilitators, and involves training and personal coaching. In addition, periodical reflection and learning meetings have to be organized between project staff to learn from experiences and guide further actions.

3.1.4 Monitoring and evaluation of IPs

Monitoring and evaluation of IPs is a crucial element of the IP implementation process. It is critical to monitor and evaluate the effectiveness of IPs as mechanisms to achieve the intended outcomes of the project and learn which strategies work and which do not. The tools and processes used to monitor and evaluate the activities of the platform are outlined in section 4.

3.1.5 Communication between IPs

Linkages/mechanisms need to be established between IPs at the site level and the (sub)-national level to enhance coordination, sharing and learning, and institutionalization. To optimize this process, a well

⁶ While it is usually preferred to build on existing structures and mechanisms, sometimes it may be better to set up a new IP to avoid to baggage of existing structures.

thought-through communication strategy needs to be developed by the SCUs and NCU in each country with support of the RCU; the strategy needs to be embedded into the overall project communication strategy.

3.2 Activities involved in implementing Innovation Platforms

The PROGEBE project proposes to catalyze:

- a) the formation of at least **one site level IP centered around certain markets or value chains in each country; in some sites also IPs should be established focused on NRM** (these IPs function as a pilot for other site level platforms)
- b) **the formation of the (sub)-national platform may take place after the establishment of site level IPs** (depending on the focus/scope of (sub)-national IP and practical circumstances).

There is no blue print for setting up IPs; each situation and context is different. However there are activities that can be distinguished in the operationalization of IPs, and which can be organized according to the pre-establishment, establishment, and post-establishment phase.

3.2.1 *Pre-establishment phase*

1. The establishment of IPs shall be informed by various site level activities and studies such as the country baseline surveys which include a baseline condition of the stakeholders present at the site level, the best bet options, value chains analysis, the legal and policy framework studies. Pre IP establishment studies should be conducted at the site level to establish the current situation in terms of value chain and natural resource management activities. This serves as a basis for comparison with subsequent mid- and end of term evaluations.
2. As a first step the national and site level project staff in participating countries should be sensitized about the idea and concept of IPs by the research partner representative in the project and the NCU.
3. The research partner, in collaboration with the NCUs and RCU, leads the preparation and implementation of a training workshop on IPs in each country to provide the national team members, site coordinators, partner organizations and community representatives, with a sound understanding of IPs and to strengthen their capacity and skills to facilitate the process. Aspects of the training include an inventory of current project activities and potential for synergy between them, design of IPs and linkages between site level and national level IPs, and the development of draft action plans for IP formation and management for their respective sites and countries. After each workshop, meetings should be organized between the research partner with the NCU and the site coordinators to discuss next steps to implementing the IPs within the existing situation in each country.

4. Based on experiences of the training workshops, guidelines are to be developed by the research partner (in this case ILRI) for IP implementation and M&E of IPs in consultation with NCUs and RCU.⁷
5. Potential members of the site-level and (sub)-national IPs (identified in the baseline-surveys) have to be sensitized by the NCU in each country about the idea and concept of IPs; at this stage it is important to explore whether existing structures and activities can be used as a starting point for IP formation.
6. The NCU in each country is expected to deliver an action plan for IP implementation in collaboration with the SCU; the action plans are to be discussed and refined in consultation with the relevant specialists from the research partner body and the RCU.
7. The research partner develops a 'tentative' framework and work plan for monitoring performance of IPs (both process and outcomes) based on the guidelines for IP facilitation and M&E of IPs (see section 4) and in consultation with the RCU, NCUs and SCUs.
8. The activities of the pre IP establishment are documented with methods and tools outlined in section 4. The tools shall be used by the SCU in collaboration with the M&E expert of the NCU until the IP is established.

3.2.2 *Establishment phase*

9. Based on the country action plans, the SCU's contacts and invites relevant actors for a first IP meeting in the project site, which should be organized with support of the NCU. The first IP meeting is meant to familiarize the participants with IPs, including the concept of IPs and their role in the project, and discuss the expected outcomes. The specific configuration of IPs in each site (i.e. whether both value chains oriented IPs and/or NRM focused IPs will be established) should be decided at this point.⁸ A key end product of this process is the formal establishment of the site level IPs. The TORs for the specific site level IPs could already be discussed during this meeting, but may also be postponed to the next time when relevant actors meet as a group. It is important to keep a record of all the IP actors, their organizations and specializations, using monitoring and evaluation protocols such as the IP register (Tool 2).
10. After the first IP meeting, the research partner (ILRI) should organize a meeting in collaboration with the NCU in each country to discuss key issues and experiences in terms of IP facilitation and M&E of IPs. The research partner, in consultation with the RCU and NCUs should take the lead to further

⁷ The guidelines are reflected in this report

⁸ The normal process for value chain oriented IPs is to first identify the priority value chains and then identify the key actors along the identified chains who then will form the IPs. This information on priority value chains should come from the baseline studies which should include value chain analysis. A similar process is valid for NRM IPs. In case IPs are immediately formed around specific value chains and/or NRM, constraints analysis could already be discussed in the first IP meeting to speed up the process. In case of PROGEBE the IPs are being set up after the commencement of project activities and are essentially meant for information sharing and interactions among different actors, hence it is found relevant to first come together with all relevant actors to decide on the exact configuration of site level IPs.

adapt the M&E framework and work plan based the exact structure of the IPs and experiences/capacity of staff.

11. Soon after the first IP meeting, a second meeting should be organized for each site level IP which has been agreed upon (i.e. specific value chain and NRM oriented IPs). These meetings may be organized by the SCUs and the NCUs in the form of a workshop for participatory analysis of constraints and opportunities to improve respectively the performance of specific value chains or natural resource management, building on results from baseline studies, community and national feedback workshops and best bet studies. Priority issues and proposed actions are identified in a participatory manner. Results on the study on best-bet options are exposed to participants of the workshop for selection of options to be pilot-tested by (some of) the members of the IP. Priority issues and proposed actions (including action research) are documented (using the minutes of the meeting and the activity report (Tool 2), so that follow up on achievement of these can be done in subsequent meetings of the IP. The expansion to other sites is considered once the lessons learnt and good practice for facilitation is established by the NCU.
12. The activities of the IP establishment are documented with methods and tools outlined in section 4. The tools are to be used by the SCU in collaboration with the M&E expert of the NCU until the IP is established.
13. A (sub)-national platform may be formed by the NCU in each country after the IPs in the project sites have been established (depending on the focus/scope of (sub)-national IP and practical circumstances).

3.2.3 Post establishment phase

14. During the course of the project, regular meetings of the value chain or NRM focused IPs are organized to facilitate design and implementation of action research programs to test and evaluate innovations, and monitoring and learning from the implementation following action-reflection cycles.⁹ These meetings should be organized by site coordinators with support of the national M&E experts. During each meeting, members who are participating should be recorded and activity reports (Tool 2) generated for ease of documentation of the IP activities.
15. The research partner in this case (ILRI) continues to provide back stopping to the functioning of IPs at the site level, using one site per country as a pilot, and (sub)-national IPs. Backstopping consists of giving feedback on plans, follow up visits to discuss with project staff progress made, next steps, and required support.
16. The activities of the IP functioning and IP outcomes need to be documented with methods and tools outlined in section 4.2 and 4.3. The tools shall be used by the IP facilitators and IP management teams in collaboration with the SCU and M&E expert at the NCU.
17. Mid-term (2012) and end evaluation (2013) needs to be organized by ILRI in close collaboration with the NCUs in each country and the RCU. These may also provide scope for interactive

⁹ Specific attention may be required for services, e.g. access to credit, inputs etc. which are key determinants of the success of any technical options.

national/regional workshops for reflection and learning. Evaluation of progress of IPs and learning takes place at regular intervals (which maybe every quarter, six months, or end of season, as may be appropriate).

Summary – Principles and steps for IP implementation

- I. Key principles for implementing IPs are: a participatory approach and local ownership, build on existing structures and activities, building capacity for IP formation and functioning, monitoring and evaluation of IPs, and communication between IPs.
- II. Although there are guidelines for IP formation and functioning, there is no set standard; each situation is different. Hence the composition of the IPs and their work plan needs to be established in a participatory way; this stimulates local ownership, which is a crucial factor for success and sustainability.
- III. To ensure sustainability of IPs, ILRI suggests that IPs make use of and are built on existing activities, structures and committees as a starting point.
- IV. Forming and managing the IPs require intensive and skilled facilitation and brokering by the process facilitators. Regular reflections by project staff in workshops/meetings and personal mentoring by M&E experts from NCUs and experts from ILRI and RCU should be important to enhance capacity of IP facilitators (site coordinators) and M&E experts.
- V. Linkages need to be established between IPs at the site level and the (sub)-national levels to enhance coordination, sharing and learning, and institutionalization. This requires a clear communication strategy to optimize this process.
- VI. It is proposed that the project (– in this case PROGEBE) catalyses the formation of at least one site level IP centred around certain markets/value chains in each of the countries involved; in some sites also IPs should be established around NRM (these IPs function as pilots for other site level platforms); the formation of the (sub)-national platform takes place after the establishment of site level IPs (depending on the focus/scope of (sub)-national IP and practical circumstances).
- VII. Various steps can be identified during IP formation and functioning, varying from pre-establishment, establishment and post-establishment activities; each phase has its own characteristics and dynamics, which requires systematic reflection of IP progress and learning, and needs to be supported by M&E.

4 Monitoring and Evaluation of the Innovation Platforms

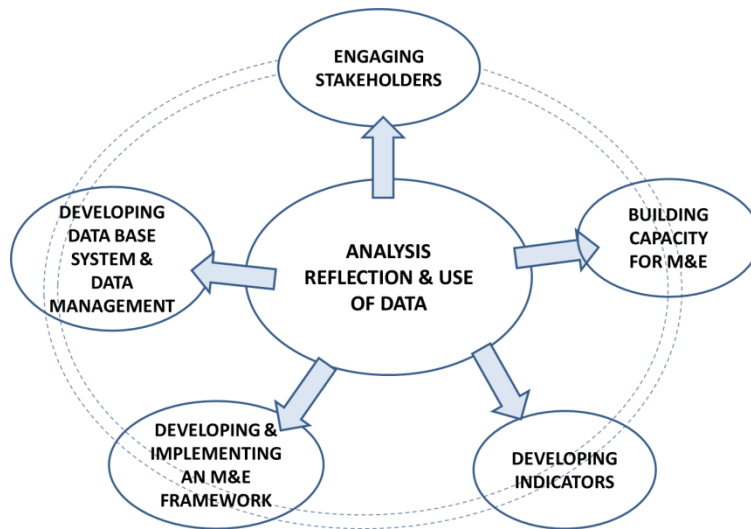
Monitoring and evaluation is an integral component of the innovation platform formation, functioning and outcomes. In the next section 4.1, the rationale for the integration of M&E into the formation and functioning of innovation platforms is provided, while in section 4.2, the key steps to the integration of monitoring and evaluation into platforms is shown. The last section outlines how the project's M&E system and the IP M&E system will be integrated.

4.1 Rationale for Monitoring and Evaluation

The project provides an excellent opportunity to monitor and evaluate the effectiveness of IPs in the context of sustainable management of ERL. The platforms are established to discuss issues pertaining to improved co-ordination and management of the conservation, production, management and marketing of ERL. It is essential to monitor and evaluate the role that these platforms play in enhancing coordination and information sharing in the project as well as whether they facilitate the delivery of outputs and outcomes as detailed in the project M&E framework. The research partner will mainly focus on monitoring and evaluating the activities of one site level value chain oriented IP to enable comparison between site level IPs across countries. Whether the platforms deliver these outputs and outcomes depend on how they are formed and how they function; it is therefore necessary to monitor and evaluate the process of (a) IP formation, (b) IP functioning and (c) IP outcomes. The establishment of the IPs and the subsequent actions of the IP in the field research is expected to produce changes at 4 levels: individual actors, organizations, households and system level changes in terms of markets, production and NRM.

4.2 Key steps to integrating monitoring and evaluation into IPs

The key steps to the integration of M&E into multi stakeholder arrangements that we propose are based on Njuki (2011) and Pali et al (2006) (Figure 5). These steps integrate process M&E which is based on the action learning cycle of the IPs. The key feature in each of these steps is the analysis and reflection which occurs at each stage supported by data and information to emphasize and synthesize the lessons from the IP establishment, functioning and the outcomes.



Source: Adapted from Njuki et al., 2011

Figure 5. Key steps to integrating monitoring and evaluation into IPs

A participatory approach to planning, implementation and monitoring of activities is taken, using a cycle appropriate to the project's activities. This can be a production cycle, or can be set within a specific calendar period e.g every six months. **The appropriate planning cycle should be decided by IP stakeholders during the initial IP meetings.**

4.2.1 Stakeholder engagement

Engaging stakeholders' for monitoring and evaluation has already been conducted by ILRI in conjunction with the RCU, NCU and SCU with a capacity building workshop on IP's and M&E of IP's. However, a general sensitization of site level stakeholders needs to be conducted during the pre IP establishment meetings about M&E with a subsequent awareness creation session at the IP establishment meetings.

4.2.2 Building capacity for M&E

The NCU and SCU have been trained on M&E of the project's related activities and have been engaged in data collection for these activities in the recent past. Given this pretext, the M&E of the innovation platform activities should not involve any additional training. It is designed to ensure data collection during three instances; the pre –establishment, establishment and functioning phases, and during annual reflection and evaluation meetings. Documentation of platform activities and the pre establishment phases should be conducted by SCU but to ensure ownership of the process, this task should gradually be transferred to platform members through mentoring, coaching, learning by doing, and other learning methods. The same process should be used during the mid-term and end of term evaluations which conducted on an annual basis. The ultimate goal is self-sustaining monitoring and

evaluation systems whose activities are co-ordinated by the SCU at the site level and the NCU at the national level.

4.2.3 *Indicators for monitoring and evaluating IPs*

Based on experience with other IPs, some key indicators have been proposed for the monitoring and evaluation of the IP establishment, functioning and outcomes (Table 1). These indicators have been stated in a generic form to fit the multi country context. Additional consultative meetings at country level can be held with the RCU, NCU, SCU and various stakeholders to adapt these indicators and tools to the country and site context and in the bi lingual context revise the language if necessary. The tools and indicators should be translated into French. This review of the tools exercise should be conducted prior to the IP establishment exercise by the SCUs.

4.2.4 *Tools used to monitor and evaluate innovation platforms*¹⁰

As a step in the integration of M&E into IP's (Figure 5), we suggest several basic tools used to monitor the formation, functioning and outcomes of the IPs (Table 1). These are not exhaustive and the project stakeholders can agree on any additional tools to measure other aspects of IPs such as the value chain and innovation aspects of the platforms. These tools are used to monitor the IP formation, functioning and outcomes, and are explained in more detail in the next two sub sections.

1. Tools to monitor the establishment and functioning of the IP

Innovation platform establishment and functioning comprises activities preceding, during and after the establishment of the IP. The SCU fills in the tools during the initial IP meetings and the process of filling in and content of these tools will be reviewed by members of the research partner team as a back stopping exercise during the first follow up visit. Documentation of the pre-establishment activities shows the evolutionary processes that lead to IP establishment including development of action plans for IP establishment, sensitization of stakeholders at the site level and the numbers and composition of stakeholders who participated in these processes. Documentation of the IP establishment phase shows the proceedings of IP establishment meetings and the stakeholder composition while the IP functioning documentation shows the activities as a result of the IP meetings to discuss IP issues which vary from capacity building issues to IP administrative issues. At the end of an IP cycle, stakeholders' engage in a learning process through an end of cycle evaluation to determine the IP outcomes.

The IP establishment protocol (Tool 1) is used once during the IP lifetime to document the process through which the IP was established. This tool documents how stakeholders have been identified,

¹⁰ These tools have been adapted from Njuki et al (2011)

whether the IP is building on the existing structures, the nature of facilitation and the structures that have been put in place to manage the IP. Other issues that the team would like to capture about the IP establishment can be added here.

The IP activity and post-action review tool (Tool 2) can be used for all the activities preceding, during, and after the establishment of the IP (including IP meetings and field level activities). It contains 3 main parts: part A details the description of the activity including the objectives and key results of the activity, part B is an inventory of the stakeholders involved in the activity, and part C is an evaluation/reflection of the activity by stakeholders involved in the activity. The tool guides the team through 4 key basic questions: (i) what is working well, (ii) what is not working well, (iii) what needs to be improved and (iv) how this needs to be improved and by who? This section is the basis for further improvement of the activity and/or processes. This section of the activity tool should also be used at the end of each IP cycle to conduct an after action review of the whole IP.

A specific tool for evaluating capacity building is the training evaluation tool (Tool 3). This can be used at the end of each training activity to evaluate the training and subsequently the extent to which capacity has been built among stakeholders. In the absence of training needs and demands at the IP level, a KAP survey should be conducted. The KAP survey incorporates an evaluation of the changes in knowledge and skills of IP actors. Another critical function of the IP is to improve communication and knowledge sharing amongst key stakeholders.

Tool 4 (knowledge sharing mechanisms tool) is used to measure the channels through which information and knowledge are being transmitted to the IP actors and the reach of these channels. This tool captures information about the number of knowledge sharing channels, number of people being reached by each mechanism and their perception of the channels. The knowledge sharing mechanisms should be used at the end of each IP planning cycle.

The IP member evaluation tool (Tool 5) should be used at the end of the IP cycle for all the IP actors to evaluate the different components and process of the IP. This helps to track the extent to which and how the IP processes and activities are improving over time.

Table 1. Indicators for the IP Establishment, Functioning and Outcomes

	Key indicators	Frequency of Monitoring	Tools used	Suggested Analysis
IP establishment	Process documentation of the establishment of the IPs	During the initial stages of IP formation	IP establishment protocol (Tool 1)	Descriptive analysis of the methods and comparisons used to establish IPs from the pre formation stage to the actual establishment
	A common objective, issues are being addressed and roles are well defined	At the establishment and at the end of each production season	IP establishment protocol (Tool 1) IP member evaluation (Tool 5)	Statistical analysis of mean scores for the different satisfaction levels for each attribute that is being assessed by the stakeholder
	Inclusiveness/representativeness of the IP	At the beginning of the formation of the IP and subsequently updated every year.	IP registers (Tool 2b)	Trend analysis of the types and number of members and actors attending analyzed by gender from Every IP meeting.
IP Functioning	Frequency of participation of the IP actors	After every activity	IP register (Tool 2b)	Trend analysis of the types and number of members and actors attending analyzed by gender from every IP meeting.
	Quality and process of IP organized activities	After every activity	Activity report (Tool 2a) and After Action Review (Tool 2c)	Descriptive and comparison analysis of the type, processes of IP organized activities e.g. establishment, IP workplan development, collective action, etc used across the different categories of IPs.
	Number and types of knowledge sharing channels Number of males and females being reached by the information	At the establishment of the platform and every year	Inventory of knowledge sharing tools (Tool 4)	Descriptive analysis of the number of knowledge sharing mechanisms and the number of livestock owners using the different types of information.
	Actor perceptions of the formation, functioning and outcomes of the innovation platform	At the establishment of the platform and every year	IP member evaluation tool (Tool 5)	Statistical analysis of mean scores for the different satisfaction levels for each attribute that is being assessed by the stakeholder
	Changes in the knowledge and skills of the stakeholders in relation to identified needs	After every training activity held at IP level	Training evaluation form (Tool 3)	Trend analysis of the assessment scores of the different trainings that are conducted across the groups. Number of members and actors attending analyzed by gender from Every IP meeting.
IP outcomes	Changes in interactions among the IP actors and/or their organizations as a result of their participation in the IP	At the formation of the IP and at the end of each year	Stakeholder Interactions (Tool 6)	Social network analysis: Changes of stakeholder types and composition in each site and information flows and knowledge sharing from and to IP stakeholders
	Perception of coordination and performance of the project	At the end of each IP cycle	Most Significant Change (Tool 7)	Thematical analysis of the most significant change stories and anecdotes about the benefits of the participating in the IPs at the community PROGEBE, actor and IP level
	Changes in the knowledge attitude and practices of ERL technologies	At the end of each cycle of the IP	KAP Survey – Tool with site specific IP characteristics to be developed by in collaboration with NCU	Analysis: Assessment of IP members Knowledge, attitudes and practices on ERL production and management characteristics

Adapted from Njuki et al (2011)

2. Tools to measure IP outcomes

The IP outcomes are the changes among the stakeholders who participate in the platform activities and the communities as a result of the IP. These include changes in stakeholder composition, interactions, and other anticipated/unanticipated changes at the actor, IP, PROGEBE, and community levels. These changes have to be verified by the stakeholders themselves in a participatory manner to ensure their validity.

Composition of and interactions among stakeholders can be measured using the social network analysis (Tool 6) by mapping the stakeholders and their existing interactions and how these change on an annual basis. Other anticipated/unanticipated changes can be tracked through the Most Significant Change Stories (Davies and Dart, 2005) (Tool 7). The outputs and outcomes at field level (NRM, Markets, and productivity) should be measured using tools already developed under the PROGEBE M&E framework.

4.2.5 *Data base management and analyses*

A common data entry and management structure is proposed to effect analysis and comparability of indicators and data across IPs and countries. To maintain a single data entry system, ILRI engages with the RCU to discuss options for using and if necessary adapting the existing PROGEBE data base for this purpose. The entry system should house the IP monitoring and evaluation system. A constant stream of data shall be collected at the IP level at different frequencies including the activity level, periodically and at annual intervals. Each site should have a data entry clerk responsible for M&E data entry and cleaning as data are generated. The data base shall be periodically updated and analysis shall be generated as required by the SCU or the NCU for the periodic reflection and learning meetings. The country level data management team should be coached on how to manage the data entry and management of the system. The data management team is also responsible for sharing the data with all stakeholders in the IPs as required. The data clerks should work closely with the SCU co-ordinator to ensure that data quality standards and uniformity in the data bases across site and national level are strictly adhered to.

Suggested analysis of the IP establishment, functioning and outcome data is performed on a regular basis as part of the planning cycle (Figure 6). At the end of each IP or production cycle (To be determined by IP stakeholders), the data are analysed and used to inform the next IP cycle. The tools that are used on a regular basis (activity report, IP register of actors and the training evaluation report) generate substantial data when IP activities occur regularly, hence mid-season analysis maybe appropriate to avoid accumulation of data. Data collection with tools that are used at the end of each IP cycle should be analysed and reflected upon at the end of every production cycle. The data collected on an annual basis should be analysed immediately after collection.

4.3 Integration of the IP M&E system with PROGEBE M&E system

The IP monitoring and evaluation system strengthens coordination of the project (NCU) and field level processes (SCU) to result in improved activity and M&E implementation (Figure 6; Appendix 1). The IP M&E systems monitors the IP pre establishment, IP formation, functioning and outcomes leading to better communication, and coordinated efforts of the field level and project management processes. The monitoring and evaluation systems of the platforms and the project should be integrated. The M&E system of the platforms is expected to strengthen the efficacy (Efficiency, effectiveness and sustainability) of the project field level results determined through the project M&E system.

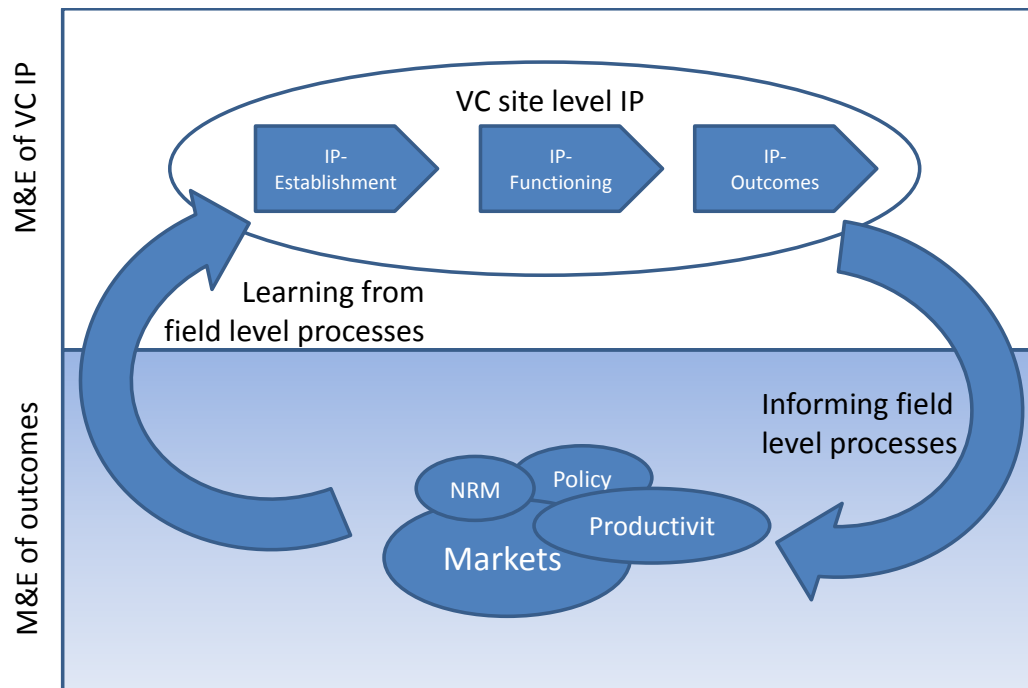


Figure 6. Integration of the site level IP M&E system with PROGEBE M&E system

The IP M&E system is not an additional but an integral and complimentary component of the project M&E system whose output indicators across all strategic lines are loosely categorized into project management and field level process indicators. Efforts to integrate IP M&E data into the project data base system includes meetings between ILRI and the RCU members to review synergies between the IP and the project M&E tools and decide how best to integrate these tools into the existing project systems. The project monitoring and evaluation (M&E) system is implemented at the National Coordination Units (NCU) based in The Gambia, Guinea, Senegal and Mali, the Regional Coordination Unit (RCU) and the Site co-ordination unit (SCU), and coordinated by the M&E experts in each country who are coordinated by the M&E expert at the RCU level (Appendix 1). The PROGEBE M&E strategy (PROGEBE, 2009) ensures the participation of stakeholders in communication of results, critical thinking and decision making. This system facilitates activity monitoring to assess the changes in the progress of

activities relative to outputs, feed back to the main stakeholders to enhance decision making and facilitation.

Summary – M&E of Innovation Platforms

- I. The key steps to the integration of M&E into IPs includes engaging stakeholders for M&E, building capacity for M&E in the IP's, developing indicators, developing an M&E framework, and data base management and integrating the common data base.
- II. Essential ingredients of each key step of the integration of M&E into a multi stakeholder arrangement such as IP are the participatory nature of implementation of each step.
- III. Monitoring and evaluation of platforms is the collective responsibility of IP members and facilitators, data managers, and the M&E experts at different levels (SCU, NCU, and RCU), the absence of any of these component disintegrates the whole system.
- VIII. The M&E system of the IPs should not over burden the overall M&E system of the project (in this case PROGEBE) but should be seen as an integral and complimentary system which when well-coordinated and implemented should improve the field level processes and project management aspects of the projects. Aspects of IP's that are monitored are the IP establishment, functioning and outcomes.
- IX. The basic tools can be used to measure the establishment, functioning and outcomes of IP's on a regular basis, at the end of a productions cycle and on an annual basis (i.e. during the midterm and end of term evaluation).
- X. Data collection and analysis using IP M&E tools is continuous and part of process monitoring and needs to be effectively, efficiently and rigorously managed to avoid lack of data, poor quality data, or data loss.
- XI. To ensure the comparability of indicators and data across IP's across levels and countries, IP M&E requirement needs should be integrated in the PROGEBE data base system.
- XII. Data sharing with all stakeholders as requested is an essential component of the project.

5 Roles and responsibilities

A general outline for the roles and responsibilities of the research partner, in this case ILRI and local structures at various levels, which in the case of the project (PROGEBE) refers to the SCU, NCU, RCU, is provided in Table 2. Detailed work plans are developed by each country team with support of the RCU based on their action plans for the establishment of IPs.

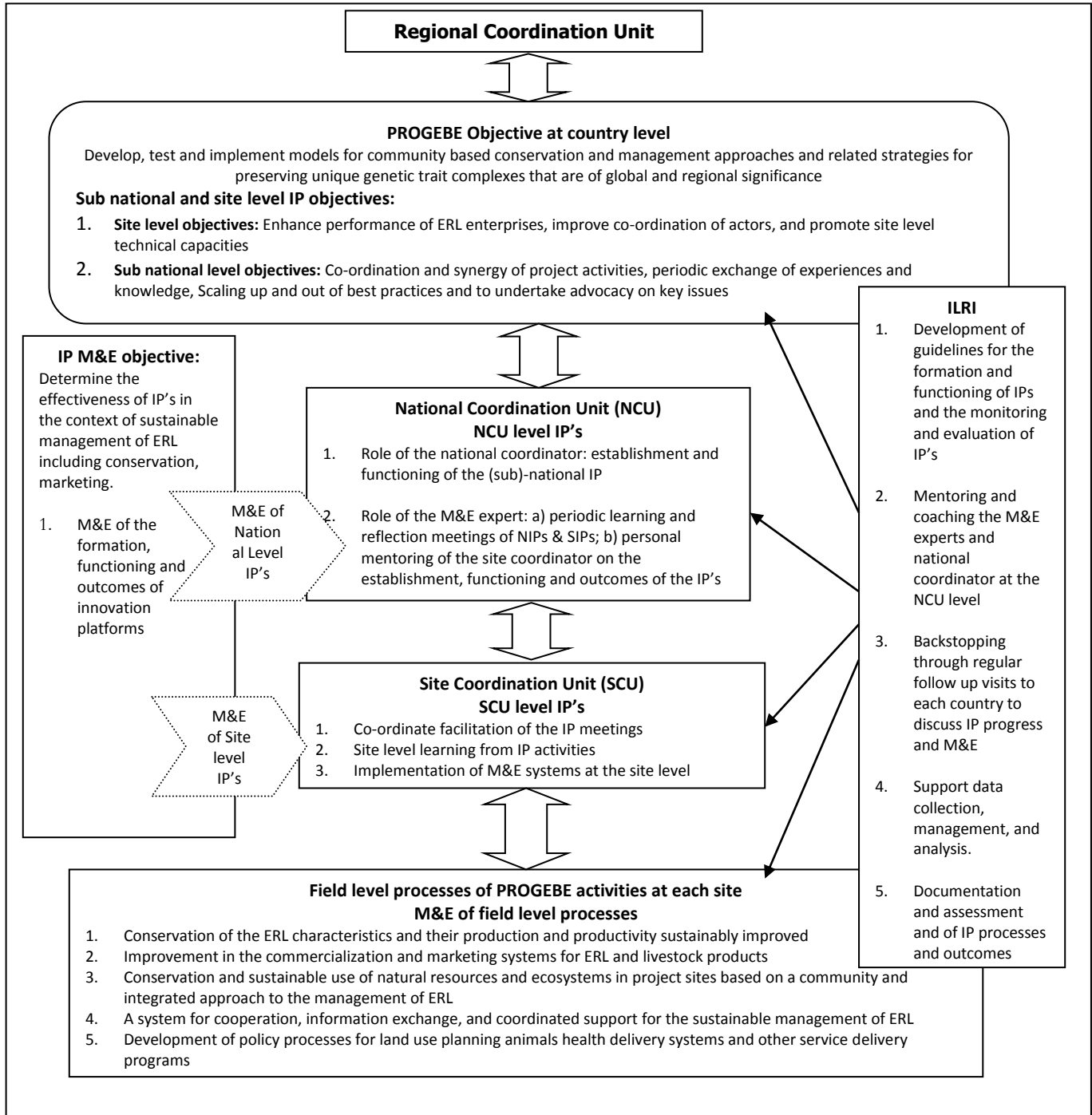
Table 2. Roles and Responsibilities for Facilitation and M&E of IPs

Actor	Level	Role
Site co-ordination units	Site level	The SCUs are responsible for overseeing the facilitation and M&E of IPs at the site level; this includes data management and simple data analysis (number of IP participants, types of stakeholders attending meetings per month, quarter year etc) for feedback during meetings.
National coordination unit	Country	The M&E coordinator support the SCUs in the facilitation and M&E of IPs at the site level (including supervision of data management and data analysis and for project level reporting of IP activities); the national coordinator is responsible for the formation and functioning of the (sub)-national IP.
Regional co-ordination unit	Regional	Supports the NCUs and ensures in collaboration with ILRI that the IP formation and functioning and M&E are aligned with the overall PROGEBE work plan and M&E framework.
Research partner	General	Backstops the overall process through regular visits and feedback, and coaching of the M&E coordinator and national coordinator of the NCU; it may also take the lead in data analysis on specific topics.

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Appendix 1. Framework to integrate the IP and PROGEBE activities



Tool 1. IP Establishment Protocol

Country: _____ District: _____

Location: _____ Name of Innovation Platform: _____

Name of Facilitator: _____

Level at which activity is held: Regional National Site

Characteristic	Levels	Category where IP falls	Remarks/Explain
How has the IP been formed (Origin)	IP started from scratch		
	IP builds on existing networks (e.g local steering committee)		
	IP already fully existed		
What is the structure of the IP	Structured with elaborate procedures for running the IP		Indicate structures of the IP e.g sub committees, IP executive committee in place etc
	Not structured		
Facilitation	Facilitated by PROGEBE		
	Facilitated by other local stakeholders		
	Joint / Alternating facilitation		
Commons Objective / Issues	Have common issue/ objective being addressed		If yes, what is the common issue / objective ¹¹
	Do not have a common issue / objective being addressed		
Information sharing mechanisms	Have clear information sharing mechanisms been identified		If yes, give list of information sharing mechanisms that have been agreed on

NOTES FOR THE USE OF THIS TOOL

When used: This tool is to be used only once in the lifetime of the IP during the IP establishment phase.

Who uses: The site co-ordinator is responsible to collection of data for this tool. Once all the innovation platforms have been established, the content of the tool can be synthesized to generate site level comparisons in which innovation platforms were established in a report format. This information should be passed on to the national co-ordination unit for national level comparisons. During the initial participatory assessment of the IP outcomes, the analyses of the methods of IP establishment should be shared with the platform members of each site.

¹¹ If there is no common objective of the platform list all objectives as outlined by the platform members.

Tool 2. Activity Report, Register of Participants, and After Action Review

PART A: ACTIVITY REPORT

I: DESCRIPTION OF THE ACTIVITY

What is the nature of the activity?

- | | | |
|--|---|------------------------------|
| a. Capacity building / Training exercise | <input style="width: 100%;" type="text"/> | |
| b. IP meeting | <input style="width: 100%;" type="text"/> | |
| c. Field activity | <input style="width: 100%;" type="text"/> | |
| d. RCU activity (Specify) | <input style="width: 100%;" type="text"/> | Specify which activity _____ |
| e. NCU activity (Specify) | <input style="width: 100%;" type="text"/> | Specify which activity _____ |
| f. SCU activity (Specify) | <input style="width: 100%;" type="text"/> | Specify which activity _____ |
| g. Reflection meeting | <input style="width: 100%;" type="text"/> | |
| h. Other activity | <input style="width: 100%;" type="text"/> | Specify which activity _____ |

What were the objectives of the activity **(Please explain the activity and why it was held)?**

Who organized/ originated the activity

Date of the activity _____

II: PARTICIPATION BY IP ACTORS IN THE ACTIVITY (ATTACH IP REGISTER FOR VERIFICATION)

Number of organisations or actors grouped by the type of organisation	Number
Number of male farmers	
Number of female farmers	
Number of researchers	
Number of extension organisations	
Number of policy organizations (including local organizations)	
Number of NGO's	
Number of farmer groups represented	
Number of private sector organisations	
Number of other groups and specify (e.g cattle herders, etc)	

III: PROCESS USED

What means of communication was used to organize this activity? **(PLEASE specify the different communication methods used to congregate stakeholders.)**

IV: RESULTS OF THE ACTIVITY

What were the immediate results of the activity?
1.
2.
3.

PART B: REGISTER OF PARTICIPANTS

Row	Name of the member	Sex	Name of Organization	Type of organisation (Research, Extension, NGO, Private, Policy, Farmers association)	Major role or contribution to IP	Telephone contact
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						
11						
12						
13						
14						
15						
16						
17						
18						

PART C: AFTER ACTION REVIEW

To be done with all the stakeholders involved in the activity

What did you plan to do during this activity?				
1.				
2.				
3.				
What worked well during the activity?				
1.				
2.				
3.				
What did not work well during the activity?				
1.				
2.				
3.				
How well was the activity co-ordinated (Communication, Content, process, time management, communication, diversity of actors etc)				
1				
2				
3				
What needs to be changed for the next activity?				
1.				
2.				
3.				
What the action points are for follow up?	Date by when the action points should have been followed up	Name of person responsible for ensuring follow up	Resources required	Who to provide resources
1.				
2.				
3.				

NOTES FOR THE USE OF THIS TOOL

- **When used:** The activity report should be used by the Facilitator of each activity relating to the IP. At the end of the meeting, the organizer of the meeting or activity should do the after action review (part c) with stakeholders who have been involved in the activity. The after action review should also be done at the end of the IP cycle to decide on key areas that need to be improved in the running of the IP.
- **Who uses:** Once completed, the information contained in the tool should be shared (orally and in written form) with other IP members at the subsequent meetings for their reactions to the content of the meeting. These reactions should be documented as notes on the tools after which it should be shared with the NCU for further content processing to generate a descriptive and content analysis of the type and processes of IP organized activities of each site. The NCU should share the completed tools with the RCU and ILRI and with the platform member at the end of the IP cycle assessments that are conducted on an annual basis. The actual proceedings of the meeting should be documented using minutes and used with the activity report and register of actors.

Tool 3. Training Evaluation Form¹²

Country:

District:

Site:

Name of innovation platform

Name(s) of the training facilitator(s)

Type of Training

Date of the training

Aspects of training to be evaluated	On a score of 0-5, 5 being the maximum, how would you rate the following aspects	Comments or reasons for the score
General aspects of training		
Have you learnt new skills from the training		
Usefulness of the training to your activities		
Timeliness of the training (Training was given at the time you needed it)		
Technical content of the training		
Methods used in the training		
Competence of the trainers		
Specify topics on which you were trained	Level of skills before (0-5)	Level of ne knowledge after training (on a score of 0-5)

When used: This tool should be used for each IP training activity and should be given to every training participant to fill in.

Who uses: Each training participants of the meeting to fill in the tool. The training facilitator should generate analyses of the satisfaction of the training by the participants and hand over the information to the NCU who would make an assessment of the number of participants trained the frequency with which each participant is trained, the content of training etc. This information should be analysed and shared with the platform member during the assessments at the end of the IP cycle.

¹² A Knowledge Attitude and Practice survey will be conducted at the baseline, mid and end of term of the IPs to assess the changes in the Knowledge attitude and practices as a results of stakeholder interaction and formal training

Tool 5. IP Member Evaluation Tool

Country:

District:

Site:

Name of Innovation Platform:

Name of actor doing the evaluation:

Activity:

Date:

Period of IP cycle being assessed

	On a score of 0-5, 5 being the maximum, what score would you give the IP with respect to:	Comments or reasons for the score
Your level of awareness and understanding of the critical issue being addressed by the IP		
Extent to which these issues are relevant for you or how important is it for you to address the issue		
How well was the IP facilitation done?		
How well the IP meetings and activities were organised		
How participatory the activities or discussions were		
Information sharing within the IP		
Extent to which you have felt involved or engaged in the activities of the IP		
Were there any conflicts experience in the IP?		
Conflict resolution strategies used within the IP		
Extent to which you were involved in contributing to the decisions and design of the research		
Extent to which the research done was useful for you		
Whether the plans of the IP have been clearly articulated		
Extent to which the goals have been achieved		
Extent to which you think the IP activities are well co-ordinated		

When used: This tool should be used at the end of the IP cycle. This can be filled in together with the IP evaluation tool, the stakeholder interaction tool and the after action review tool

Who uses: Each participant of the meeting shall fill in the tool

Tool 7. The Most Significant Change

Country:

District:

Site:

Name of Innovation Platform:

Name of stakeholder group:

Date:

Domain of change	MSC at IP actor level	MSC at IP Level	MSC at PROGEBE level	MSC at community level

When used: At the beginning (pre IP establishment) to determine the change as a result of the project activities before the establishment of the innovation platforms and end of each IP cycle.

Who uses: All actors in the IP, and subsequently the same actors need to fill in the tool for comparison purposes.