



**West and Central African Council for Agricultural Research and
Development/Conseil Ouest et Centre Africain pour la Recherche et le
Développement Agricoles**

CORAF/WECARD

**MANUAL OF
PROCEDURES FOR THE MANAGEMENT OF
PROGRAMMES**

Provisional Version

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PREAMBLE

The CORAF/WECARD manual on procedures for the implementation of programmes is the result of team work. It is a tool adapted to operationalize the Programmes. It is user friendly and easy to update. It takes into consideration the following orientations:

- **Efficiency gain whilst implementing tasks:** in modern day organisations, the formalisation of procedures proves to be one of the main thrusts for evaluating quality. It allows the use of only one framework for establishing relationships with all stakeholders, and the comparison and continuous refining of the activities of CORAF/WECARD and its stakeholders. Thus it facilitates the progressive elimination of recurring weaknesses, and constitutes a permanent factor in the regulation of operations.
- **Guarantee for continuity in the proper functioning of the enterprise:** the Manual of procedures represent a capitalisation of technical know-how and experience in implementation, with both an organisational and didactic objective. It is a real organisation of memory and presents itself as the best tool for rapid training; and as such, provides a guarantee for continuity during the evolution process of personnel.
- **Management tool:** the procedures are also a part of the information management system of the institution. Hence, it allows communication, through accessible documents, of the rules and methods that could be applied in the institution. The distribution of roles and the relationships between services are clarified. The reconciliation actions expected during management are, therefore, few.
- **Essential control instrument:** the absence of written procedures renders internal control difficult, non-transparent and dispersed. Procedures appear, therefore, as a common commitment, and forms the basis of an acceptable control for all;
- **Training of collaborators:** the procedures serve as a starting point for the training of staff members who are at the integration stage. It simplifies supervision task by establishing an aid for dialogue within the enterprise.

It will be the preferred tool of each individual member of staff of CORAF/WECARD in carrying out their duties, especially as regards the implementation of programmes.

The objective of the manual of procedures for the implementation of programmes is to formalise the main principles and rules, which govern the implementation process of programmes within the area of competency of CORAF/WECARD. It describes the implementation system of programmes through the definition of different procedures.

The establishment of formalised procedures respond to the following objectives:

- Define a formal framework for the management and conduction of operations in conformity with its fundamental mission, which is to sustainably improve productivity, competitiveness and agricultural markets in West and Central Africa, by satisfying the demand in technology, innovation, political option, knowledge, through capacity strengthening and a selective coordination of the sub-regional research system. Focus should be on the following 4 areas:

- giving more responsibilities to staff members in accomplishing their tasks by a clear defining their attributions and expected results;
- giving more responsibilities to the institutions responsible for the implementation of projects;
- rendering staff members more productive and efficient by optimising the circulation of information (circulation of documents);
- implementing an efficient internal control system.

**PART ONE:
INSTITUTIONAL AND SCIENTIFIC ORGANISATION OF CORAF/WECARD**

I - PART ONE: INSTITUTIONAL AND SCIENTIFIC ORGANISATION OF CORAF/WECARD

1.1 Introduction

CORAF/WECARD is a sub-regional organisation created on 15 March, 1987. Currently, it constitutes the National Agricultural Research Systems (NARS) of 22 countries in West and Central Africa, distributed over three agro-ecological zones. These are: the Sahelian zone of West Africa including nine countries (Burkina Faso, Cape Verde, Guinea Bissau, Gambia, Mali, Mauritania, Niger, Senegal, and Chad); the coastal zone of West Africa including eight countries (Benin, Côte d'Ivoire, Ghana, Guinea, Liberia, Nigeria, Sierra Leone and Togo); and the Central Africa zone including five countries (Cameroon, Congo, Gabon, Republic of Central Africa, and Democratic Republic of Congo (cf. carte).

It was conceived as a sub-regional instrument for cooperation, exchange and capacity strengthening in agricultural research and development. Its mandate is to implement sub-regional agricultural research policies of West and Central Africa.

General Objective: High broad-based agricultural growth sustainably established in West and Central Africa

The specific objective: Broad-base agricultural productivity, competitiveness and markets sustainably improved in West and Central Africa

In May, 2007, following an evaluation of the economic potential of the different value chains and their effects on economic growth and poverty reduction at national, sub-regional and regional levels, and a participatory consultation involving all actors, CORAF/WECARD adopted a new Strategic Plan doted with an operational plan (2008-2012), including eight (8) new programmes, which required new approaches for their implementation.

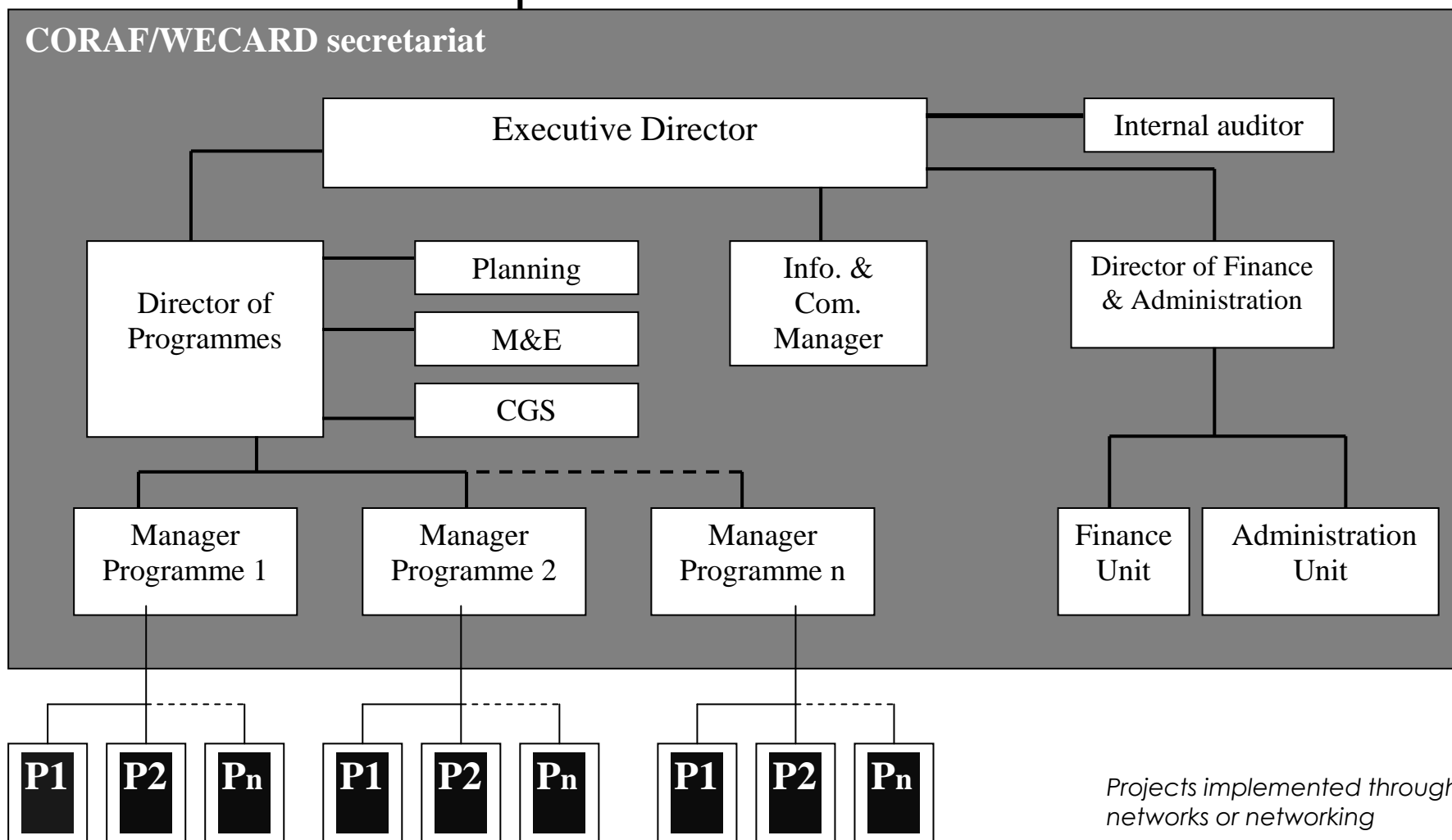
As a result, mechanisms need to be established in order to ensure the proper implementation of these programmes, whilst taking into consideration on-going activities, which were conceived within the framework of the old system.

1.2 The Organisation of CORAF/WECARD within the framework of the new operational plan

General Assembly

Extended Governing Board

STC



Projects implemented through networks or networking

The major changes

The *Operational Plan* reveals important changes with regards to the composition and responsibilities of the organisational units of CORAF/WECARD.

Organisational units of CORAF/WECARD :

- **The General Assembly (GA) and the Governing Board (GB)**, remain **sovereign**. The composition and responsibilities of the GB, however, have changed. The number of members of the GB has increased to 14, including the presence of the Executive Director, donors, REC, POs, NGOs and scientific partners. The STC, composed of 12 members, still remains the technical arm;
- **Strengthening of the Executive Secretariat**. This unit has an important role to play in the implementation of the new programmes. Its scientific and technical potential has been strengthened. Under the supervision of an Executive Director, new functions have been defined to support the process: Director of Programmes, Director of Finance and Administration, Information and Communication Manager;
- **Promotion of scientific dynamism** with the creation of a Programmes Directorate, which includes services that support the proper implementation of programmes. Each programme is managed by a Programme Manager and has a *Steering Committee* or a *Technical Consultative Group*, which serves as a « think tank », and participates in the transparent monitoring of programmes. This committee is composed of representatives of stakeholders of the programme and members of the STC, the latter constituting the main core of these committees.

Implementation of a programmatic approach

The eight programmes that form the basis of the *Operational Plan* have been identified as priorities in the sub-region and are classified into three main thrusts: 1) Technical research, 2) Policy research; and 3) Effective delivery and dissemination of research results.

- **Technical research:** This thrust uses an integrated approach based on systems and themes and includes new, holistic, and participative methodologies. Five main themes were delineated under this thrust:
 - Livestock, Fisheries and Aquaculture
 - Food crops
 - Non-food crops
 - Natural Resources Management
 - Biotechnology and Biosafety
- **Policy research:** This thrust is a new area engaged by CORAF/WECARD, which evolved from the willingness to identify and respond to key challenges that inhibit the adoption and dissemination of technologies that would lead to better productivity and competitiveness of agricultural systems and value chains. Hence, for this thrust corresponding to the theme, it was decided that research will be carried out on **Policies, Markets, Commerce, Institutions and Socio-economics**. Moreover, this thrust recognises the importance of

dialogue as well as the close and efficient relationship with policy- and decision-makers, so as to ensure that the research carried out by CORAF/WECARD is appropriate and satisfies demands,

- **Effective delivery of research results:** This thrust aims to improve the quality of information, access to knowledge and knowledge management. It includes all research dealing with mechanisms and methodologies, and consists of the following two themes:
 - Knowledge management;
 - Capacity strengthening and coordination.

The implementation of such an approach requires significant changes to the organisational and institutional systems, and the operational units of CORAF/WECARD. As such, the implementation of these programmes will take place through projects, which will be executed by NARS in close collaboration with all organisations having the appropriate technical and comparative advantages.

Appropriate cooperation and partnership tools

In order to consolidate the institutional mechanism established, CORAF/WECARD made an innovative strategic choice, which guarantees a more general and integrated approach of its activities for efficient coordination and collaboration with its main partners and actors such as:

- Regional Economic Communities (REC);
- National agricultural Research Systems (NARS);
- Governments;
- Forum for Agricultural Research in Africa (FARA);
- Donors;
- Regional and international organisations especially the CGIAR centres and the ARIs
- Private sector organisations within and external to the sub-region of West and Central Africa;
- Non-governmental organisations operating in the sub-region and region.

- **A new regional research system**

The programmatic approach on which the implementation of the strategy reposes is consolidated by a networking system comprising essentially of research networks, regional centres of excellence and research poles.

- The regional competitive fund, which is used to fund research projects selected on a competitive basis: this approach orientates projects towards considering social demands, and contributes to improving project quality and ensuring the promotion of excellence.

1.3 Organisational system for the implementation of scientific programmes

The subsidiarity principle has been considered with regards to the implementation of programmes, and allows CORAF/WECARD to confer its authority to operational units, which are more apt to implementing projects.

Moreover, this approach facilitates ownership and responsibility of actors on a comparative advantage basis, thus improving their efficiency in project implementation.

To realise this, CORAF/WECARD will rely on stakeholders in the West and Central Africa sub-region. These are notably NARS, Civil Society organisations, CGIAR centres, Advanced Research institutions, and operational units of CORAF/WECARD.

It should, however, be stressed that in the current programmatic approach, programme management is centralised at the level of the secretariat, with only one manager responsible for a pool of priority projects within a programme, and which mobilises the resources necessary for the implementation of projects.

These relationships aim at highlighting how appropriate the implementation of the new paradigm is to passive management: structural environment, the former operational units.

Relationship with former networks

At the moment, the most remarkable observation that could be made is that most of the former collaborative networks are no longer functional. Some mechanisms need, therefore, to be put in place between the programmes and the divers units, organs and partners of CORAF/WECARD to ensure their proper functioning.

Relationship with base-centres

In the past, several units were established or labelled as base-centres:

- CERAAS in Thiès, Senegal, works in the area of drought resistance. Although activities carried out there are focused on staple crops, the potential of this centre allows it to be a tool also for non-staple crops (e.g. resistance of oil palm to drought);
- CARBAP, based at Njombé in Cameroun is considered as a base-centre for research on banana and plantain. No document exists, however, that formalises this status;
- CIRDES in Bobo-Dioulasso, Burkina Faso, is an Inter-state organisation with its own governing rules. It became a base-centre during implementation of the PROCORDEL project funded by the European Commission. CIRDES has also been designated a regional centre of excellence by UEMOA;
- ITC, based in Banjul, The Gambia, originated in the same way as CIRDES and is specialised in the area of livestock;
- FARCHA laboratory in Ndjamena, Chad, is a national institution responsible for supporting research in the area of livestock in Central Africa.

The evaluation of the operational units in 2006 highlighted some dysfunctions of these base-centres as follows:

- ambiguity with respect to the legal status of these units (respective responsibilities of CORAF/WECARD and NARS);
- difficulty in mobilising regional expertises.

Due to these ambiguities around the notion of base-centres, the current CORAF/WECARD system retains the notion of Centres of Excellence, which can be national or regional units.

It is by definition a unit with strong scientific potential in a priority research area of CORAF/WECARD. The Status of **Centre of Excellence** is conferred on the basis of criteria defined by CORAF/WECARD.

The vocation of Centres of Excellence is to carry out commissioned research on a problem of regional interest. It can, also, based on the mobilisation of competencies available in the region, participate in the call for competitive funds. Thus:

- CERAAS is considered a Centre of Excellence of CORAF/WECARD, and focuses on issues linked to drought resistance. Four (04) programmes are of interest to this Centre: staple crops, non-staple crops, Natural Resources Management and Biotechnology;
- CARBAP remains a Centre of Excellence of the staple crops programme;
- CIRDES, ITC, and the FARCHA laboratory are Centres of Excellence of the Livestock programme.

For each Centre, an agreement framework shall be established between CORAF/WECARD and the host institution. Within the current dynamics and taking into consideration the challenges, other Centres of Excellence will be identified, which will support activities of the programmes.

Research Poles

Of the three (03) poles established, only PRASAC continues to carry out activities. This pole has even been conferred with the role of coordinating agricultural research in Central Africa by the Heads of CEEAC/CEMAC.

In the Sahel zone, the Natural Resources Management Pole could be revitalised and considered as a tool of the NRM programme of CORAF/WECARD. This could be facilitated by the agreement protocol that already exists between CILSS and CORAF/WECARD.

Projects

In fact, a certain number of research projects were on-going before the operational plan was developed. These projects were reviewed and evaluated in order to consider their relevancy within the framework of the new plan. Those that proved to be compatible projects are now integrated into the new programmes. Those that were not are no longer considered by CORAF/WECARD.

In this evaluation, the new paradigm of the strategic plan revolves around integrated agricultural research for development (IAR4D). Only projects concordant with this new approach are considered within the corresponding

technical research programme. This approach has led to the integration of a total of 14 research projects into different programmes.

CGIAR centres

In the past, CGIAR centres played a great role in the life and management of research networks. Their involvement in the new programmes is inevitable in the implementation of field activities. This necessitates, however, greater reasoning on their participation in the implementation of these programmes, including on aspects such as methodological support, access to genetic material, and capacity strengthening through training.

In order to allow International Centres' priorities to be in phase with CORAF/WECARD's priorities, the formalisation of relationships through agreement protocols was undertaken. In addition, such centres were required to designate network correspondents

Civil society organisations

These include mainly POs, NGOs and the private sector. In general, they are part of the NARS, and as such are actors of the mechanisms developed at this level for the execution of the programmes, including involvement in networking.

Besides, as members of the CORAF/WECARD Governing Board, they participate in the validation of the management of projects and programmes.

NARS

The National Agricultural Research Systems (NARS) comprise mainly of national institutes of agricultural research, universities, training and extension services, users of agricultural products and civil society organisations (NGO, Producer Organisations, and Private Sector).

This system is important in the promotion of the new paradigm of integrated agricultural research for development (IAR4D).

In general, the implementation of the technical programmes (Livestock, Fisheries and Aquaculture, Staple crops, Non-staple crops, Natural Resources Management and Biotechnology & Biosafety) must be realised through networking between members of NARS of CORAF/WECARD. Research activities carried out within this framework are mainly funded on a competitive basis. However, commissioned research could be carried out, as the case may be, by specialised centres in the sub-region.

The knowledge management programme will be carried out through networking at the level of NARS and through competitive funds and commissioned research, as the case may be.

1.4 Roles and responsibilities of stakeholders of management and implementation programmes

Scientific and Technical Committee (STC)

The STC is the technical body of the CORAF/WECARD Governing Board, which ensures the scientific quality of research programmes of CORAF/WECARD. With

regards to the implementation of the new programmes, its roles and responsibilities are as follows:

- Coordinate the technical consultative committees of the programmes;
- Contribute to projects selection process of the competitive funds and the special or subsidiarity funds;
- Appraise programmes and activity reports of the Executive Secretariat;
- Participate in the identification of sites that could host projects;
- Organise mid-term and final project reviews;
- Organise evaluation of scientific personnel;
- Assist the Executive Secretariat in the scientific coordination of CORAF/WECARD.

Programme Steering Committee

The Programme Steering Committees have as main roles and responsibilities to:

- support and assist Programme Managers in the area of scientific monitoring and management;
- ensure the proper functioning of programmes;
- report on the functioning of programmes to the Scientific and Technical Committee.

Executive Director of CORAF/WECARD

The Executive Director is responsible for committing CORAF/WECARD with respect to a third party. In this capacity, the roles and responsibilities are as follows:

- Represents CORAF/WECARD in the relationships with third parties;
- Ensures the implementation of policy orientations of the Governing Board as approved by the General Assembly;
- Receives and examines programmes ;
- Organises the coordination of on-going programmes and ensures they are adequately monitored and evaluated;
- Ensures the mobilisation and management of resources of programmes;
- Assumes the role of secretariat of the Governing Board and the General Assembly;
- Reports on management activities every six months to the Governing Board;
- Prepares the end of year financial and annual activity report that are presented to the Governing Board and the Auditors;
- Ensures the monitoring and evaluation of programmes implemented by institutions benefitting from CORAF/WECARD support.

The Executive Director is assisted in his functions by the following staff:

- A Director of programmes;
- A Director of Administration and Finance;

- An information and Communication Manager;
- Programme Managers;
- Project Coordinators;
- A Head of Monitoring and Evaluation;
- A Head of Planning Unit.

Director of Programmes

The Director of Programmes, under the supervision of the Executive Director, has the main roles and responsibilities of:

- coordinating the establishment of specific research and development programmes of CORAF/WECARD;
- participating in the reflexion within CORAF/WECARD on themes and programmatic problems;
- developing and managing new projects and programmes;
- promoting contacts between research scientists of NARS, partners of CORAF/WECARD and its actors;
- preparing research proposals and financial requests on themes linked to their area of expertise, as requested by the Executive Director;
- ensuring the link with funding organisations under the supervision of the Executive Director and in collaboration with other departments;
- supporting the implementation of other activities of the organisation;
- developing a global vision of the evolution of CORAF/WECARD in the short and long run as regards the programming and planning of research activities;
- receiving and providing directions on dossiers presented by NARS, IARCS and ARIs relative to funding of research programmes;
- coordinating implementation and monitoring of programmes;
- organising scientific and technical meetings;
- promoting contacts between research scientists of member NARS, partners of CORAF/WECARD and stakeholders;
- organising the release of programmes' outputs to beneficiaries;
- proposing norms and criteria for the evaluation of institutions implementing research projects funded by CORAF/WECARD ;
- ensuring the conformity and determining the impact of on-going programmes;
- assuming the role of secretary of the STC.

Director of Administration and Finance

The Director of Administration and Finance, under the supervision of the Executive Director, has as main roles and responsibilities to:

- develop and establish the accounting and financial management systems of programmes;
- prepare annual budgets of research programmes;
- participate in mobilising financial resources to implement programmes;
- control the reliability of information produced as well as the conformity of operations realised with respect to rules governing CORAF/WECARD and those of the member States;
- manage the treasury of CORAF/WECARD in order to ensure better functionality of programmes;
- ensure that legitimate rules of the operations of all services of the programmes directorate are respected;
- facilitate the realisation of CORAF/WECARD objectives through the creation of an environment, which motivates personnel.

Information and Communication Manager

The Information and Communication Manager, under the supervision of the Executive Director, has as main roles and responsibilities to:

- organise a reliable and computer-based system for the collection and diffusion of information on programmes, based on ICT;
- collect and disseminate information on the programmes, within the CORAF/WECARD community and from all partners;
- manage the computer support necessary for the proper implementation of programmes.

Programme Manager

The Programme Manager, under the supervision of the Director of Programmes, has as main roles and responsibilities to:

- ensure the implementation of all projects linked to programmes under his/her supervision;
- coordinate the implementation, monitoring and evaluation of projects;
- ensure regular up-dating of the needs of project coordinators and their strategies as regards their long and short-term development;
- develop the terms of reference that will facilitate the selection of host institutions for the implementation of projects funded by CORAF/WECARD and its technical and financial partners;
- collaborate with the Head of monitoring and Evaluation, in the development of norms and criteria for the evaluation and measurement of impact of projects linked to programmes under his/her responsibility;
- consolidate technical and financial reports of the different programmes under his/her management.

Project Coordinator

Project Coordinators, under the supervision of Managers of Programmes of CORAF/WECARD and the Scientific Director of the Institution hosting the project has as roles and responsibilities to:

- ensure the effective implementation of projects within their institution, in conformity with the specification notes linking their institution to CORAF/WECARD;
- develop project plans including the approach, agents involved, expected results, and the starting date of activities;
- organise all monitoring missions of projects on the ground by the Executive Directorate, partners and stakeholders;
- produce technical and financial reports of projects at the indicated period as stipulated in the terms of reference or as the case may be in the contract document linking his/her institution with the Executive Directorate of CORAF/WECARD.

Head of the Monitoring, Evaluation, and Impact Orientation Unit

The Head of the Monitoring, Evaluation, and Impact Orientation Unit under the supervision of the Director of Programmes has as main roles and responsibilities to:

- strengthen the function and monitoring and evaluation capacity based on project results;
- improve programmes and projects by measuring the level of attainment of objectives as regards their organisation and responsibilities;
- proposes methods which will allow the linkage of results from projects,, programmes and partnership policies of CORAF/WECARD to the strategic results to be delivered by CORAF/WECARD;
- explain the innovations and new methods of monitoring and evaluation based on results obtained, including the role of the partners;
- collect information related to the efficiency of the partnership strategy of CORAF/WECARD in the realisation of research activities.

Head of the Planning Unit

The Head of the Planning Unit under the supervision of the Director of Programmes has as main roles and responsibilities to:

- ensure the planning and programming of activities of CORAF/WECARD
- ensure the conformity of on-going programmes and draw attention of the hierarchy to all types of dysfunctions;
- provide support to the host and/or coordinating institutions of competitive and special projects of CORAF/WECARD
- provide the necessary support to the operational units (Centres of excellence and nodal Centres) based on their requests as regards planning and programming of their activities.

Scientific and development partners

Scientific partners

The Scientific partners of CORAF/WECARD have as roles and responsibilities to:

- provide expertise in planning of programmes that takes into consideration the needs of the agro-ecological zones of CORAF/WECARD ;
- facilitate and ensure the participation of research scientists in all CORAF/WECARD initiatives.

Financial partners

The financial partners have as roles and responsibilities to:

- establish appropriate procedures for the provision of resources;
- respect commitments in terms of programme funding until their complete accomplishment;
- participate in mid-term evaluation, supervision and final evaluation of projects.

Host institution

The host institution has as roles and responsibilities to:

- implement projects funded by CORAF/WECARD within the institution, in conformity with the contract and terms of reference agreed upon by both parties;
- ensure the core funding of the CORAF/WECARD projects that it is hosting;
- monitor project implementation;
- facilitate the activities of the Project Coordinator by putting at his disposal the logistical, technical and financial means required;
- organise and implement all monitoring and evaluation operations;
- organise and facilitate activities linked to impact evaluation of projects;
- ensure the mobility of research scientists and technicians involved in projects;
- facilitate the exchange and diffusion of collected and improved plant and animal materials;
- ensure the dissemination of scientific information;
- ensure the organisation of seminars and workshops;
- receive trainees and research scientists in training.

PART TWO
PROCEDURES FOR PROGRAMMING
AND IMPLEMENTING PROJECTS

II - PART TWO: PROCEDURES FOR PROGRAMMING AND IMPLEMENTING PROJECTS

2.1. Programming and implementation framework

Contract framework

Before the beginning of project activities (competitive, special or subsidiarity), the CORAF/WECARD Executive Secretariat (ES) proceeds with the signing of a financial contract with the institution that will host and/or coordinate projects. The financial contract defines, mainly the:

- 1) responsibilities of the Parties, CORAF/WECARD on one hand and the host institution on the other;
- 2) categories of eligible expenditures and funding sources, level of coverage of these expenses as well as the cost details to be funded (budget lines);
- 3) modalities for opening accounts to deposit the funds of the contract, mechanisms for making provisions to and debiting funds from the account, authorised signatories and the currency in which funds will be retrieved or paid;
- 4) date of entry into effect and the duration of the financial contract;
- 5) date of closure of payment and the list of financial partners.

Responsibilities of CORAF/WECARD

CORAF/WECARD assumes the following responsibilities with regards to the management of financial contracts:

- 1) Signs contracts for the donors in a satisfactory manner;
- 2) Maintains and updates financial and M&E systems of host institutions;
- 3) Supervises and regularly monitors project activities in order to identify bottlenecks and help in problem solving, especially with respect to financial and operations management;
- 4) Verifies the performance of host institutions in order to propose adjustments necessary for the proper implementation of the contract;
- 5) Transmits, at the required time to host institutions, all documents and information necessary for the proper implementation of the contract;
- 6) Organises and coordinates external audit and financial missions, and monitoring and evaluating activities of the financial contract.

Responsibilities of the host institutions

The host institution assumes the following responsibilities as regards the management of financial contracts:

- 1) Constitutes a project implementation team including at least a coordinator and an accountant;
- 2) Implements, according to the scheduled calendar, the Annual Technical Programme and Budget (ATPB) approved by CORAF/WECARD and the donors;
- 3) Carries out financial management of allocated funds according to the expected procedures of the financial contract and the account operations, in conformity with the accounting rules accepted by donors, especially the rules of the SYSCOA accounting plan;
- 4) Transmits all financial and technical implementation reports of the contract to the ES of CORAF/WECARD.

Financial framework

Payment of funds

Disbursement of the 1st tranche

After signing the financial contract, the host institution will make a request to the ES of CORAF/WECARD for payment of the first tranche, justified by the signed financial contract and the payment plan.

Disbursement of the rest of the tranches

For payment of the rest of the tranches, the host institution will submit for examination and approval by the ES of CORAF/WECARD, a request comprising a technical and financial report, a certified expenditure statement and a bank statement, so as to enable further fund disbursement to the project.

Justification of funds

Upon request from the CORAF/WECARD ES, a financial auditing of the host institution will be carried out by an independent firm. The reports must be provided within a period of three months after the end of the year.

Within this framework, the host institution will also provide a list of equipment acquired with funds allocated to implement the contract.

2.2. Procedure for planning projects

Objective of the procedure

The objective of this procedure is to define the modalities for planning project activities. As a general rule, the multi-annual planning of activities is realised during the development of projects.

The annual work-plan and budget (AWPB) are established based on this planning process, which in fact is the subject of this present procedure.

Application of the procedure

The procedure applies to Project Coordinators, Programme Managers and Steering committees of Programmes.

Management rules

The procedure applies to all competitive and special and/or subsidiarity projects submitted to CORAF/WECARD for funding.

Stages of the procedure

The procedure comprises the following stages:

- Preparation of the AWPB of host institutions
- Validation of the AWPB of host institutions
- Consolidation of the AWPB by programmes
- Validation of the consolidated AWPB by programmes
- Approval of the consolidated AWPB by programmes
- Initialisation and establishment of the consolidated AWPB by programmes

Preparation of the AWPB of institutions

The host institutions prepare, during the month of September of each year, their AWPB of year N+1 including the following documents:

- technical implementation report and budget of the first three quarters of the current year;
- programme of activities of year N + 1 ;
- planner for the realisation of activities of year N + 1;
- budget for year N + 1.

The AWPB of the host institutions are then transmitted to the Head of the Planning Unit of CORAF/WECARD, latest by the 15th September of each year.

Technical and budgetary validation of the AWPB of institutions

The Head of the Planning Unit verifies the conformity and coherence of each AWPB with the: i) strategic and operational plan of CORAF/WECARD ; ii) corresponding proposal submitted for funding and approval by CORAF/WECARD ; iii) financial contract linking the host institution concerned and CORAF/WECARD.

The AWPB of host institutions are transmitted the latest by the 20th September of each year to the:

- Director of Programmes for technical validation in collaboration with the Head of host institutions, latest by the 25th September;
- Director of Administration and Finance for budgetary validation in collaboration with the Head of host institutions, latest by the 30th September.

After validation, the AWPB of host institutions are then forwarded to the Programme Manager, latest by 1st October.

Consolidation of the AWPB by programmes

The Programme Manager consolidates the AWPB of host institutions according to the type of programmes, and then transmits them to the Director of programmes, latest by the 15th October.

As soon as the Director of Programmes receives the consolidated ATPB by programmes, they are forwarded to the Executive Director.

Validation of consolidated AWPB by programmes

On receiving the consolidated AWPB by programmes, the Executive Director calls a meeting of the Management Committee of the CORAF/WECARD Executive Secretariat (MCES) for budgetary arbitration, latest by the 15th October, where the necessary corrections are made.

The consolidated ATPB by programmes, integrating the observations and amendments of the MCES, are submitted to the:

- Programmes Steering Committee for validation, latest by the 30th October;
- Scientific and Technical committee for validation, latest by the 15th November.

Approval of the consolidated AWPB by programmes

The consolidated AWPB by programmes, integrating the observations and amendments of the Programmes Steering Committee (PSC) and the Scientific and Technical committee (STC), is submitted to the GB of CORAF/WECARD, which meets in an ordinary session, latest by the 30th November.

The adopted documents will then be transferred to the donors for notice of non-objection, latest by the 05th December.

The donors transmit the notice of non-objection, latest by the 31th December.

Initialisation and establishment of consolidated AWPB by programmes

The consolidated AWPB by programmes, validated by the MCES, the PSC and the STC, and then approved by the GB and the donors, is then transferred to the Director of Administration and Finance for electronic recording, initialisation and establishment, latest by the 05th January.

2.3. Procedures for the implementation of projects

Objectives of the procedure

The objective of this procedure is to define the modalities for the technical and financial implementation of project activities of host institutions based on the AWPB.

Application of the procedure

The procedure applies to Project Coordinators, Programme Managers and Steering committees of Programmes

Management rules

The procedure applies to all competitive and special and/or subsidiarity projects submitted to CORAF/WECARD for funding.

Stages of the procedure

The procedures for the technical and financial implementation of competitive or special projects are specified in the financial contract or convention linking CORAF/WECARD and the host institution.

In general, projects funded by CORAF/WECARD are implemented in conformity with the specific rules for competitive or special projects as specified in the manual or the financial management manual of CORAF/WECARD.

The procedures for the technical and financial implementation concern mainly:

- procedures for payment of funds to host institutions (initial advance, renewal of funds, justification of expenditures);
- procedures for the use of funds by host institutions (signing of contracts for services, equipment and consumables, travel fees, training fees, personnel fees, fuel fees, etc.....) ;
- procedures for the management and monitoring of fixed assets acquired by host institutions, within the framework of competitive and special projects.

For more details, please refer to the Manual for the Financial Management of CORAF/WECARD, which describes the procedures for payment, utilisation and justification of funds allocated to institutions hosting and/or coordinating competitive and special projects.

2.4. Procedures for writing reports

Objective of the procedure

The objective of this procedure is to formalise models for writing technical and financial reports of competitive and special or subsidiarity projects of CORAF/WECARD.

Application of the procedure

The procedure applies to Programme Managers and Project Coordinators.

Management rules

All projects submitted for funding to CORAF/WECARD must consist of the following two reports, which are to be addressed to the Executive Director:

- the technical report;
- the financial report.

The reports are written at the end of each semester (six monthly). At the end of each year (two semesters), a synthesized report is produced. The consolidation of project reports of a given programme is the responsibility of the Programme Manager.

Stages of the procedure

The procedure comprises the following stages:

- preparation of the reports of host institutions;
- verification of the technical and financial reports of host institutions;
- validation of technical and financial monitoring reports;
- consolidation of technical and financial monitoring reports by programmes;
- validation of consolidated technical and financial monitoring reports by programmes;
- approval of consolidated technical and financial monitoring reports by programmes;

Preparation of technical and financial monitoring reports of projects

At the end of each semester, the host institution prepares a:

- technical report articulated around the following rubrics: i) title of the project; ii) objectives of the project; iii) expected results; iv) method used; v) results obtained; vi) main difficulties; vii) perspectives.
- financial report articulated around the following rubrics: i) allocated amounts; ii) state of realisation of budgets; iii) balance; v) level of realisation.

The technical and financial reports are transmitted, at least one (01) month after the end of the semester, to the Executive Director of CORAF/WECARD, who forwards them as soon as they are received to the Director of Programmes.

As soon as they are received by the Director of Programmes, the technical reports are forwarded to the Head of the Monitoring and Evaluation Unit, whilst the financial reports are forwarded to the Internal Auditor.

Verification of technical and financial monitoring reports of projects

The Head of Monitoring and Evaluation (assisted by Project Coordinators) verifies, within the framework of its mission of periodic field control, the exactitude and the reality of the data contained in the technical report as well as the level of progress of projects. H/She prepares a technical monitoring report for each project and submits it to the Director of Programmes.

The Internal Auditor verifies, within the framework of his audit or periodic field control missions, the validity and reality of the expenditures indicated in the financial report. H/She prepares an audit or financial monitoring report for each project and submits it to the Director for Administration and Finance.

Validation of technical and financial monitoring reports of projects

The Director of Programmes validates the technical monitoring reports of projects, in collaboration with the Heads of host institutions, and request as the case may be, explanations on the technical differences observed. After analysis and validation of these differences, the technical monitoring reports of projects are then transmitted to the Head of Monitoring and Evaluation for corrections.

The Director of Administration and Finance validates the financial monitoring reports of projects with the Heads of host institutions, and request as the case may be, explanations on the financial differences observed. After analysis and validation of these differences, the financial monitoring reports of projects are transmitted to the Internal Auditor for corrections.

After corrections, the technical and financial monitoring reports of projects are transmitted to the Programme Managers

Consolidation of the technical and financial monitoring reports of projects according to the type of programmes

The Programme Manager consolidates the technical and financial monitoring report of projects according to the type of programme.

H/She then prepares the technical and financial monitoring reports of programmes, and then submits them respectively to the Director of programme and the Director of Administration and Finance.

After validation, the two (2) monitoring reports of programmes are forwarded to the Executive Director.

Validation of the technical and financial monitoring reports of programmes

- Reports of the 1st quarter of the year N

The technical and financial monitoring reports of programmes are submitted to:

- the Programmes Steering Committee for validation, latest by the 30th October of the year N;

- the Scientific and Technical committee for validation, latest by the 15th November of the year N.

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- **Reports of the 2nd quarter of the year N**

The technical and financial monitoring reports of programmes are submitted to:

- the Steering Committee of Programmes for validation, latest by the 15th March of the year N+1 ;
- the Scientific and Technical committee for validation, latest by the 30th March of the year N+1.

Approval of the technical and financial monitoring reports of programmes

- **Reports of the 1st quarter of the year N**

The technical and financial monitoring reports of programmes, integrating the observations and amendments of the Steering Committees of Programmes (SCP) and the Scientific and Technical committee (STC) are submitted to the GB of CORAF/WECARD, which meets in its first ordinary session, latest by the 30th November of year N.

- **Reports of the 2nd quarter of the year N**

The technical and financial monitoring reports of programmes, integrating the observations and amendments of the Steering Committees of Programmes (SCP) and the Scientific and Technical committee (STC) are submitted to the GB of CORAF/WECARD, which meets during its second ordinary session, latest by the 30th April of the year N+1.

**PART THREE:
PROCEDURES FOR MONITORING AND EVALUATING PROJECTS**

III - PART THREE: PROCEDURES FOR MONITORING AND EVALUATING PROJECTS

3.1. Definition and conditions for implementation

Definition of the concept

Although the terms « monitoring and evaluation » tend to be used together as if they are one and the same thing, monitoring and evaluation are in fact two well distinguished series of organisational activities, linked but not identical.

Monitoring and evaluation are, obviously, at the heart of project management. A coherent strategy for realising these activities will lead to better appreciation of the relevancy, efficiency and impact of projects.

The strategy required for monitoring and evaluation revolves around the following actions:

- Monitoring (periodic control);
- Evaluation which is separated into:
 - Mid-term evaluation;
 - Final evaluation;
 - Evaluation or measurement of impact.

Monitoring (Periodic Control)

Monitoring is the systematic collection and analysis of information with activities projection. The aim is to improve the cost benefits and efficiency of a project or an organisation.

It is based on established objectives and planned activities during the planning phase of the work. It helps to maintain the proper implementation of the work.

Monitoring is a permanent function, which aims essentially to provide indications on progress realised. It identifies and evaluates potential problems and the success of the project.

It is an inestimable tool for good governance, and provides a useful basis for evaluation. It reveals whether or not the resources used are adequate and used as they should. Monitoring consists of the:

- establishment of cost-effective, efficient and impact indicators;
- establishment of systems for collecting information related to these indicators;
- collection and recording of information;
- analysis of information.

Monitoring is an internal function of all projects or organisation.

Evaluation

Evaluation is an exercise with limited durability, which aims to systematically appraise the relevancy, performance and success of the project. Evaluation is

the comparison between the real effect of the project and the strategic plan based on which an agreement has been obtained. It concerns what has been decided upon to do, what has been accomplished and how the activities have been carried out.

Evaluation is based on the following actions and interrogations:

- following-up on the objectives of the project or organisation, the difference which it wanted to bring, the impact it desires to have;
- evaluating progress with respect to what was expected;
- reviewing the project strategy. Was there a strategy? Was the defined strategy followed? Has the strategy worked? If not, why?
- Following-up on the way things have gone. Have the resources been used efficiently? What are the gaps to be completed with respect to the method of work chosen? To what point is the way in which the project or organisation has functioned sustainable?

During an evaluation, it is important to consider the question of cost effectiveness, efficiency and impact. The important objective of evaluation consists of ensuring that the internal logic of an intervention is coherent throughout.

There are three types of evaluation: mid-term evaluation or intermediate evaluation, final evaluation and impact evaluation.

Mid-term evaluation or intermediate evaluation

The aim of the mid-term evaluation is to review the initial objectives of the programme and analyse their relevancy within the current context. Moreover, it allows through following-up on the establishment process and the progress status of the project, by revealing its strengths and weaknesses. These analyses must lead eventually to the proposal for reorientations or corrective measures.

Finally, mid-term evaluation must suggest areas for short-term reflections, with the perspective of hypothesising ulterior programmes.

More especially, as specified in the mandate, mid-term evaluation must lead to:

- verifying the relevance of the effects realised;
- identifying the factors facilitating or inhibiting the realisation of effects so as to accelerate progress towards the realisation of effects;
- facilitating the reorientation of support actions and clarifying revision of the strategy in the future;
- verifying the relevancy and efficiency of methods used.

Mid-term evaluation will be realised on projects with duration of more than two (2) years.

Final Evaluation

The objectives of the final evaluation are, at the end of a project, to measure the level of achievement of expected results and objectives, verify that resources mobilised have been used to produce results and objectives obtained, capitalise achievements and envisage the eventual pursuit of the project.

In all planning processes, there are two intermediate steps between activities and impact. These two steps are results and effects.

Results, which are also called «products» or «realisations», are the direct consequences of services provided by the project.

Effects describe the first changes induced by products. They constitute the first signs of impact. In general, effects constitute a modification or change in behaviour of persons or organisations. They are two elements, which are analysed during the course of the final evaluation.

Evaluation of impact

Impact is meant to be the positive or negative changes, desired or not, induced in the environment of beneficiaries of the project, according to their own perception and those of their partners, and the changes to which the project has contributed, and which sustainably improve the conditions of these stakeholders.

Impact could be referred to as the finality of the project. The notion of impact has a larger sense because it reveals several observable changes.

The impact of projects appears at the same time in terms of effect and changes observed in the situation of beneficiaries after the manifestation of the effects.

Implementation conditions

Monitoring and evaluation address projects implemented by CORAF/WECARD.

CORAF/WECARD projects come from different sources:

- Competitive funds;
- Special projects.

Monitoring and evaluation of a project require the preparation of a project document, a reference situation, and a monitoring and evaluation plan before the start of the said project.

Project Document

The project document, with the help of the logical framework, must present the following elements:

- Context and justification;
- General objective;
- Specific objectives;
- Expected results;
- Activities/ sub activities;
- Indicators;
- Hypotheses;
- Implementation strategy.

Existing status

The existing status must be clearly presented in the document.

Monitoring and evaluation plan

The monitoring and evaluation plan is a document that presents the:

- objective of the evaluation to be conducted;
- activities to be conducted as a function of the type of project;
- indicators to be measured;
- methodology and duration of the collection of each data.

The criteria for monitoring and evaluation are pre-defined elements, on the basis which the different evaluation will be carried out. They must be defined and specified in the contract of service or as the case may be; and the subject of an additional clause to the contract. These criteria, still referred to as indicators, are of two types:

- Project/programme monitoring or control indicators;
- Project/programme evaluation indicators (mid-term, final and impact).

Before launching any project/programme, the Programme manager concerned, together with the Heads of the Planning and Monitoring and Evaluation Units, prepare the different monitoring and evaluation indicators and define the indicative implementation calendar.

3.2. Procedure for monitoring and implementing projects

Objective of the procedure

The objective of this procedure is to define the modalities for monitoring and evaluating projects implemented by institutions benefitting from CORAF/WECARD support.

Application of the procedure

The procedure applies to institutions hosting projects.

Management rules

All project implementation contracts (competitive special projects) are subjected to monitoring and evaluation procedures, which consist of periodic controls, a mid-term evaluation, an end of contract evaluation, eventually reporting to beneficiaries, procedures for solving conflicts, and impact study.

Description of the procedure

The monitoring and evaluation procedures consist of the following stages:

- Elaboration of monitoring and evaluation criteria;
- Establishment of a monitoring and evaluation committee;
- Periodic control of project results;
- Annual reporting of project results;
- Mid-term evaluation of project results;
- Final evaluation of project results;
- Evaluation of project impact.

The present procedure describes the general process of monitoring and evaluation of projects.

The project monitoring and evaluation guide (see appendix presented in point 3.3 hereafter) describes, in detail, the process and methodology to be used in order to realise the main steps in monitoring and evaluation, notably:

- Periodic control;
- Mid-term evaluation;
- Final evaluation;
- Impact study.

Developing monitoring and evaluation criteria

Preparation of evaluation criteria

The Head of the Monitoring and Evaluation Unit of CORAF/WECARD prepares, for each area of intervention, the norms and criteria for monitoring and evaluation of CORAF/WECARD projects and those of institutions hosting and/or coordinating projects.

Validation of evaluation criteria

The Director of Programmes verifies the relevancy and coherence of the evaluation criteria with the objectives and indicators of performance of the project, validates them and then submits them to the Scientific and Technical Committee.

Adoption of norms and criteria

These monitoring and evaluation norms and criteria are submitted to the STC for examination and adoption by electronic mail.

The norms and criteria are submitted to the GB for validation. They will serve as the basis for monitoring and evaluation operations.

Establishment of the Monitoring and Evaluation Committee (MEC)

The Executive Director establishes a MEC for each contract dealing with the implementation of a type of research project.

The MEC comprises of at least one (1) representative of the Executive Secretariat, one (1) member of the STC, representative(s) of institutions hosting and/or coordinating the project.

A representative of the Executive Secretariat and a member of the STC, are charged with the responsibility of preparing the monitoring and evaluation report. This document is signed by all members of the MEC.

The MEC could be mobilised at any moment by the Executive Director, if and when the need arises.

Periodic control of project results

Start-off plan

Before disbursement of an advance for project start-off, the institution hosting and/or coordinating a given project establishes a start-off plan indicating the approach, the personnel involved, the expected results, and the starting date of activities. As such, information on the effective starting date for implementation of the contract is provided to the Executive Director.

Periodic reports on implementation

Periodic controls serve as a means of verifying the state of progress of projects and more especially, the exactitude of results indicated in the implementation report submitted periodically by the host institutions. These controls are initiated by the Director of Programmes.

The institution periodically prepares a progress report of the work. The first progress report is prepared at least six (6) months after the start of work. These reports ensure constant monitoring of project implementation.

It consists of a technical and a financial section. The progress reports are addressed to the Executive Director, who can at any moment request a detailed progress report of the work.

The frequency of the progress report is specified in the research contract. If not it is specified by the Executive Director in a letter addressed to the institution hosting the project.

Field visits

Periodic controls are carried out during field visits by the Programmes Directorate, according to the terms of the contract. These controls could be assigned to members of the STC.

Field visits take place during normal working days and times. The institution is informed eight (8) days before, by any means.

All field visits result in the preparation of a technical and financial monitoring report addressed to the Executive Director and the institution hosting the project. A copy of the report is filed in the project implementation dossier.

Annual reporting from projects

For any given budget year, an annual reporting to beneficiaries, of the work realised by a project or a set of projects, is organised through the initiative of the Programmes Director. This is done for all projects of a sub-regional nature, implemented by institutions hosting projects. These annual reporting sessions are organised in the form of a workshop and the participants include:

- Beneficiaries of projects, designated in conformity with internal rules governing their enterprises (cooperatives, organised groups, agricultural production value chains, umbrella organisations, etc.);
- Representatives of CORAF/WECARD (Governing Board, Executive Directorate, Scientific and Technical Committee);
- Resource persons designated by the Executive Director;
- Representatives of institutions hosting and / or coordinating projects;
- Representatives of partners and stakeholders of CORAF/WECARD directly concerned with the project(s).

The annual reporting workshops of project work are organised, the latest during the first quarter of the current year for the services of the preceding year. They result in a report distributed to the concerned beneficiaries.

Reports prepared by the institutions hosting projects may be considered as partial reports of the implementation of conventions or contracts of services.

Intermediary or mid-term evaluation of project results

Mid-term implementation report

Intermediary evaluation is realised during the implementation of a service. It is carried out based on mid-term progress or implementation reports prepared by the institution hosting the project, at the beginning of the work and during implementation of the contract. The frequency of mid-term evaluations is specified in the research contract.

Mid-Term evaluation report

The mid-term evaluation report of the MEC indicates the end of the mid-term work carried out by the institution hosting the project.

This evaluation report is addressed to the Executive Director. It is filed in the research contract implementation dossier. It conditions the continuation and/or payment of work done.

Final evaluation of project results

At the end of the implementation of the contract, the institution concerned prepares an end-of-project report. This report addresses the overall implementation of the contract. It consists of a technical and a financial section. A summary of activities and achievements is attached to the report.

The institution rendering the service transmits all the documents, in as many copies as is necessary, to the Executive Director.

After receiving the final report, the Executive Director contacts the MEC for the end of contract evaluation.

Evaluation of project impact

For each project implemented, the Director of Programmes prepares for the concerned beneficiaries, and according to the specified rules of the contract, an impact study of activities carried out under the auspices of CORAF/WECARD. This study includes the technical, economic, social and environmental changes that have occurred.

A guide for the monitoring and evaluation of projects, conforming to specifications figuring in the Manual of procedures for the implementation of projects, must be prepared by the Planning and Monitoring and evaluation Units, under the supervision of the Director of Programmes.

3.3. Appendix: Guide for monitoring and evaluating projects

In conformity with the manual of procedures for implementing programmes, all contracts of services are to be subjected to the evaluation procedure comprising periodic control, mid-term evaluation and reporting to beneficiaries.

The manual of procedures for implementing programmes comprises the following main steps:

- Development of evaluation criteria;
- Periodic controls;
- Annual reporting;
- Mid-term evaluation;
- End of contract evaluation;
- Impact study.

PERIODIC CONTROLS

Periodic control is the monitoring or control of project/programme progress. Periodic controls are initiated by the Programmes Directorate and are based on pre-defined indicators for each contract. They provide real-time information, which facilitates control of the project by CORAF/WECARD, preparation of upcoming evaluations, and responding to unexpected constraints during project implementation.

Content

Periodic controls involve the following aspects:

- evaluation of project start-off plans;
- verification of the progress realised by the service provider;
- verification of the respect of the calendar of/planned activities;
- verification of the exactitude of the results specified in the preceding periodic report;
- Identification of difficulties encountered in the implementation of projects/programmes;
- Proposal of recommendations to the project manager and the contracting authority, which aim to improve or provide solutions that guarantee the proper implementation of projects.

Frequency

The frequency must be clearly specified in the contract with institutions hosting the projects or, as the case may be, included as an additional clause.

Team for periodic project monitoring

The team for periodic project monitoring comprises the staff of CORAF/WECARD, assisted by representatives of the concerned institutions. The members of the STC also form part of the annual periodic monitoring team.

Organisation of the periodic monitoring missions

Periodic monitoring missions are planned with institutions hosting projects. Their frequency and duration should be known by the staff members involved in project implementation.

The Executive Secretariat is responsible for the organisation of the periodic monitoring missions, which includes:

- Preparing the terms of reference;
- Contacting the institution as regards designation of its representative (s);
- Starting the procedure for the selection of consultant(s);
- Preparing the monitoring mission;
- Supervising the preparation of the mission report;
- Organising reporting to CORAF/WECARD.

Terms of reference

The ToR is the reference document of the periodic monitoring mission. It should be developed according to the format described here below.

Context of the mission

The context includes the presentation of a brief history of the project, making reference mainly to previous monitoring missions.

Expected objectives and results of the mission

The objective specifies the reason for organising the mission and must be precise, simple and comprehensible. The expected results indicate the main products that the team must provide at the end of the mission. These products must equally be formulated in a clear and comprehensible manner.

Operations or actions

According to the level of progress of the project, the actions indicated below will be realised:

- Evaluating the start-off plan: this includes preparing, using a grid, the situation between what is expected (as stated in the specification note or contract) and what has been realised, and making the necessary conclusions and recommendations;
- Describing activities carried out (scheduled or not);
- Verifying the level of progress of activities scheduled with respect to the planner, and identification of gaps and delays;
- Analysing the resources mobilised (human, material and financial);
- Identifying constraints or inhibitors that prevent or delay the implementation of certain activities;

- Interviewing institution(s) so as to provide the necessary explanations and justifications as regards the different observations made;
- Critically analysing the observations made and explanations provided (qualitative and quantitative analyses) ;
- Formulating recommendations for all involved parties (CORAF/WECARD, institutions hosting projects, eventual beneficiaries, etc.);
- Preparing mission reports.

This list is not exhaustive. Based on the expectations of CORAF/WECARD or partners or stakeholders concerned, the ToR could contain subjects or particular questions that the mission should address.

Methodology

The methodology of work indicates the strategies, tools and methods that must be used during the mission.

As regards the visits and interviews with individuals or legal entities, the sampling method and if possible the sites to visit, and the persons to meet, will be specified in the ToR.

If the method for collecting and treating information is not specified by CORAF/WECARD, it must be proposed by the team and validated by the Director of Programmes, before the beginning of the mission.

Composition of the team

The composition and role of each member of the team must be specified.

Duration of the mission

A planner indicating the actions to be carried out, the programme and the duration of the mission will be established.

MID-TERM EVALUATION

The objective of the mid-term evaluation, carried out during the implementation of a project, is to measure progress made, capitalise on the achievements, evaluate what remains to be done, and propose corrective measures, as the case may be, for guaranteeing the realisation of the defined objectives.

It is carried out under the supervision of the Head of the Monitoring and Evaluation Unit, assisted by the Head of the Planning unit, based on the project document or the logical framework of the intervention, the various activity and monitoring reports of CORAF/WECARD, and pre-defined indicators.

Contrary to the periodic control, the mid-term evaluation measures the intermediary results and is not only concerned with the analysis of the level of progress of activities.

It provides information, which facilitates project control by CORAF/WECARD, preparation of up-coming evaluations and reporting sessions to beneficiaries, and proposal of modifications or for reorientation in order to ensure project success.

Content

The mid-term evaluation involves the following activities:

- Analysing previous monitoring and evaluation reports;
- Verifying indicators of results for the period concerned;
- Analysing the relevancy of scheduled activities in order to attain the expected results;
- Reporting on the use of resources and analyses of how appropriate the resources used are with regards to the level of results obtained;
- Analysing intervention strategies of the service provider;
- Analysing the level of involvement and the degree of satisfaction of beneficiaries;
- Identifying difficulties encountered in the implementation of project/programme;
- Proposing recommendations to project manager, contracting authority, and beneficiaries, which aim to improve or modify projects in order to guaranty realisation of project results.

Frequency

The frequency will be defined based on project duration as follows:

- 1 month to 1 year: no systematic mid-term evaluation will be carried out. An enquiry will, however, be made;
- Over 1 year: 1 mid-term evaluation will be carried out at the end of each year with the exception of the last year of the project (final evaluation).

Mid-term evaluation team

The mid-term evaluation team comprises staff of CORAF/WECARD, assisted by one or two members of the STC and representatives of the institution concerned.

For a given project, the members of the STC responsible for project evaluation must definitely be different from those who carried out the monitoring mission.

Organisation of the mid-term evaluation mission

Mid-term evaluation missions are planned in collaboration with the institutions. Staff involved in project implementation, should at the beginning, be informed of the frequency and duration.

The Head of the Monitoring and Evaluation Unit of the Programmes Directorate is responsible for organising mid-term evaluations, which includes the following actions:

- preparing the terms of reference;
- contacting institutions as regards the designation of their representative (s);
- starting the procedure for the selection of members of the STC;
- preparing the evaluation mission;
- supervising the preparation of the mission report;

- organising the reporting to CORAF/WECARD.

Terms of Reference

The ToR is the reference document of the evaluation mission. It will be developed according to the format described here below

Context of the mission

The context presents a brief history of the project, specifying mainly the previous periodic monitoring missions.

Expected objectives and results of the mission

The objective specifies the reason for organising the mission. It must be specific, simple and comprehensible. The expected results indicate the main products that the team must provide at the end of the mission. These products must equally be formulated in a clear and comprehensible manner.

Operations or actions

Based on the level of progress achieved of the project, the actions indicated below will be realised:

- Presenting a reminder, as the case may be, of recommendations of the previous periodic monitoring missions and analysing the response or solutions provided by CORAF/WECARD and/or the service provider (the institution);
- Verifying the level of progress of technical and financial activities and identifying gaps and delays;
- Verifying indicators of results for the period concerned;
- Reporting on the use of resources and analysing how appropriate the resources used are with regards to the level of results obtained ;
- Analysing the relevancy of scheduled activities in order to attain the expected results;
- Analysing intervention strategies of the service provider (institution);
- Verifying the situation of external conditions or assumptions;
- Identifying constraints or inhibitors that prevent or delay the realisation of certain activities;
- Interviewing service provider(s) in order to provide the necessary explanations and justifications for the different observations made;
- Interviewing beneficiaries in order to evaluate their level of involvement and their degree of satisfaction;
- Critically analysing observations made and explanations provided (qualitative and quantitative analyses) by CORAF/WECARD and service providers, and also the opinions of beneficiaries;
- Preparing proposals for improving or modifying strategies used, activities and eventually the expected results (logical framework);

- Formulating recommendations for all involved parties (CORAF/WECARD, institutions, beneficiaries, etc.);
- Preparing a mission report.

This list is not exhaustive. Based on the expectations of CORAF/WECARD or countries of the ecological zone concerned, the ToR could contain subjects or particular questions that the mid-term evaluation mission might address.

Methodology

The methodology describes the strategies, tools and methods that must be used during the mid-term evaluation mission

As regards the visits and the interview with individuals and legal entities, the sampling method and if possible, the sites to visit and the persons to meet, will be specified in the ToR.

If the method for collecting and treating information is not indicated by CORAF/WECARD, it must be proposed by the team and validated before the start of the mission.

Composition of the team

The composition and role of each member of the team must be specified.

Duration of the mission

A planner clearly specifying the actions to be carried out, the programme, and the duration of the mid-term evaluation mission, will be established

FINAL EVALUATION

The objective of the final evaluation, which will be carried out three months after the end of the project, is to measure the level of achievement of the defined results and objectives, verify that the resources mobilised have been used to produce the results and objectives obtained, capitalise on the achievements, and envisage the eventual continuation of the project.

It is initiated by the Head of the Monitoring and Evaluation Unit based on the project document or the logical framework of the intervention, different evaluation reports produced, and pre-identified indicators.

It provides data for appraisal of the products obtained, preparing final reporting to beneficiaries and proposing continuation, modification or the closure of the project.

Content

The final evaluation addresses the following aspects:

- analysis of the previous periodic control and the mid-term evaluation reports;
- verification of the indicators of the results and objectives at the end of the project;

- analysis of the level of involvement and the degree of satisfaction of beneficiaries;
- analysis of the relevancy of the project (Has the project responded to the expectations?);
- Proposal of future actions.

Final evaluation team

The final evaluation team comprises CORAF/WECARD staff, assisted by one or two members of the STC and representatives of the institutions concerned.

For a given project, the members of the STC responsible for the final evaluation of the project must be different from those who carried out the periodic monitoring and mid-term evaluation missions.

Organisation of the final evaluation mission

The final evaluation missions are planned with the institutions concerned. **The Head of the Monitoring and Evaluation Unit is responsible for organisation, which must include:**

- Preparing the terms of reference;
- Contacting institutions as regards the designation of their representative (s);
- Starting the procedure for the selection of members of the STC;
- Preparing the final evaluation mission;
- Supervising the preparation of the mission report;
- Organising reporting to the concerned value chain.

Terms of Reference

The ToR is a reference document for the final evaluation mission and is developed according to the format described here below.

Context of the final evaluation mission

The context presents a brief history of the project, specifying mainly the previous periodic monitoring and mid-term evaluation missions, and the important events, which have marked the life of the project.

Expected results and objectives of the final evaluation mission

The objective specifies the reason for organising the final evaluation mission. It must be specific, simple and comprehensible. The expected results indicate the main products that the team must provide at the end of the mission. These products must equally be formulated in a clear and comprehensible manner.

Operations or actions

The following actions will be realised:

- Verifying the level of progress of technical and financial activities and identifying gaps and time-lines;
- Verifying indicators of results and objectives at the end of the project;
- Reporting on the use of resources and analysing how appropriate the resources used are with regards to the level of results obtained;
- Analysing the relevancy of the project in order to respond to the needs expressed;
- Verifying the incidence of the external conditions or assumptions on the results obtained;
- Interviewing beneficiaries in order to evaluate their level of involvement and their level of satisfaction;
- Critically analysing observations made and explanations provided (qualitative and quantitative) by CORAF/WECARD and partner institutions, and also the opinions of beneficiaries;
- Analysing the roles and responsibilities of the main actors (CORAF/WECARD, service providers, beneficiaries) in justifying the results obtained ;
- Formulating recommendations for all involved parties (CORAF/WECARD, institutions, beneficiaries, etc.);
- Preparing a final evaluation mission report.

If the method for collecting and treating information is not specified by CORAF/WECARD, it must be proposed by the team and validated by the Director of Programmes before the beginning of the mission.

Composition of the final evaluation mission team

The composition and role of each member of the team must be specified.

Duration of the final evaluation mission

A planner specifying the actions to be carried out, the programme, and the duration of the mission, will be established.

IMPACT EVALUATION

The objective of impact evaluation is to verify the presence of the induced effects by the project on the beneficiaries, in terms of change, strengthening and/or improvement observed with respect to the situation before project implementation. Awareness is created on whether these effects are still visible or felt several years after the project.

It is initiated by the Head of the Monitoring and Evaluation Unit, assisted by the Head of the Planning Unit, based on the project document or the logical framework of the intervention, the achievement report or the final report prepared by CORAF/WECARD, and from pre-identified hypothesis.

Content

The impact evaluation concerns the following elements below:

- analysis of the achievement report or the final report of the project;
- verification of the indicators of the main objective of the project;
- verification of the hypotheses announced at the beginning.

Frequency

Since the impact of a project can only be measured independently of all other on-going actions, impact evaluation will be carried out for all the projects, if necessary.

This evaluation must occur between 6 months to 2 years after the end of the project.

Evaluation team

The final evaluation team comprises CORAF/WECARD staff, assisted by one or two members of the STC and representatives of the institution concerned.

For a given project, it is recommended that the members of the STC involved in the final evaluation must be different from those who carried out the periodic control and evaluation missions of the project.

Organisation of the impact evaluation mission

The Head of the Monitoring and Evaluation Unit is responsible for organising this evaluation.

The presence of stakeholders (CORAF/WECARD, institutions, and beneficiaries) in the evaluation team is not recommended, as these are considered as target groups of the evaluation.

The Heads of the Monitoring and Evaluation and Planning Units are responsible for.

- preparing the terms of reference;
- initiating the procedure for the selection of members of the STC ;
- preparing the impact evaluation mission;
- supervising the preparation of the mission report;
- organising the reporting to beneficiaries in collaboration with the Programme Managers.

Terms of reference of the impact evaluation mission

The ToR is the reference document for the impact evaluation mission. It must be developed according to the format described below.

Context of the impact evaluation mission

The context presents a brief history of the project, specifying mainly the important points of the achievement report.

Expected objective and results of the impact evaluation mission

The objective specifies the reason for organising the mission. It must be specific, simple and comprehensible. The expected results indicate the main products that the team must provide at the end of its mission. These products must equally be described in a clear and comprehensible manner.

Operations or actions

The following actions will be realised:

- Determining the hypotheses, i.e. the induced effects of the project in terms of the changes, modification and/or improvements;
- Verifying the hypotheses;
- Carrying out a critical analysis of the observed situation;
- Carrying out a critical analysis of the project and the strategies used;
- Formulating recommendations for all involved parties (CORAF/WECARD, institutions, beneficiaries, countries of the concerned agro-ecological zones, donors, other development projects, etc.);
- Preparing the mission report.

If the method for collecting and treating information is not specified by CORAF/WECARD, it must be proposed by the team and validated by the Director of Programmes before the beginning of the mission.

Composition of the team

The composition and role of each member of the team will be specified. Preference will be given to members of the STC, over those who carried out the periodic control or mid-term and final evaluation missions.

Duration of the mission

A planner specifying the actions to be carried out, the programme and the duration of the mission will be attached.

IV - ANNEX : GUIDE FOR WRITING REPORTS

Section 1: Summary

This section of the report is important and highlights the contents of the mission report.

It must, at most, be between one to three pages.

It presents a summary of what has been evaluated and why; and the main conclusions and recommendations.

Section 2: Basic information

This section provides information on the project:

- How the project was conceived;
- Why it was necessary;
- The goals and objectives of the project;
- Who administered the project;
- The organisational structure of the project.

Section 3: Description of the mission

This section describes the method for monitoring and evaluation and how the choice was made:

- The aims and objectives of monitoring and evaluation;
- The way the evaluators were chosen and informed;
- The way the monitoring and evaluation tools were conceived and used;
- The degree of satisfaction provided by the monitoring and evaluation tools;
- The limits, eventually, of the methodology;
- The way the personnel to be interviewed were chosen or to whom the questionnaires were sent, etc. ;
- The leaders of the interviews, the number of people questioned and their status;
- The means by which the questionnaires were distributed and returned;

Section 4: Results

This section of the report could be organised around four questions:

- Have we accomplished what we wanted to do?
 - describe the aims and objectives of the project;
 - describe what happened as a consequence of the project, for example, the resources which were mobilised, the training sessions which were organised, etc. ;
 - describe the changes that took place with respect to the indicators of success.
- What have we learned from what worked and what did not?
 - Highlight the main lessons, which rendered the project fruitful;
 - Determine the lessons learned with respect to the strategies that did not work and why?
- Did we do a useful job? (results)
 - Highlight the evaluation results;
 - Define the changes in attitude, knowledge, competencies and behaviour, which were produced due to the work accomplished by the project;
 - Show how the project contributed, as the case may be, to increasing public participation and strengthening of community groups;
 - Report on statements made by project participants, and some anecdotic data illustrating the impact that an activity had on them.
- What will we change if the project has to be redone?
 - List the lessons learned from the project as regards the different implementation modes. For example, improve the cost efficiency ratio of the projects;
 - Adapt the model of the project so that it responds better to the needs, modify the role of the external evaluator as regards reporting in order to increase the imputability, etc.;
 - Reflect on the precautions to take and the challenges to surmount in order to accomplish the scheduled work of the projects.

Section 5: Conclusions and recommendations

- Conclude by preparing a report of the work that has been realised and how the aims and objectives were achieved;
- Formulate recommendations for future projects;
- Formulate recommendations on how to benefit from the evaluation results.