African Agricultural
Transformation Initiative
Bridging Gaps between Strategy and Impact

# African Agricultural Transformation Initiative (AATI) Monitoring and Evaluation Framework

VERSION 1
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# Contents

## Foreword

This manual aims to define AATI's monitoring and evaluation (M&E) framework. It contains guidelines, procedures, methods, concepts, tools and means of implementation of M&E for AATI activities and delivery infrastructures such as Agricultural Transformation Office (ATO). All standards recommended by this manual are based and guided by IFAD's M&E framework, AATI's investment document and results framework. As a result, this manual shall be considered as the only guiding M&E reference document for AATI-supported delivery infrastructures across Africa.

The document provides managers, staff and consultant with a shared organizational understanding, processes, practices, principles and requirements of M&E for AATI-supported ATO.

## Context and rationale for the M&E framework

The development of this Monitoring & Evaluation framework was motivated by AATI's desire to strengthen its program management procedures and improve the quality and performance of its interventions across the African continent.

This framework aims to provide a clear process for planning, operational and outcome monitoring, throughout the life of agricultural transformation delivery infrastructures in AATI recipients countries.

The following points outlines:

⇒ Operational monitoring: There is a need to define the responsibilities of the various AATI players, with regard to the execution of specific program management task and actions, in order to systematize data production, analysis and reporting.
⇒ AATI strategy: There is a need to establish a clear mechanism that specifies how ATOs contribute to achieving AATI's overall objective of agricultural transformation in Africa.
⇒ Fulfilling AATI's mandate: it is essential to have a single reference M&E guide for all AATI's internal players notably the "Central Unit", and the delivery infrastructures (ATO).

## Objectives of the monitoring and evaluation framework

AATI's M&E framework is a flexible system that can be reviewed or amended according to changes in the political and agricultural context/circumstances of recipient's countries, and according to AATI's agricultural transformation perspective.

The framework enables all those involve in implementing AATI's mandate to ensure transparency at all levels, as well as monitor AATI's support, partners' efforts, and to assess AATI's achievement of in setting up delivery infrastructures.

The specific objectives of this M&E framework are to:

⇒ Stimulate a deep M&E culture among AATI teams: Continuously improve implementation by monitoring the context, reflecting on changes, and systematically using M&E data to reinforce continuous learning.
⇒ Strengthen informed decision-making, through evidence-based recommendations, aimed at continuously improving program quality.
⇒ Provide a clear M&E guide and defining minimum standards for AATI technical cooperation management.

⇒ Ensure that country teams (delivery infrastructures) become increasingly autonomous, efficient, and effective in carrying out their tasks, by clarifying expectations and results, and providing clear implementation guidelines.

## How to use this manual

This manual intended to be a dynamic framework that can be updated every two (2) years according to evolving contexts and AATI vision and mandate. This manual requires compliance with the following recommended minimum standards for program design, planning, implementation, and closure.

## Identification of countries

***Standard 1:*** New country engagement decision (grant or technical assistance) is the exclusive responsibility of the Steering Committee. The potential recipient government must submit a formal request or expression of interest.

***Standard 2:*** Following validation by the steering committee, AATI's engagement with a new country should begin with a high-level meeting involving the AATI Executive Director with high level Government representatives, including Minister(s) in charge of agricultural transformation (agriculture, environment, livestock, fisheries), office of the President of the Republic, etc.

## Delivery infrastructure design

***Standard 3:*** Any new request for support shall be subject to a sector diagnosis in order to understand issues inherent to agricultural transformation at national level. The diagnosis may take the form of a participatory, multi-stakeholder workshop, and/or a literature review. The approach and modality will be determined by the country's political context and the AATI priority.

***Standard 4:*** The sector diagnosis should enable a rapid assessment of needs that will shape the objectives, results and activities of the future delivery infrastructure.

***Standard 5:*** All new program proposals must be preceded by

⇒ A logical framework: mentioning the objectives, results, outputs, activities, indicators and their descriptions, sources of verification and key assumptions.
⇒ A theory of change (ToC): clearly formulating the project's hypothesis,
⇒ An M&E plan: spelling out definitions, thresholds and methods for collecting and analysing indicators. The M&E plan should include a summary of monitoring and evaluation activities, data quality and protection, and evaluation methodology (Baseline, Intermediate, Endline, Impact, etc.). (see IFAD M&E Plan outline for reference).

***Standard 6:*** For all AATI supported delivery infrastructure (more than 5 years), an independent impact evaluation must be planned and budgeted for, unless otherwise recommended by the steering committee or the donor.

***Standard 7:*** All delivery infrastructures must have the M&E budget representing at least 3% of the total budget.

## Planning

***Standard 8:*** A learning plan must be designed for each delivery infrastructure.

*Standard 9:* An M&E technology plan shall be developed for each delivery infrastructure prior to implementing any technology solutions for data collection, storage, protection, analysis, or visualization.

*Standard 10:* M&E deliverables: Monitoring activities, evaluations, learning events, quarterly/annual reviews, must be included in all delivery infrastructure work plan.

*Standard 11:* a "monitoring and evaluation" subfolder shall be created for archiving and sharing all M&E results, indicators and data. Sensitive data must be anonymized before being stored.

*Standard 12:* At the beginning of each delivery infrastructure, a work plan should be drawn up, outlining all planned activities for the entire duration of implementation. Detailed annual, quarterly and/or monthly Gant Charts or chronograms should be derived from this planning process.

*Standard 13:* All delivery infrastructures must have an indicator manual, following the model AATI provided in appendix of this document.

This manual should include, but not be limited to:

⇒ Type and definition of indicators,
⇒ Collection techniques and tools, data sources, frequency of collection, types, and levels of indicators disaggregation,
⇒ Persons responsible for data collection, analysis and dissemination,
⇒ Means and frequency of dissemination.
⇒ Methodologies for computing and analysing indicators.

*Standard 14:* All delivery infrastructures must have an indicator monitoring table, following the model provided in the appendix to this document.

**Implementation**

*Standard 15:* Progress regarding all indicators should be updated in the delivery infrastructure's indicator tracking table (ITT) every 3 months to allow evidence generation, program evaluation and learning, in line with standard 5. Supporting evidence (reports, ITTs, DB, etc.) must be properly recorded in the M&E filling system.

*Standard 16:* Delivery infrastructure teams, with support from the central team, shall conduct quarterly program review sessions using the updated Indicator Tracking Table (ITT) to measure progress against baselines and targets. All changes to the logical framework or indicators, including definitions, targets, and/or methods/tools for data collection, quality, protection, or analysis, should be reflected in the ITT and progress reports.

*Standard 17:* Terms of Reference (ToR) for M&E related studies and evaluations must be completed at least 3 months prior to the planned start date of the data collection training. All ToRs must comply with the evaluation guidelines as described in this manual.

**Closure**

*Standard 17:* A final internal performance review shall be carried out for all delivery infrastructures, and findings communicated to the central unit, partners (steering committee) and local stakeholders. The final internal performance review report must include final status of all indicators and documentation of lessons learned.

*Standard 19:* All data and information contained in the M&E files (see standard 11) and recorded in the ITT (see standard 10) shall be updated and securely stored in the AATI Xdesk.