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OFFICE OF EVALUATION

Project evaluation series

Mid-term Evaluation of the Project "Capacity Development for Agricultural Innovation Systems" (CDAIS)

ANNEXES

November 2017

PROJECT EVALUATION SERIES

**Mid-term Evaluation of the Project
“Capacity Development for Agricultural
Innovation Systems” (CDAIS)**

EU code: DCI-FOOD/2014/352-658

FAO code: GCP/GLO/626/EC

ANNEXES

**FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS
OFFICE OF EVALUATION**

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Annex 1. Terms of reference for the Mid-Term Evaluation of the Capacity Development for Agricultural Innovation Systems Project (CDAIS)

1. Introduction

- 1 This document presents the Terms of Reference (ToR) for the Mid-term Evaluation of the Capacity Development for Agricultural Innovations Systems (CDAIS) Project. The global project, which initiated on 1 January 2015 and is expected to end on 31 December 2018, has a budget of EUR 13 356 851 (with 90 percent funding from the European Union, in the form of a grant to Agrinatura- European Economic Interest Grouping (EEIG), in partnership with FAO, and includes activities at global level as well as in eight pilot countries around the world (Angola, Bangladesh, Burkina Faso, Ethiopia, Guatemala, Honduras, Laos and Rwanda).
- 2 The ToRs first present the background and context of the project for the reader to have an overview of the evaluation (Chapter 1). The document then introduces the evaluation with its purpose (Chapter 2), its scope (Chapter 3), evaluation objective and key questions (Chapter 4) and the methodology to follow (Chapter 5). The roles and responsibilities of the different stakeholders are presented in Chapter 6, while Chapter 7 includes a description of the team composition and profile. The evaluation products (deliverables) are listed in Chapter 8 and the evaluation timeframe in Chapter 9.

2. Background and context of the Project

2.1 Background

- 3 The project “Capacity Development for Agricultural Innovation Systems” (CDAIS) (EU code: DCI-FOOD/2014/352-658 – FAO code: GCP/GLO/626/EC) was conceived to support the implementation of the action plan of the Tropical Agriculture Platform (TAP), a G20 Initiative on improving the global coherence of capacity development for agricultural innovation. As TAP Partners and in line with their visions, Agrinatura and FAO collaborate towards a coherent approach to strengthening Agricultural Innovation Systems (AIS). As such, the project aims at fostering more demand-driven and effective agricultural research and development investments, and capacity development interventions that better respond to specific needs of local and national stakeholders.
- 4 An innovation system is defined here as *“networks of organizations or actors, together with their supporting institutions and policies that bring new products, processes and forms of innovation into social and economic use. Policies and institutions (formal and informal) shape the way that these actors interact, generate, share and use knowledge as well as jointly learn”*.¹ In the context of innovation in rural areas in developing countries the ‘actors’ may be farmers and their organizations, community groups, governmental or non-governmental agencies, or private business.
- 5 The AIS concept serves as an overarching framework that links (i) education, research, and extension; and (ii) government, private sector, farmers’ organizations and non-governmental organizations (NGOs) to innovation. An AIS perspective has been embraced by several international actors such as the Global Forum on Agricultural Research (GFAR), Global Forum for Rural Advisory Services (GFRAS), Global Confederation of Higher Education Associations for Agricultural and Life Sciences (GCHERA), and the European Commission (as part of its 2008 Guidelines on Agricultural Research for Development), among others. At regional level, many governments and institutions have also recognized the importance of strengthening innovation systems to enable a greater development impact. There is, however, a lack of capacity development for AIS at global, national and local levels that

1 Source: Common Framework on capacity development for AIS: <http://www.cabi.org/Uploads/CABI/about-us/4.8.5-other-business-policies-and-strategies/tap-conceptual-background.pdf>

moves beyond the traditional individual transfer of technical skills to a stronger focus on participatory processes that also address the needs at the organizational (institutional) and enabling environment levels.

2.2 CDAIS results framework

- 6 In response to these needs, Agrinatura and FAO jointly developed and are now implementing the CDAIS project, a four-year initiative funded by the European Commission Directorate-General for International Cooperation and Development - EuropeAid. The project, which initiated in January 2015 and is expected to end in December 2018, has an overall budget of EUR 13 356 851, with an European Commission grant of EUR 12 000 000 and combined contributions from FAO and Agrinatura-EEIG of EUR 1 356 851. The overall objective of CDAIS is to promote agricultural innovation systems that are efficient and sustainable in meeting the demands of farmers, agri-business and consumers. The project's specific objective is to establish a global partnership on Capacity Development in Agricultural Innovation Systems on a sustainable footing, with needs assessed and approaches validated in eight pilot countries.
- 7 To achieve the stated objectives, the project envisaged activities both at the global level (Result 1), and at the national and subnational level in eight countries (Results 2 and 3). The expected results and outputs per result are presented in Box 1. Moreover, the project's logical framework is available in Annex 2.
- 8 The main project target groups and final beneficiaries include:
 - Target groups: 44 International and National Agricultural Research and Innovation Organizations that comprise the Partners of the Tropical Agriculture Platform; national agricultural research and innovation organizations and stakeholder groups in eight selected pilot countries; core group of capacity development AIS trainers/brokers selected in eight countries; members of selected innovation partnerships in eight selected countries.
 - Final beneficiaries: Smallholder farmers, agricultural food-related enterprises and consumers in eight selected pilot countries; smallholder farmers, agricultural food-related enterprises and consumers in countries where TAP partners are active.
- 9 A complete list of project stakeholders at a global, regional and country level, can be found in section 11.

Box 1: Project expected results and outputs

Expected Result 1: An effective global mechanism is established to promote, coordinate and evaluate capacity development approaches to strengthen Agricultural Innovation Systems (AIS).

- Output 1. The coordination and harmonization of global efforts on capacity development for AIS through TAP mechanisms.
- Output 2. The analysis, synthesis and documentation of the diversity of capacity development approaches for development, monitoring and evaluation of AIS;
- Output 3. The development of a common framework and tools for AIS capacity development assessment, design and monitoring and evaluation.

Expected Result 2: Capacity development needs and existing provision for strengthening AIS in eight pilot countries are defined accurately through inclusive country-led multi-stakeholder processes

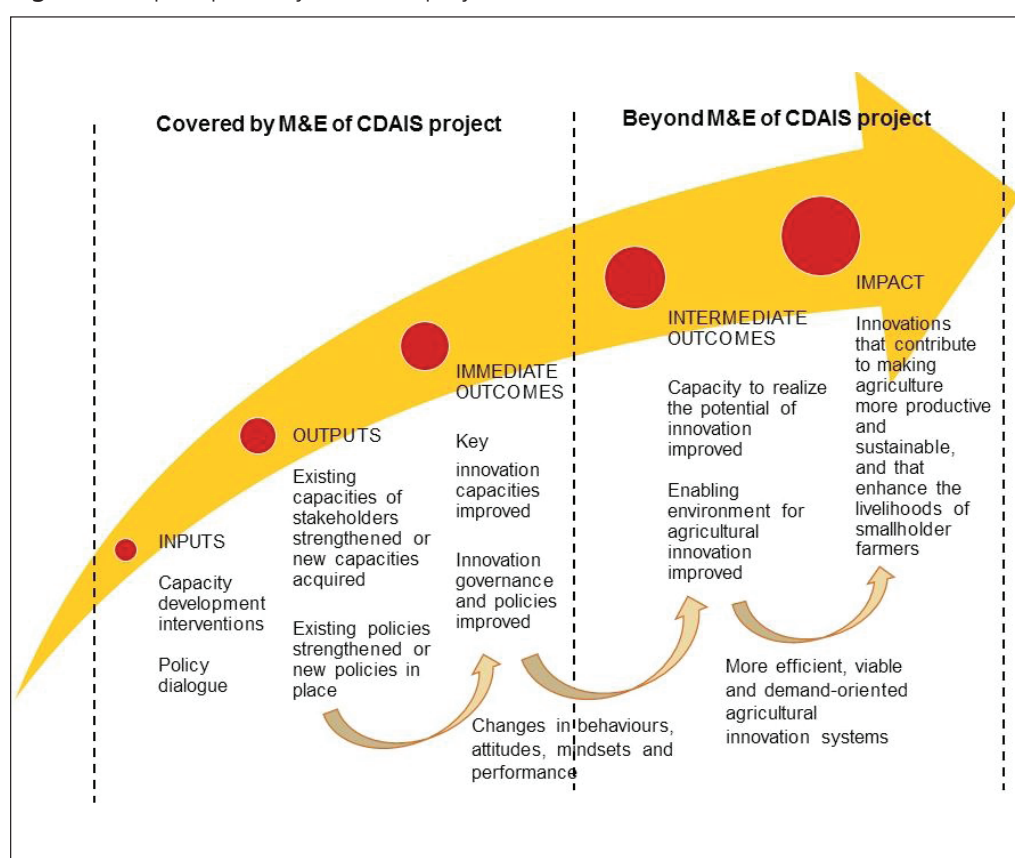
- Output 1. The development of a shared vision of capacity development for AIS among partners in eight countries
- Output 2. Country-led assessments and development of AIS capacity development action plans available in eight pilot countries.
- Output 3. The establishment/strengthening of mechanism/platform for advocacy, dialogue and action on AIS capacity development in eight countries.
- Output 4. Lessons learned concerning methods for assessment, and how these support innovation processes.

Expected Result 3: Capacity development interventions in AIS within eight pilot countries are demand-driven and efficient, integrating the development of individual competencies, organizational capacities and enabling policies around priority themes and value chains.

- Output 1. Improved capacity for strengthening capacity in AIS, by key selected organizations and individuals in each country ("training of trainers" principle).
- Output 2. Improved capacity for joint innovation by selected local/national innovation partnerships (such as value chains for example).
- Output 3. Improved capacity for innovation partnership by key stakeholder organisations.
- Output 4. Review, analysis, documentation, synthesis and exchange of lessons learned in the eight pilot countries at global level

- 10 The figure below shows the projects impact pathway, defining the areas under the project's control and beyond the project's control.

Figure 1: Impact pathway of CDAIS project



Source: CDAIS monitoring and evaluation system document

- 11 The eight selected pilot countries in which the project is implemented are: Angola, Bangladesh, Burkina Faso, Ethiopia, Guatemala, Honduras, Laos and Rwanda. Table 1 details the implementing partner institution from the Agrinatura-EEIG group per country and the corresponding selected innovation partnerships/value chains at country level.

Table 1: Implementing organizations and selected innovation niches/value chains

Country	Agrinatura Focal Organization	National Counterpart	Prioritized innovation partnerships/ niches
Angola	University of Lisbon - ISA	Instituto de Investigaçao Agronómica	Production and commercialization of quality seeds, rice improvement, producer associations for vegetables, peanuts and cassava, and associations for rural entrepreneurship.
Bangladesh	Natural Resources Institute (NRI)	Bangladesh Agricultural Research Council (BARC)	Mango, pineapple, tomato, poultry, tilapia and cat fish.
Burkina Faso	Centre de Coopération Internationale en Recherche Agronomique pour le Développement (CIRAD)	Ministère de l'Enseignement Supérieur, de la Recherche Scientifique et de l'Innovation (MESRSI)	Sunflower, organic certification, agricultural advisory services provided by farmers' organizations to their members, ownership of land charter by municipalities, small innovative family enterprises in agri-food processing
Ethiopia	ICRA	Ethiopian Institute of Agricultural Research (EIAR)	Demand stimulation for pastured milk (Addis Ababa), Livestock feed safety and quality (Addis Ababa), Malt Barley Seed System (Oromia Region), Community Seed Production System, Chickpea (N2Africa with ILRI)
Guatemala	Instituto Agronomico per l'Oltremare (IAO)	Ministerio de Agricultura, Ganaderia y Alimentación (MAGA)	Avocado: increased productivity through genetic diversification, productive technification and producer organizations. Beans: increase production of bio-fortified variety ICTA Chortí. Cocoa: improvement of production and transformation processes, and organizational capacities. Honey: strengthening of producer's entrepreneurship capacities to optimize production and commercialization.
Honduras	Instituto Agronomico per l'Oltremare (IAO)	Secretaria de Agricultura y Ganadería (SAG)	Cocoa: improved post-harvesting management. Potatoes: integrated pest management (la paratiosa). Beans: Improved organizational capacities for the value chain. Coffee: commercialization of specialised coffee
Laos	Centre de Coopération Internationale en Recherche Agronomique pour le Développement (CIRAD)	National Agriculture and Forestry Research Institute (NAFRI)	Integrated rice and aquaculture system, better quality process and marketing strategies for organic vegetables, enhance livestock productivity (cattle and pigs).
Rwanda	Natural Resources Institute (NRI)	Ministry of Agriculture and Animal Resources (MINAGRI)	Fruits, agroforestry products, medicinal plants, cassava value chain, dairy value chain development through CPC.

12 The expected results and main achievements of the project after two years of implementation are illustrated in Table 2

Table 2: Project's expected results and main achievements

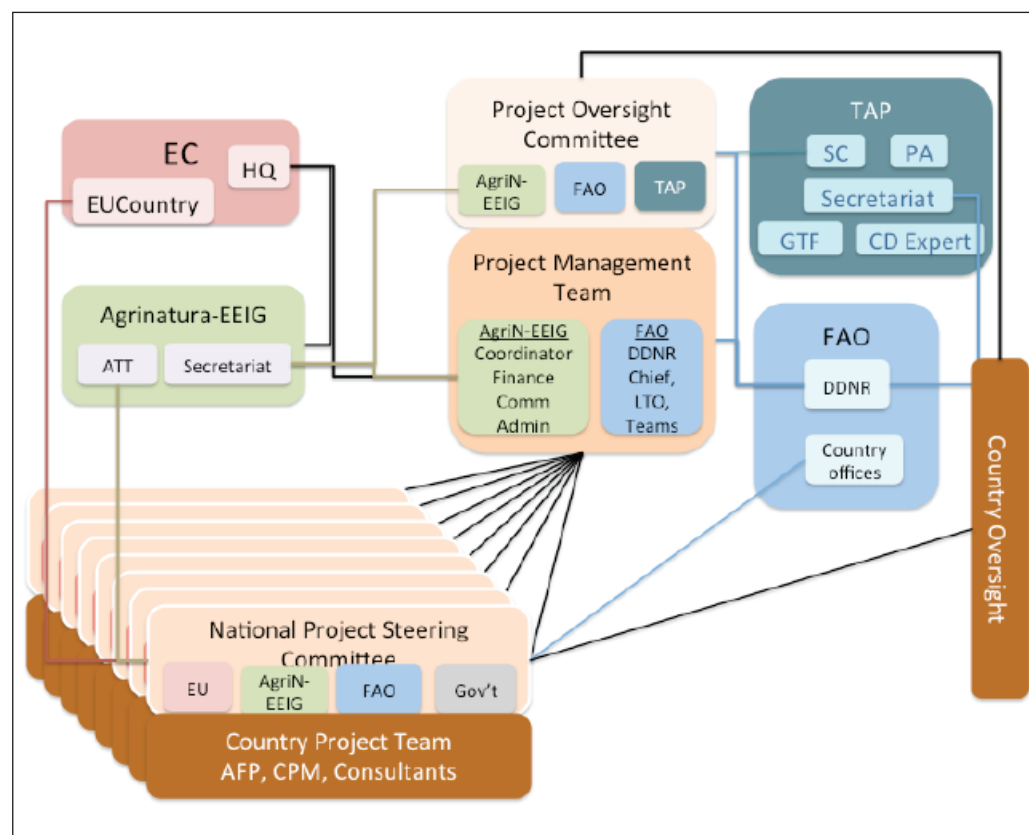
Expected Results	Main achievements/ milestones
Expected result 1: An effective global mechanism is established to promote, coordinate and evaluate capacity development (CD) approaches to strengthen Agricultural Innovation Systems (AIS).	TAP Framework developed, approved by TAP Partners, published in 3 languages and promoted at various international events; TAPedia alpha version fully functional and beta version under development TAP further developed as a dynamic platform, managed by Secretariat and overseen by Steering Committee and Partners Assembly
Expected result 2: CD needs and existing provision for strengthening AIS in 8 pilot countries are defined accurately through inclusive country-led multi-stakeholder processes	Project managers recruited and coordinators nominated in all 8 countries Inception workshops held in all eight countries Capacities and capacity development needs assessed / being assessed in 8 countries Modules on training of facilitators to conduct capacity needs assessment developed.
Expected result 3: CD interventions in AIS within 8 pilot countries are demand-driven and efficient, integrating the development of individual competencies, organisational capacities and enabling policies around priority themes and value chains.	Country project managers trained on the concepts and practice of facilitating innovation processes.

2.3 CDAIS governance structure

- 13 The governance mechanism for the action is summarized in Figure 2. The overall action is governed by a **Project Oversight Committee** consisting of two Agrinatura-EEIG and two FAO representatives in addition to the TAP Chair.
- 14 Agrinatura-EEIG is the grantee and **Coordinator** of the project with FAO as its main implementing partner. FAO intervenes in the project through its Research and Extension Division (AGDR), and is a main beneficiary of the action, particularly of activities related to Result 1. FAO leads the implementation of activities under Result 1. The implementation of activities for Result 2 and 3 are led by Agrinatura with FAO's support.
- 15 The **Project Management Team** comprises the Agrinatura-EEIG Coordinating Organization (ICRA), the FAO Research and Extension Division (AGDR), the Agrinatura-EEIG Financial Controller (CIRAD).
- 16 At a global level (Result 1), the **TAP Secretariat and the TAP Global Task Force** are responsible for convening and overseeing the **TAP Expert Group** responsible for the global synthesis of methods for needs assessment, implementation and assessment of capacity development in AIS. The TAP Partners' Assembly guides the development of the Platform, with a smaller TAP Steering Committee to oversee the Platform activities and advocate at international level for the Common Framework.
- 17 At a national level (Results 2 and 3), the activities are being implemented by the **Agrinatura-EEIG focal organization** and the **FAO Country Office**. The work is closely coordinated with the national counterpart organization, which appointed a **National Project Coordinator**. A project manager was hired in each country through a contract issued by the FAO Country Office. In each country, a Country Project Management Unit has been established, chaired by the National Project Coordinator and consisting of the FAO Country Representative, designated Agrinatura-EEIG Focal Person, and a representative of the European Commission country delegation. The Country Project Management Unit works in close coordination with the Project Management Team and is responsible for: i) ensuring the Project speaks with one voice, avoiding conflicting messages to stakeholders and disconnected implementation of activities; and ii) coordinating all activities and ensuring integration with ongoing activities, including those of the European Union.

- 18 More details on the project's governance structure can be found in the project's governance, communication and management document.

Figure 2: Governance mechanism for CDAIS project



Source: CDAIS project governance, communication and management document

3. Evaluation purpose

- 19 This Mid-Term Evaluation was foreseen in the CDAIS project document. It is being conducted for both accountability and learning purposes to the European Commission, the project team and project partners (participating institutions and national governments). The Mid-term Evaluation will serve as an input to improve future project implementation and inform future decision-making by the project team.
- 20 The main audience and intended uses of the evaluation are:

➤ **Primary Mid-term Evaluation audience:**

- The CDAIS Project Oversight Committee, Project Management Team (including Country Management Team and Country Steering Committee) and implementing partners: who will use the findings and lessons identified in the evaluation to finalize project activities and decide, jointly with the donor, on the way forward.
- The European Commission Directorate General for International Cooperation and Development (DG DEVCo - the donor): who will use the findings to inform strategic investment decisions in the future.
- National government counterparts in the eight pilot countries: who will use the evaluation findings and conclusions for future planning in the agricultural sector.

➤ **Secondary Mid-term Evaluation audience:**

- Agrinatura network: who might use the evaluation findings for strategic decision-making on future AIS interventions.

- TAP Partners:² who are interested in the evaluation findings on the use and adaptation of the TAP Common Framework concepts and principles in the eight pilot countries, for future decision-making on the TAP Action Plan. A complete list of the TAP Partners is available in the main report
- Other donors and organizations interested in supporting projects aimed at improving agricultural innovation systems and practices through capacity development.
- Other FAO technical departments, including participants of the Inter-departmental Working Group on capacity development: who are interested in the lessons learned identified by the evaluation that could serve to improve ongoing and future capacity development interventions. For this purpose, a presentation during an Inter-departmental Working Group on capacity development meeting could be organized to present the findings from the evaluation (second half of 2017).
- Other national governments who might be interested in piloting the CDAIS strategy and approach in their countries.

4. Evaluation scope

- 21 The Mid-term Evaluation will assess the results achieved by the project throughout its implementation period (from January 2015 to March 2017), covering activities that have been implemented thus far in all project components (expected results) and at both the global and national level. In the case of Result 3, for which activities are expected to commence after the evaluation and it is therefore too early to assess progress towards the achievement of results, the Mid-term Evaluation will assess if the necessary preconditions and arrangements are in place to adequately implement the planned activities. In addition, the Mid-term Evaluation will also assess the effectiveness of the project's governance mechanism along with the linkages and/or partnerships between the project and other major in-country and global initiatives.
- 22 In terms of geographical coverage, activities in all eight participating countries will be considered. However, given the evaluation budget, field missions for data collection purposes will only be conducted in four countries. The suggested selection criteria for the countries to be visited by the Mid-term Evaluation is presented in the methodology section below.

5. Evaluation objective and key questions

- 23 The Mid-term Evaluation has the following objectives³:
- assess relevance of the project strategy, and quality⁴ of project design and implementation arrangements;
 - assess progress and gaps in achieving established outputs and outcomes, including any initial or preliminary results, and opportunities or risks for future implementation;
 - identify lessons and opportunities from project implementation and propose any corrective or opportunistic measures and/or adjustments to the implementation strategy, based on the evaluation findings.

5.1 Evaluation questions

- 24 The evaluation will base its assessment on five key areas of analysis, seeking to answer the following main Evaluation Questions (EQ). Sub-questions will be developed in an Evaluation matrix, during the inception phase of the evaluation, to ensure the main EQs are answered in a comprehensive manner.

2 The TAP Partnership is a coalition of more than 40 partners, including national agricultural research, education and extension institutions as well as civil society actors, farmers' organizations and key regional and international fora, networks and agencies.

3 Based on the objectives identified in the Description of the Action (annex to the Grant Agreement) and on the project's emerging interests and needs.

4 Under the assessment of quality the following aspects will be looked at: project's theory of change and impact pathway, including the assumptions; the efficiency and effectiveness of the implementation arrangements.

Relevance

EQ1: To what extent is the CDAIS project responding and filling the gaps in terms of the specific agricultural innovation and capacity development needs, demands and priorities of the eight pilot countries, as well as the TAP Partners?

- 25 Under this question, relevance will be looked at under two lenses: i) relevance of the project to global and national priorities, strategies and needs (is it relevant to invest in AIS?); and ii) appropriateness of the project design and implementation arrangements for the achievement of the expected results. Some sub-questions under this area include, but are not limited to:
- a. To what extent is the project aligned and coherent with the European Commission policies and mechanisms at global and country level?
 - b. To what extent is the TAP Common Framework and the CDAIS project relevant to i) FAO's Strategic Framework and Country Programme Frameworks (CPFs); ii) the national priorities and strategies in the pilot countries; and iii) to the G20 and broader cooperation/donor community?
 - c. Is the project formulation appropriate to address the challenges and needs in the area of AIS?
 - d. Are project activities and outputs relevant for the achievement of the expected results? Are there any other activities not contemplated by the project that would have been relevant as well?

Effectiveness

EQ2: What are the main outputs and results (intended and unintended) achieved thus far by the project?

- 26 In answering this question, the evaluation will consider results as stated in the project results framework, those to be identified in the Theory of Change (ToC) to be developed as part of the evaluation methodology and any changes generated or influenced by the project. Some sub-questions under this component include:
- a. How effective are the methodologies and tools used, including those derived from, but not only, the TAP Common Framework, for identifying capacity development needs in the pilot countries, and how can these be improved?
 - b. To what extent has project implementation structure, including its monitoring and evaluation system, been appropriate to deliver preliminary results? What improvements, if any, can be made?
 - c. Based on the status of project implementation, what are the prospects of finalizing the planned activities and achieving expected results by the end date of the project?
 - d. Has the project generated any changes⁵ at the individual level (participant groups) at this stage?

Partnerships and coordination

EQ3: Is the current operational modality and project governance structure, including the Agrinatura-FAO-national government partnership at country level effective, particularly in terms of coordination, complementarity and decision-making processes?

EQ4: To what extent is the project fostering partnerships at the global, regional and national levels? How are these partnerships influencing (positively and negatively) the achievement of the project's expected results?

- a. Has the project missed any obvious partnership and leverage opportunities particularly at country level?

⁵ By changes we refer to change in knowledge, attitudes, perspectives, relationships and collaborations. It is acknowledged that the project is also focusing on organizational and system level capacities, however, it is considered too early at this stage to try to identify changes at these levels. Nonetheless, if any are identified during the data collection phase these will be reported under this question.

- b. To what extent is the project taking on board lessons learned and has explored synergies with similar projects, especially those also financed by the European Commission (e.g. PAEPARD)?
- c. What challenges has the project faced in its partnerships at all levels, and how can these be further improved in the future?

Normative values

EQ5: To what extent and how is the project integrating social issues (including gender), and environmental considerations in its design and throughout its implementation?

Sustainability

EQ6: What are the prospects of sustaining the project's approach on capacity development and its results (expected and achieved thus far)?

27 Under this question, the following aspects will be covered:

- a. What measures and systems are in place to ensure the mid-term and long-term sustainability of project outcomes?
- b. Are there any factors or risks that may jeopardize the sustainability of the project results and progress towards achieving the overall project objective?
- c. What is the level of country ownership and ability to drive implementation of the project?
- d. What is the likelihood of:
 - continuation of partnerships at country level after project completion?
 - adoption of the project's approach and lessons learned by actors other than project partners?
- e. What are the lessons and opportunities that the project can build on to increase likelihood of impact?

6. Methodology

28 The evaluation will be results-focused and will develop and use the Theory of Change of the project to inform the design of the evaluation and as basis of analysis of the contributions made by the project to the expected project results. Five key areas of analysis with corresponding evaluation questions were identified to guide the overall assessment. Sub-questions will be further elaborated in an Evaluation Matrix to answer the main questions in a comprehensive manner.

29 In general, the following qualitative evaluation tools will be used to collect primary and secondary data and evidence, and answer the main evaluation questions:

- Desk review of existing project documents and reports, to better understand the context and structure of the project and identify the project milestones (see the main report for the list of documents consulted).
- Semi-structured interviews with key informants, stakeholders and project participants both in Europe and in the participating countries (implementing partners and government authorities). Face-to-face interviews will be carried out in the visited countries, while phone or skype interviews will be carried out for those countries not visited by the evaluation team. Interviews will be supported by checklists and/or interview protocols to be developed at the beginning of the evaluation mission (list of project stakeholders available in the main report).
- Focus group discussions with participants and stakeholders involved in the project at the global and national level (e.g. European Union Delegation office, European Union headquarters representatives, Agrinatura-EEIG members, FAO country offices, NGOs, farmers, innovation partnerships members).
- Surveys and/or questionnaires to all relevant stakeholders with whom face-to-face interviews and/or skype calls or phone interviews can't be conducted.

- 30 The selection of the countries for field visits was based on consultations with the project team, using the below criteria. The pre-selected countries include: Ethiopia, Honduras, Laos and Rwanda.
- coverage of different Agrinatura focal organizations (AICS, CIRAD, ICRA, NRI, UL/ISA);
 - level of progress in the implementation of project activities (ensuring representation of countries where activities are more advanced and countries with a slower progress);
 - feasibility of travel; and
 - concurrence of evaluation missions by the Office of Evaluation (to avoid evaluation fatigue).
- 31 Information related to the assessment of the project's Relevance will be collected through desk review of European Union policies and strategies, FAO country programme frameworks, other global and/or regional AIS initiatives, among others. In addition, interviews with national project stakeholders will be used to gather their views on the project's relevance to the national priorities and needs.
- 32 For Effectiveness, multiple tools will be combined to answer the different sub-questions. Information on expected Result 1 on *effective global mechanism to promote capacity development on AIS* will be mostly gathered through documentation review and interviews with the main partners involved under this component (TAP Secretariat, Steering Committee and TAP partners). Evidence on expected Result 2 related to the *identification of in-country capacity development needs and provisions for AIS* will be gathered through interviews with involved partners (national participating organizations/associations and stakeholders) and an exhaustive desk review of existing project documentation such as available country scoping studies, capacity needs assessments and workshops reports. Under Result 3, the evaluation will examine the appropriateness of the plans and arrangements set up to implement the related activities. For each of the assessed results, the Mid-term Evaluation will seek to identify the factors (both positive and negative) that have influenced the results and provide specific recommendations to the project team on measures that can be implemented by result to further improve project performance. To facilitate this assessment, a process map will be carried out by the evaluation team and several workshops with key stakeholders will be organized for data gathering and validation purposes. Furthermore, the aspect of capacity development will be analyzed under effectiveness. Box 2 presents an introduction to this aspect as well as the approach to follow for its assessment.

Box 2: Assessing capacity development

The CDAIS project centres on promoting capacity development for effective AIS, with a focus on strengthening functional capacities. With this in mind, the evaluation will place particular emphasis on assessing this aspect. The following paragraphs will first introduce the concept of capacity development for effective AIS – from the CDAIS lens, and will later present the approach to be used by the evaluation team to assess this aspect.

Understanding capacity development for AIS

Capacity is defined as "the ability of people, organizations and society as a whole to manage their affairs successfully" (OECD, 2006), while **capacity development** is understood as "the process whereby people, organizations and society as a whole unleash, strengthen, create, adapt and maintain capacity over time (OECD 2006,2008).⁶

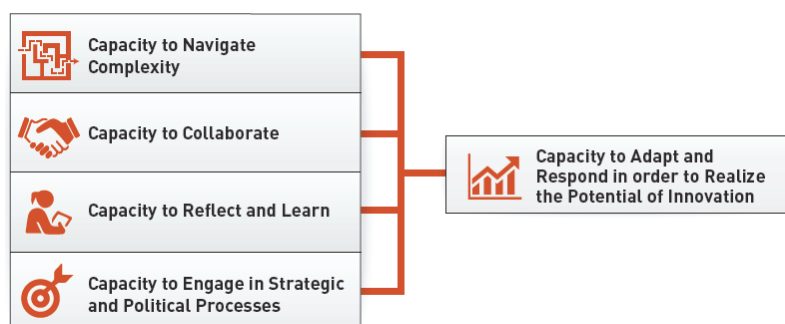
The approach followed by CDAIS combines concepts from AIS and systems thinking, and capacity development literature. The project therefore considers the four elements of AIS (research and education; bridging institutions - partnerships and networks; business and enterprise; and the enabling environment- policies and informal institutions practices, behaviours and mindsets), and integrates them with the three dimensions of capacity development: individual, organizational and inter-organizational and enabling environment (or system).

While capacity development approaches identify both technical and functional capacities, the CDAIS project and the TAP Common Framework developed under it focus on strengthening four functional capacities for effective AIS, which all apply to the three capacity development dimensions (see Figure 3). In addition, the framework and therefore CDAIS project, propose a dual pathway

6 TAP Common Framework developed under the CDAIS project.

approach, focusing first at the system level and second at the innovation niche level. An innovation **niche** is defined as “a space where capacity development takes place around a specific innovation agenda” (TAP Common Framework, 2016).

Figure 3. The 4 + 1 capacities



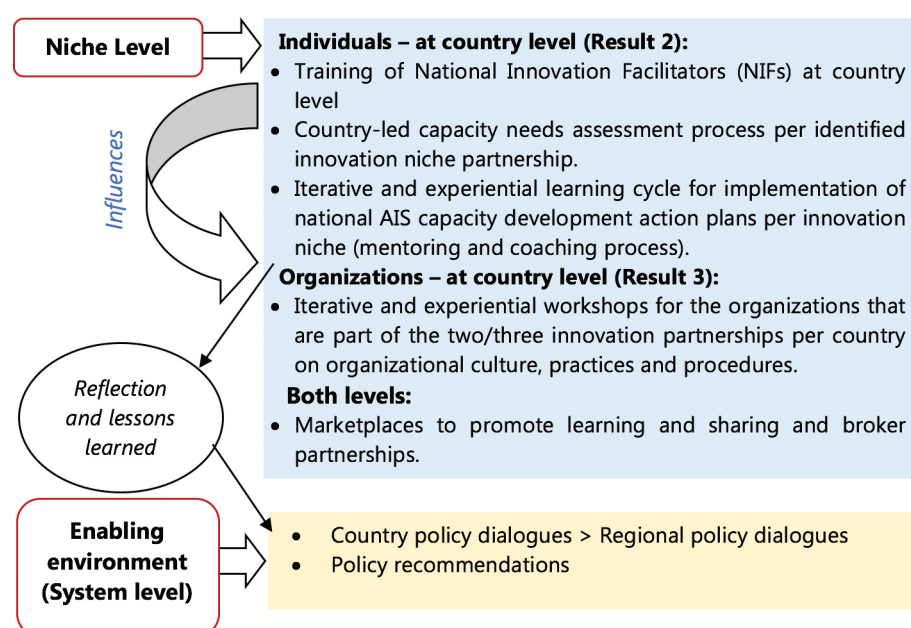
Source: TAP Common Framework 2016

Evaluating capacity development for AIS

Capacity development will be analyzed first at the design and implementation stages of the project, and then, in terms of the results achieved thus far by the project - at the individual, organizational and enabling environment levels (FAO, 2010). The approach to be used in this evaluation builds from FAO's Capacity Development Framework, the evaluation approach used for the "Evaluation of Capacity Development activities of CGIAR" and a draft framework to assess CD being prepared by the FAO Office of Evaluation in parallel to this evaluation. Overall, the approach includes the following elements:

- initial scoping interviews with the project team to better understand the project's CD approach: at the planning stage of the evaluation and during the Project Oversight Committee meeting held in Rome from 19-21 April 2017;
- mapping of the CD related activities under each project result at the different CD levels proposed by FAO's Capacity Development Framework.
- use of specific evaluation questions as part of the evaluation matrix to assess i) how CD aspects were incorporated during the design stage of the project, ii) the approach followed at country level to implemented CD activities, and iii) the level of satisfaction of project partners and participants with the project CD activities.

Figure 4. Initial mapping of CDAIS capacity development activities



Source: Evaluation team own elaboration, Terms of Reference

- 33 Relevant information to answer questions under partnerships and coordination will be collected through stakeholder surveys, focus group discussions and interviews with project partners in the participating countries and at the global level. A desk review of secondary information (Letter of Agreement or Memorandum of Understanding) will feed into this assessment. The analysis of the project's effectiveness will also serve as inputs to answer this question.
- 34 Evidence for Normative Values will be gathered through a desk review of project documents and interviews with project stakeholders, to understand what type of gender-sensitive and equity-focused activities the project has implemented or plans to implement. Particular attention will be devoted to ensuring that women and other underprivileged groups are consulted during the evaluation process.
- 35 The evaluation will adhere to the United Nations Evaluation Group (UNEG) Norms and Standards⁷ and will be in line with the Office of Evaluation (OED) Manual and methodological guidelines and practices. It will follow a participatory process and adapt a consultative and transparent approach with internal and external stakeholders throughout the evaluation process, ensuring consultations are carried out with a wide range of stakeholders to gather their feedback and inform the development of the TORs and analysis of information by the evaluation team.
- 36 Triangulation of evidence and information gathered will underpin its validation and analysis and will support conclusions and recommendations. Debriefing sessions at country level will be carried out at the end of the field visits, to validate preliminary findings at country level and gather complementary data to further support the analysis. At the end of the evaluation missions, one debriefing session will take place in Rome to present and validate the preliminary findings and triangulate evidence with the Project Oversight Committee and Project Management Team.
- 37 The first draft report, to be prepared after the debriefing sessions, will go through an internal Office of Evaluation (OED) peer review process to ensure its quality prior to circulation with the project team. The conclusions and recommendations will be shared in the first draft of the report for feedback and comments from the CDAIS Project Oversight Committee and Project Coordination Team and stakeholders in the participating countries (national partners including National Project Coordinator, FAO Country Office, Agrinatura focal person, European Union focal point, Government authorities, other partners). The report will be finalized after the comments are received; suggestions will be incorporated as considered appropriate by the Office of Evaluation (OED)/evaluation team.

7. Roles and responsibilities

- 38 The **Office of Evaluation (OED)**, in particular the evaluation Manager responsible for developing the first draft ToR with inputs from the CDAIS Project Management Team and Project Oversight Committee.
- 39 The evaluation Manager is responsible for the finalization of the ToR and of the identification of the evaluation team members. The evaluation Manager will brief the project team on the evaluation process and will engage with them throughout the evaluation process. Moreover, the evaluation Manager will brief the evaluation team on the evaluation methodology and process and will review the final draft report for Quality Assurance purposes in terms of presentation, compliance with the ToR and timely delivery, quality, clarity and soundness of evidence provided and of the analysis supporting conclusions and recommendations in the evaluation report.
- 40 The Office of Evaluation (OED) also has a responsibility in following up with the budget holder, Agrinatura-EEIG, and the Project Management Team for the timely preparation of the Management Response and the follow-up to the review.

⁷ <http://www.uneval.org/document/detail/21>

- 41 The **CDAIS Project** Management Team (Agrinatura-EEIG Coordinating Organization (ICRA), the FAO Research and Extension Division (AGDR), the Agrinatura-EEIG Financial Controller (CIRAD)), in consultation with the country teams (National Project coordinators in each country, the Agrinatura focal point, and FAO representative), is responsible for initiating the evaluation process, providing inputs to the first version of the ToR, especially the description of the background and context chapter, and supporting the evaluation team during its work, including the organization of the evaluation missions. The Project Management Team is required to participate in meetings with the evaluation team, make available information and documentation as necessary, and comment on the terms of reference and report. The budget holder, Project Management Team and full project team can also contribute to the identification of the consultants for the evaluation team. The Project Management Team, on behalf of the budget holder, is also responsible for leading and coordinating the preparation of the Project Management Response and the Follow-up Report to the evaluation. Office of Evaluation (OED) guidelines for the Management Response and the Follow-up Report provide guidelines on this process. Involvement of different members of the project team will depend on respective roles and participation in the project.
- 42 The **evaluation team** is responsible for further developing and applying the evaluation methodology, for conducting the evaluation and for producing the evaluation report. All team members, including the evaluation team Leader, will participate in briefing and debriefing meetings, discussions, field visits, and will contribute to the evaluation with written inputs for the final draft and final report. The evaluation team will agree on the outline of the report early in the evaluation process. The evaluation team will also be free to expand the scope, criteria, questions and issues listed above, as well as develop its own evaluation tools and framework, within time and resources available and based on discussions with the evaluation Manager, consult with the budget holder and Project Management Team where necessary. The evaluation team is fully responsible for its report which may not reflect the views of the Governments of the pilot countries, Agrinatura-EEIG or FAO. An evaluation report is not subject to technical clearance by FAO although the Office of Evaluation (OED) is responsible for Quality Assurance of all evaluation reports.
- 43 The evaluation team will maintain close liaison with: the FAO Office of Evaluation (OED), the Project Management Team, wider project staff and European Commission Delegations at country level. Although the mission is free to discuss with the authorities concerned anything relevant to its assignment, it is not authorized to make any commitment on behalf of the Government of the pilot countries involved, the donor or FAO.
- 44 The evaluation team Leader is responsible for guiding and coordinating the evaluation team members in their specific work, discussing their findings, conclusions and recommendations and preparing the final draft and the final report, consolidating the inputs from the team members with his/her own. In collaboration with the evaluation Manager, the evaluation team Leader will finalize the report and ensure the received comments are incorporated, as deemed necessary.

8. Evaluation team composition and profile

- 45 The evaluation team will comprise the best available mix of skills that are required to assess the project, and as a whole, will have expertise in all the following subject matters:
 - agricultural innovation systems expert, with experience facilitating multi-stakeholder processes;
 - capacity development expert, preferably familiar with capacity development frameworks;
 - experience in development and assessment of complex monitoring and evaluation systems;
 - demonstrated experience in the conduct of evaluations of large/complex, global projects; and
 - familiarity with United Nations and European Union evaluation standards and procedures.

- 46 The evaluation team will have had no previous involvement in the formulation, implementation or backstopping of the CDAIS project. All will sign the Declaration of Interest form of the FAO Office of Evaluation (OED). To the extent possible, the evaluation team will be balanced in terms of geographical and gender representation to ensure diversity and complementarity of perspectives.

9. Evaluation products (deliverables)

- 47 The evaluation will produce the following deliverables:
- Evaluation Matrix – to be produced before the main mission scheduled at the end of April – beginning of May 2017;
 - Theory of Change of the project, after consultation and validation with project stakeholders,
 - Draft evaluation report — the Office of Evaluation (OED) will review the zero draft of the evaluation report submitted by the evaluation team to ensure it meets the Office of Evaluation (OED) quality standards and criteria. The draft evaluation report will then be circulated to the project and stakeholders, including the European Commission, for comments before finalization; suggestions will be incorporated as deemed appropriate by the evaluation team.
 - Final evaluation report: should include an executive summary and illustrate the evidence found that responds to the evaluation questions listed in the ToR. The report will be prepared in English, with numbered paragraphs, following the Office of Evaluation (OED) template for report writing. Supporting data and analysis should be annexed to the report when considered important to complement the main report. Translations in other languages of the Organization, if required, will be FAO's responsibility.
 - Aide memoires and debriefing presentations (presentation of preliminary findings for the visited countries, and a consolidated presentation for the whole project).

10. Evaluation timeframe

- 48 The evaluation will take place between March and July 2017. The main evaluation mission will last approximately two weeks, with visits to four countries, namely Ethiopia, Honduras, Laos and Rwanda.

Task	Dates (completion)	Duration	Responsibility
PLANNING PHASE			
ToR finalization	January 2017		EM with BH and PMT
Team identification and recruitment	February 2017	3 weeks	EM with BH and PMT
Mission organization and travel arrangements	March 2017	4 weeks	ETL with EM and PMT
DATA COLLECTION PHASE			
Reading background documentation	3-7 April	1 week	EM for ToR development; ETL and ET for preparation of the evaluation
Briefing of the evaluation team (ET) by OED (<i>on evaluation</i>) by skype/VC	19 April	1 day	EM, when necessary supported by PMT
Briefing of ET by the POC and Management team (<i>on project</i>) by skype/VC	20-21 April	2 days	Project team (Agrinatura + FAO)
Interviews at the Agrinatura meeting in Sweden	25 or 26 April	1-2 days	ETL, with support from EM
Mission to 4 countries, including debriefing session in each country (Ethiopia, Honduras, Laos and Honduras Rwanda)	1– 14 May ⁸ or 6-21 May	2 weeks	ET, with support from the EM

⁸ To consider 1 May holiday and check national country plans to coordinate with any relevant in-country events

Interviews with countries not visited (Angola, Bangladesh, Burkina Faso, Guatemala)	1-5 May or 22-26 May	1 week	ET
Debriefing session with PMT (<i>exact date to be determined at a later stage</i>)	between 5 – 9 June	1 day	ET, with support from EM
REPORT WRITING - DISSEMINATION PHASE			
Drafting report/Zero draft for review by OED	29 May – 11 June	2 weeks	ET
Review by OED before circulation	12-16 June	1 week	EM and ET to respond to comments
Internal OED quality assurance before circulation	19-23 June	1 week	OED peer reviewer
Review report as per OED and peer review comments	26-27 June	2 days	EM, ET
First draft for circulation and comments, interaction with Project Oversight Committee	28 June – 12 July	2 weeks	PMT and other stakeholders
Revision of comments, review report and comments matrix	13-20 July	1 week	ET and EM
Final draft and comments matrix for circulation	by 21 July		ET and EM
Validation of the recommendations (stakeholder workshop – 1 day)	Between 24-28 July		EM and TL
Final Report	by 31 July		OED

11. List of project stakeholders

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TAP Partners – Focal Points			
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Alliance for a Green Revolution in Africa	Karuku	Jane	jkaruku@agra-alliance.org
Consortium national pour l'agriculture, l'alimentation, la santé animale et l'environnement	Bernhard Hoste* Chair, TAP	Claude Christian	claudio.bernhard@iavff-agreenium.fr christian.hoste@iavff-agreenium.fr
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Associação Brasileira das Entidades Estaduais de Assistência Técnica e Extensão Rural	Zoe de Brito	Julio	juliozoe@gmail.com

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Annex 2. Project's Logical Framework

Intervention Logic	Indicators / Targets	Data Sources	Assumptions
Impact/Overall Objective: Agricultural innovation systems are efficient and sustainable in meeting demands of farmers, agri-business and consumers.	<ol style="list-style-type: none"> 1. Food security and nutrition levels are enhanced. 2. Sustainable intensification in the agricultural sector is promoted and applied. 3. Global and national partnerships on capacity development for sustainable agricultural innovation are enhanced. 	Country Statistics Reports. FAO Country reports.	G20 endorsement of the TAP programme. Ownership of and engagement in TAP by relevant actors. Participating countries continue prioritizing agriculture as central to economic growth and poverty reduction. Participating countries recognize the potential impact and are willing to participate and support the development of agriculture innovation systems.
Outcome/Specific Objective: A global partnership on capacity development in Agricultural Innovation Systems is established on a sustainable footing, with needs assessed and approaches validated in eight pilot countries.	<ol style="list-style-type: none"> 1. National mechanisms to govern multi-stakeholder partnerships in place in eight countries. 2. Farmers and agricultural businesses share knowledge and information with public research and advisory services in a timely manner. 3. National/local government policies in eight countries provide an enabling environment for the implementation of the project and interaction of main stakeholder groups. 4. Individual capacity development actions in the stakeholders' organizations involved in the chosen value chains are organized and delivered on a coordinated manner. 5. Two to three multi-stakeholder innovation partnerships that support income generation or job creation along value chains are developed in each of the eight countries benefitting 30 000 smallholder farmers and/or agro-enterprises. 	Reports of National Platforms, Research, Advisory Services. Surveys of stakeholder groups TAP and regional stakeholders' organizations' websites and web2 info channels. CDAIS national assessment reports and internal monitoring and evaluation reports. External monitoring and evaluation reports.	Assessment studies are sufficiently precise/clear to identify needs and gaps. Actors are willing to participate in and share through TAP. Country-level activities address requirements of national systems adequately. Political, social and economic stability enables project actions in selected target countries during the project period. National/local governments in eight countries support the development of the project and stimulate public stakeholders to participate actively in the project activities. Stakeholders engage during formulation and inception of the programme. Delays in disbursement do not affect motivation and continuity of actions.

Intervention Logic	Indicators / Targets	Data Sources	Assumptions
Output/Result 1: An effective global mechanism is established to promote, coordinate and evaluate capacity development approaches to strengthen Agricultural Innovation Systems (AIS)	<p>1.1 TAP mechanisms coordinate and harmonize a global effort on capacity development for AIS</p> <p>1.2 The diversity of approaches for the development of AIS is analysed and understood and a Common Framework (guidelines and tools) on capacity development for AIS (needs assessment, intervention design, monitoring and evaluation, impact assessment) is available.</p>	<p>TAP reports / Website</p> <p>Reports of GFAR, GFRAS, Regional Fora.</p>	<p>TAP achieves credibility, support to become sustainable in the longer term.</p> <p>TAP partners advocate for engagement with agencies in G20 and developing countries.</p> <p>TAP's capacity development framework and tools address the requirements of national systems.</p>
Output/Result 2: Capacity development needs and existing provision for strengthening AIS in eight pilot countries are defined accurately through inclusive country-led multi-stakeholder processes	<p>1.1 Partners in eight countries share a vision of capacity development in AIS.</p> <p>1.2 Country-led assessments, AIS-capacity development action plans available in eight pilot countries.</p> <p>1.3 Mechanism/platform for advocacy, dialogue and action on AIS capacity development established/strengthened in eight countries.</p>	<p>Country level Project reports.</p> <p>TAP website and TAPipedia.</p> <p>Agrinatura and regional/country partners' systems of information.</p>	<p>Partnerships/platforms share and prioritize project objectives.</p> <p>FAO/Agrinatura partners have the credibility/recognition to engage with multi-stakeholder platforms within targeted countries.</p>
Output/Result 3: Capacity development interventions in AIS within eight pilot countries are demand-driven and efficient, integrating the development of individual competencies, organizational capacities and enabling policies around priority themes and value chains	<p>3.1 120 persons in each of the eight countries with enhanced skills for facilitating capacity development in AIS.</p> <p>3.2 Two to three local/national value chain/innovation partnerships in each of the eight countries demonstrate improved capacity for joint innovation</p> <p>3.3 Four to five key stakeholder organizations in each of the eight countries exhibit improved organizational culture, practices and procedures for joint innovation.</p> <p>3.4 Lessons learned from the selected innovation platforms in the eight pilot countries are reviewed, analysed, documented, synthesised and exchanged at global level to further promote tools, skills, approaches, procedures, etc. to strengthen AIS.</p>	<p>Reports/ websites of national & regional platforms, projects</p> <p>TAP website and TAPipedia.</p>	<p>Participating stakeholder groups make time and space available for experiential learning and are willing to integrate such learning into ongoing programmes, projects, organisational structures and procedures</p>

Intervention Logic	Indicators / Targets	Data Sources	Assumptions
Indicative activities for Output/Result 1: An effective global mechanism is established to promote, coordinate and evaluate capacity development approaches to strengthen Agricultural Innovation Systems (AIS).			
A1.1 Coordinate and harmonize global efforts on capacity development for AIS through TAP mechanisms	TAP mechanisms coordinate and harmonize a global effort on capacity development for AIS.		Continuing support for and engagement in TAP by G20 and TAP Partners.
1.1.1 Facilitate and provide governance for TAP - TAP Secretariat and Steering Committee (FAO)	TAP Secretariat and TAP Steering Committee facilitate and manage the Platform ensuring efficient delivery. [Y1-Y4]	Common Framework on capacity development for AIS document. Learning modules. Minutes of TAP Global Task Force, TAP General Assembly and TAP Steering Committee meetings.	
1.1.2 Gather major capacity development for AIS stakeholders through TAP Partner Assemblies (FAO)	TAP outputs and TAP work plan discussed. Adoption of Common Framework on capacity development for AIS by capacity development for AIS stakeholders facilitated. Exchange of lessons learned facilitated. [Y1, M11 and Y3, M9]		
1.1.3 Organize and participate in global policy roundtables (FAO)	Policy makers of target countries exchange visions and experiences, build consensus among themselves and with TAP Partners. [linked to Partner Assemblies in Y1 and Y3]		
A1.2 Document the diversity of approaches and develop a Common Framework on capacity development for AIS	A Common Framework (guidelines and tools) for assessment of capacity development needs as well as for design, monitoring and evaluation and impact assessment of capacity development interventions as well as related learning modules are available.		A Common Framework on capacity development for AIS is needed and will be adopted by a broad range of relevant actors.
1.2.1 Review the diversity of capacity development for AIS approaches and tools by TAP capacity development Expert Group (FAO)	Existing capacity development for AIS approaches and tools (including a theory of change, appropriate ways of monitoring and evaluation, and impact assessment are reviewed and documented in a report to the Global Task Force. [Y1, M1 – M2]		
1.2.2 Develop a Common Framework on capacity development for AIS by TAP capacity development Expert Group (FAO)	Based on review (1.2.1), a Common Framework on capacity development for AIS (guidelines, benchmarking methods, tools) is available. [Y1, M7]		
1.2.3 Develop learning modules for tools by TAP capacity development Expert Group (FAO)	Learning modules for the tools of the Common Framework on capacity development for AIS are available. [Y2, M6]		

Intervention Logic	Indicators / Targets	Data Sources	Assumptions
1.2.4 Endorse the Draft Common Framework on capacity development for AIS by TAP Global Task Force (FAO).	The members of the TAP Global Task Force endorse the Common Framework on capacity development for AIS. [Y1, M8]		
1.2.5 Advocate for and review/validate the evolution of Common Framework on capacity development for AIS by TAP Global Task Force (FAO)	TAP Global Task Force promotes the Common Framework on capacity development for AIS, monitors its evolution and the validation process (feedback from country level to global level) and suggests adaptations. [Y1, M9 –Y2, M12]		
1.2.6 Develop web-based, open-access information management and knowledge sharing platform (TAPipedia)	TAPipedia with inventories of existing capacity development methodologies, Common Framework on capacity development for AIS (guidelines, toolbox, etc.), inventories of case studies and capacity development initiatives, searchable profiles of supply and demand developed. [Y1, M9 - M12, Y2, M1-M2]		
1.2.7 Maintain and manage TAP web content	The existing TAP website and from Year 2 onwards. TAPipedia is maintained, available material is updated, new material is added and TAP Partners are technically supported to upload content. [Y1 – Y4]		
Indicative activities for Output/Result 2: Capacity development needs and existing provision for strengthening AIS in eight pilot countries are defined accurately through inclusive country-led multi-stakeholder processes			
A2.1 Develop a shared vision of capacity development for AIS among partners in eight countries	Partners in eight countries share a vision of capacity development in AIS.	Regional/national stakeholders' knowledge management systems (websites and web2 tools).	Regional/national stakeholders' platforms develop support extension/information mechanisms in the pilot countries.
2.1.1 Map and characterize AIS stakeholders and existing coordination mechanisms with initial scoping (Agrinatura)	Eight country reports identifying main stakeholders involved in AIS and existing coordination mechanisms (preparatory input to 2.4, 2.2.1 and 2.3.1) [Y1, M3 – M4]	Assessment reports. Action plans. Policy documents.	

Intervention Logic	Indicators / Targets	Data Sources	Assumptions
2.1.2 Consult governments and other stakeholders, including capacity development suppliers, (one/ two day inception workshop) to get buy-in and identify priority value chains/ themes/innovation partnerships for capacity development (FAO).	Country level work plan for assessment and capacity development discussed and validated by main stakeholders in each target country. [Y1, M6]		
2.1.3 Support the development of national vision for capacity development-AIS in eight pilot countries through policy dialogue/roundtables (FAO).	Policy makers and stakeholders in eight target countries meet, exchange visions and discuss a common vision for AIS. [Y3, M3]		
A2.2 Develop AIS-capacity development action plans in eight pilot countries, based on country-led assessments	Country-led assessments, AIS-capacity development action plans available in eight pilot countries.	Regional/national stakeholders knowledge management systems.	Governments in target countries are interested to assess their agricultural innovation systems and improve planning.
2.2.1 Assess overall capacity development needs for AIS and of specific needs of two to three pilot/ focus value chains in eight pilot countries (Agrinatura).	TAP framework for AIS-capacity development needs assessment piloted, adapted and lessons learned documented in eight countries. [Y1, M11]	Agrinatura and regional/national stakeholders organizations information systems.	Capacity development assessment needs can be done following a participative process, where priorities/plans and modalities of capacity development are defined in consultation with the other stakeholders concerned in the same value chain. The Common Framework on capacity development for AIS is accepted as conceptual and methodological basis for the assessment by stakeholders. This bottom-up process is supported/ encouraged by regional/ national stakeholders organizations (ownership). Flexibility in the implementation allows to adapt to the specificities of bottom-up capacity development plans.

Intervention Logic	Indicators / Targets	Data Sources	Assumptions
2.2.2 Develop capacity development action plans in collaboration with national institutions (Agrinatura).	National organizations to take the lead in capacity development of AIS are identified in each of the eight countries. Capacity development plans for priority value chains/ innovation partnerships developed with local stakeholders from selected value chains in each of the eight countries. [Y2, M1]		
2.2.3 Validate the needs assessment and capacity development action plans for priority value chains/innovation partnerships (Agrinatura).	Capacity development plans for priority value/innovation partnerships chains validated at national level in each of the eight countries. [Y2, M2]		
A2.3 Establish/strengthen mechanisms/ platforms for advocacy, dialogue and action on AIS capacity development in eight countries	Mechanism/platform for advocacy, dialogue and action on AIS capacity development established/strengthened in eight countries	Agrinatura and regional/national stakeholders organizations information systems.	
2.3.1 Appoint an embedded national programme coordinator during inception phase (government decision in collaboration with FAO and Agrinatura).	National Project Coordinators are appointed in each target country to facilitate and manage the project. [Y1, M5]	Agrinatura and regional stakeholders organizations information systems.	A national institution with relevant mandate is willing to allocate a key staff member to the project to act as National Project Coordinator.
2.3.2 Support National Project Coordinators in Year 1 (resources go through FAO).	Contract, etc. provided for National Project Coordinators for activities in Year 1. [Y1, M6 – M12]		Public institutions accept to share the governance of the actions with the various stakeholders of the chosen value chains.
2.3.3 Provide Technical Support Services (TSS) in Year 1 (FAO).	Technical backstopping provided to support delivery of activities in Year 1. [Y1, M6 – M12]		Stakeholders organizations accept that the needs and priorities for capacity development are defined in consultation with the other stakeholders.
2.3.4 Backstop/mentor National Project Coordinators (Agrinatura)	National project coordinator is fully knowledgeable of capacity development approaches and CDAIS project plans. [Y1, M6 – M12]		

Intervention Logic	Indicators / Targets	Data Sources	Assumptions
2.3.5 Support the integration of capacity development for AIS aspects in existing and new national policies on agriculture in eight pilot countries through roundtables (linked to policy dialogue for national vision [activity 2.2] and global policy dialogue [1.3]) (FAO).	Policymakers and stakeholders in eight target countries meet, exchange visions and advocate for AIS. [Y2, M9; Y3, M9; Y4, M9]		
2.3.6 Establish capacity development for AIS marketplaces (innovation fairs, learning events) in eight pilot countries (FAO).	One event in each country allows for articulating demand and supply (marketplace), showcasing of good practices and lessons learned and creating opportunities for national cooperation. [Y2, M9]		
2.3.7 Establish marketplaces for capacity development for AIS (innovation fairs, learning events) at the regional level, engaging regional partners and creating opportunities for participation of pilot countries in regional learning (FAO).	One event in each region allows for articulating demand and supply (marketplace), showcasing of good practices and lessons learned and creating opportunities for regional cooperation. [Y3, M7] National innovation mechanisms and innovation fairs supported by Regional Fora (APAARI, FARA, FORAGRO), which spread the approach beyond the target countries. [Y1-Y3]		
2.3.8 Develop and/or strengthen national AIS multi-stakeholder platforms including lead and focal organizations in the eight pilot countries (Agrinatura).	Managers of different organizations and other stakeholders comprising the national platform are supported to meet regularly, develop a common vision, joint work plan and governance mechanism. [Y1, M12; Y2, M11; Y3, M11; Y4 M6]		
Indicative activities for Output/Result 3: Capacity development interventions in AIS within the eight pilot countries are demand-driven and efficient, integrating the development of individual competencies, organizational capacities and enabling policies around priority themes and value chains			
A3.1 Improve capacity for strengthening capacity in AIS	Local capacities for capacity development in AIS are strengthened.	Organizational reports	National organizations with (or willing to accept) mandate for capacity development in AIS can be identified.

Intervention Logic	Indicators / Targets	Data Sources	Assumptions
3.1.1 Design and plan programme by designated AIS-capacity development team/organisation	At least 12 persons from each of the eight countries have improved knowledge, skills and attitudes to lead, facilitate, mentor and coach capacity development for AIS (activities 3.2, 3.3). Strategic plans for capacity development of value chains/ innovation partnerships (A3.2) and key stakeholder groups/organizations (A3.3) are developed.	Workshop reports.	
3.1.2 Hold planning and review workshops for/by national AIS-capacity development teams implementing activity 3.2	Five “Review and planning” sessions in each country document experience, lessons learned and good practice by AIS-capacity development facilitators, coaches and mentors. Adjusted plans for A3.2 workshops are developed.	Workshop reports (including review and lessons learned).	Competent and interested individuals can be identified to facilitate multi-stakeholder workshops, with incentive levels possible under the project.
3.1.3 Hold planning and review workshops for/by national AIS-capacity development teams implementing activity 3.3	Five “Review and planning” sessions in each country document experience, lessons learned and good practice by AIS-capacity development facilitators, coaches and mentors is reviewed and lessons learned. AIS-capacity development “good practice” is documented. Adjusted plans for A3.3 workshops are developed.	Workshop reports (including review and lessons learned).	Competent and interested individuals can be identified to facilitate organizational workshops, with incentive levels possible under the project.
A3.2 Improve capacity for joint innovation by local/national value chain partnerships	Local/national value chain/ innovation partnerships demonstrate improved capacity for joint innovation.		Key stakeholders are willing to attend four-day workshops, with incentives (per-diems, travel) budgeted by project.
3.2.1 Implement iterative and experiential learning cycles for core teams from each of the two/ three main value chains/innovation partnerships in each of the eight countries (Agrinatura)	Four x four-day workshops, each involving at least 20 participants from two/three value chains/innovation partnerships in each country. (Y1-2; M6-24) Individual skills of at least 160 individuals improved. Multi-stakeholder teams from 18-24 value chains have improved governance, agreed objectives, joint workplans, and documented learning, and improve their capacity to generate relevant innovations.	Workshop reports. Organizational reports and information systems.	Basic capacity development needs in terms of skills and competences within each stakeholder organization of the chosen value chain can be met by existing capacity development supply.

Intervention Logic	Indicators / Targets	Data Sources	Assumptions
3.2.2 Coach/mentor/ document value chain/innovation partnerships through field visits and detailed monitoring between workshops (Agrinatura).	Operational challenges faced by innovation/value chain partnerships are resolved. Competencies of additional local stakeholders (estimated 30-40 in each country, or 250-350 in total) is improved. Capacity to facilitate multi-stakeholder/value chains is further developed among national resource persons in each country (estimated 100 in total). Innovation process in each of the 24 value chains/ innovation partnerships is monitored by local and European Union interns/ students based on a common set of indicators, under joint supervision from Agrinatura and national capacity development team,		Mentors prepared and supported by A3.1 are willing to engage with stakeholders at field level, given incentives available under the project.
3.2.3 Manage and coordinate Agrinatura inputs across countries in Years 1 and 2 (Agrinatura)	Agrinatura inputs identified and coordinated and individual experts selected from among 2000+ scientists in Europe. [Y1-2, M6-24]		
3.2.4 Support National Project Coordinators in years 2 - 4. (resources go through FAO)	Contract, etc. provided for National Project Coordinators for activities related activities in Years 2 to 4. [Y1, M6 – Y4, M12]		
3.2.5 Provide Technical Support Services (TSS) in Years 2 to 4 (FAO)	Technical backstopping provided to support delivery of activities in Years 2 to 4. [Y1, M6 – Y4, M12].		
A3.3 Improve the organizational culture, practices and procedures of key stakeholder organisations	Key stakeholder organizations exhibit improved organizational culture, practices and procedures.	Workshop reports. Organizational reports and information systems.	Key stakeholders are willing to attend four-day workshops, with incentives (per-diems, travel) budgeted by project. Long-term structuring capacity needs at professional, graduate and postgraduate levels can be offered by other stakeholders when required by the capacity development plans.

Intervention Logic	Indicators / Targets	Data Sources	Assumptions
3.3.1 Implement iterative and experiential learning workshops in eight countries to promote organizational learning and collective innovation processes in key stakeholder organizations (Agrinatura).	Four iterative, three-day workshops per country. [M 18-42] Approximately 160 persons with improved competencies for collective innovation and organizational change. Approximately 15 to 20 organisations - research, extension/advisory services, local government, farmer organizations, agri-business, etc. - with improved management, procedures to facilitate inter-organizational partnerships.		
3.3.2 Manage and coordinate Agrinatura inputs across countries in Year 3 (Agrinatura)	Agrinatura inputs identified and coordinated and individual experts selected from among 2000+ scientists in Europe. [Y3]		
A3.4 Review, analyse, document, synthesize and exchange lessons learned in the eight pilot countries at global level	Lessons learned in the eight pilot countries are reviewed, analysed, documented, synthesized and exchanged at global level to further promote AIS approaches.		
3.4.1 Review and capitalize capacity development experience in eight countries (Agrinatura)	Eight country reports with documented experience with innovation partnerships and organizational learning, analysis of institutional/policy constraints to AIS at country level. [Y4]		
3.4.2 Exchange experiences between countries (Agrinatura)	Lessons learned with capacity development-AIS exchanged between eight countries, cross-cutting issues analysed and documented at global level, and disseminated via TAP mechanisms lessons. [Y4].		
3.4.3 Contribute to review and analysis of institutional/policy constraints (FAO)	Institutional/policy constraints reviewed and analysed. [Y4, M6]		
3.4.4 Manage and coordinate Agrinatura inputs across countries in Year 4 (Agrinatura)	Agrinatura inputs identified and coordinated and individual experts selected from among 2000+ scientists in Europe. [Y4]		
3.4.5 Increase visibility, communication related to country level activities (FAO)	Lessons learned documented and shared through national media, TAPedia and other relevant media. [Y1 – Y4]		



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