

## **Annexes**

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## Annex 1: Participants in PROLINNOVA Country Programme Coordinators Meeting, 5–7 June 2005, Entebbe, Uganda

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\* Guest; part-time attendance

## **Annex 2: Procedures proposed by the POG**

### **A. Criteria and procedure for including new countries in PROLINNOVA**

#### **How can we join PROLINNOVA?**

Any individual or organisation can join the information-exchange network on Promoting Local Innovation by subscribing to the electronic listserver (yahoogroups). If you wish to join this virtual “community of practice”, contact the list manager at [prolinnova@etcnl.nl](mailto:prolinnova@etcnl.nl) and ask to be put on the list. Any member of this list can contribute information to share with others, comment on papers or other information that is circulated, stimulate discussions, post questions and answer questions.

#### **How can we become a programme under the PROLINNOVA umbrella?**

You may join forces with other individuals and/or organisations in your country<sup>1</sup> who would like to set up a programme that promotes partnerships between farmers, extension agents, researchers and possibly other stakeholders (e.g. input suppliers, traders, universities, local government) to improve farming and natural resource management and that seeks to institutionalise this way of interacting and send a concept note or proposal to the PROLINNOVA Secretariat (see below: “What is the procedure for setting up a Country Programme?”).

Alternatively, you may already be engaged in such a programme. In that case, you can present your programme to the PROLINNOVA Secretariat and ask if it can be included in the PROLINNOVA Global Partnership Programme (GPP).

The Secretariat will communicate with you about your proposal and, if necessary, help you prepare it for presentation to the PROLINNOVA Oversight Group (POG), which will make the final decision about inclusion in the PROLINNOVA Global Partnership Programme based on the criteria outlined below. The Secretariat will ask the proposing group to prepare a summary of how their proposal meets these criteria.

#### **Criteria**

PROLINNOVA is unique among the GFAR Global Partnership Programmes (GPPs) as the only one initiated by NGOs. These are trying to serve as facilitators of multi-stakeholder interaction in innovation systems based on farmers’ initiatives. They mediate between the different actors and, in particular; strengthen linkages between experimenting farmers and the formal research and extension sector. They should ensure that farmers have a major role in decision-making in participatory research and development.

The types of programmes or programme proposals that would be eligible to become part of the PROLINNOVA GPP are those that meet all of the following criteria:

- Advocate and implement an approach to agricultural R&D that involves farmers and extension/development agents, formal researchers and other stakeholders in ARD in planning, implementing, evaluating and monitoring joint investigations and trials and in sharing the process and results, including farmer-to-farmer sharing
- Use identification of local innovations and initiatives as entry points for planning participatory R&D
- Seek to scale up and integrate this approach (falling under the umbrella term of “Participatory Innovation Development”, PID) into major institutions of agricultural/NRM research, extension and education
- Is proposed at country level involving working relationships between governmental and non-governmental stakeholders in research, development and education related to ARD

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<sup>1</sup> In most cases thus far, the PROLINNOVA programmes have initially been designed at the country level; however, in some countries, they have been implemented at state/provincial level, especially in large countries with very diverse conditions and/or social groups.

- Is facilitated/coordinated by an NGO with proven programme and financial management capacities and systems.

### **How can you expect to benefit by being part of PROLINNOVA?**

- Learning about the experiences of others in 1) promoting PID that builds on local innovations and initiatives and 2) building partnerships in ARD to institutionalise this approach through exchange and analysis of cases and engaging in discussion and debate
- Receiving advice from other partners (other Country Programmes and the International Support Team, IST<sup>2</sup>) to support your own efforts to promote and institutionalise PID
- Being kept up-to-date about recent development, publications, events and upcoming learning opportunities (courses, conferences etc)
- Combining forces with other Country Programmes (CPs) to engage in international policy dialogue and to reinforce your ARD policy lobbying efforts in your own country, in order to change institutions of agricultural research, extension and education and to create a favourable policy environment for PID
- Together with like-minded CPs, designing and implementing international activities that support your own efforts to promote and institutionalise PID (e.g. joint training in PID facilitation, PM&E, international comparative analyses and documentation, action research in Local Innovation Funds) and accessing international funding for these activities
- Receiving international recognition for your work and thus reinforcing your efforts to influence ARD in your own country.

### **What will be expected of you?**

- Documenting local innovation and PID, and your efforts to institutionalise this approach
- Making information available to others about the experiences of your programmes in 1) promoting PID that builds on local innovations and initiatives and 2) building partnerships in ARD to institutionalise this approach, through contributions to electronic exchange and at workshops and conferences
- Jointly raising funds – or making them available from own sources – to be able to take part in PROLINNOVA activities (training, workshops, participation in conferences etc)
- Advising other partners in the PROLINNOVA GPP upon their request
- Making sure that, when you request advisory support from other partners (including the IST), you clarify with the partners whether and how you will compensate in payment or in kind (e.g. sharing advice)
- Engaging in and documenting the results of Participatory Monitoring and Evaluation (PM&E) of your work
- Giving due recognition to the contributions of all partners in publications and presentations on your work.
- Collaborating on the PROLINNOVA overall publications and reports (e.g. Annual Reports).

### **What is the procedure for setting up a Country Programme?**

Any NGO can express an interest to the PROLINNOVA Secretariat to set up a country programme. This NGO will be asked to contact other organisations (or at least interested individuals in other organisations) to make a small interim core team (about 4–10 members) to initiate a PROLINNOVA proposal. Ideally, this core team should include members from both governmental and non-governmental organisations involved in ARD. The initial proposal should be for an inception or exploratory phase of about 6–12 months that allows enough time for the following activities:

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<sup>2</sup> The PROLINNOVA IST is composed of the International Institute of Rural Reconstruction (IIRR), Philippines; ETC Ecoculture and the Centre for International Cooperation (CIS), Free University Amsterdam (both in the Netherlands) and the Swiss Centre for Agricultural Extension (LBL).

- inventory of existing experiences in the country in promoting and institutionalising PID-like approaches
- multi-stakeholder analysis of in-country experiences and identification of strengths, weaknesses, gaps and challenges – an analysis to be carried out in one or more interactive workshops
- multi-stakeholder design of a programme (covering usually 3–4 years) to scale up and integrate PID within the institutions of agricultural research, extension and education – whereby this can and should include farmer/community institutions at grassroots level
- identification of at least an initial multi-stakeholder Steering Committee (SC) to guide this programme and an NGO to serve as Secretariat for the Steering Committee and programme (the composition of the SC may change over time as experience is gained and as new and important stakeholders are recognised)
- formulation of a programme proposal with action plan and budget and acquiring funding support.

The PROLINNOVA IST does not initiate the setting up of country programmes, nor does it design such programmes and write proposals for them. It makes the PROLINNOVA concepts and activities widely known and is open to receive enquiries and expressions of interest from individuals and organisations. Organisations wishing to start a PROLINNOVA programme must make a clear commitment to this. If they do not take any further initiative and invest own time to form a core team of interested individuals/ organisations in their country and to develop a concept note or proposal for an inception phase, the PROLINNOVA IST does not take any further action. If the individuals/ organisations do show commitment and develop their ideas further, the IST will provide advice about the content and format of the proposal for the inception phase and the strategy to access or free up funds and will help to make contacts to sources of funding.

Currently (until 2007) the IST has funds from the Netherlands Directorate General for International Cooperation (DGIS) for international PROLINNOVA coordination, administration, methodology development, web-based knowledge management, documentation, editing and publishing, as well as funds for capacity building and methodological support (backstopping) for nine countries. If any new countries desire the support of an IST member (e.g. in advising on approaches and methods in multi-institutional partnership building, on workshop facilitation techniques, on approaches to inventorying and comparing experiences, in drawing up a proposal for funding, in assisting in fund acquisition) during an inception phase to design a local PROLINNOVA programme, the initiators will need to include the time inputs and any travel costs for the IST member in the budget for the inception phase. Likewise, if the backstopping support of an IST member is desired during a longer-term local PROLINNOVA programme (e.g. for training, coaching, advice, support in facilitation, documentation, information and communication etc), this will need to be included in the budget for that programme. The IST does not have a core budget for backstopping the inception and implementation of new CPs.

## **B. Mechanisms for financial transparency and accountability**

Transparency and accountability are key components in partnerships. These issues need to be openly discussed. The overall budget for the part of the PROLINNOVA programme funded by DGIS was presented at the first international PROLINNOVA meeting in March 2004, reasons for the allocation of funding to the CPs and the IST were discussed and agreement on the allocation was reached. Some of the procedures that are meant to ensure financial transparency and accountability within the PROLINNOVA programme are listed below.

### **Transparency**

- Under the current structure, Country Programme plans and budgets are discussed between the CP partners and ETC EcoCulture as the PROLINNOVA Secretariat.

- All approved plans and budget summaries will be posted on the PROLINNOVA website under the individual country programmes. If more details are needed, interested parties may request these from the concerned CP.
- With regard to the part of the funds which is being channelled through the PROLINNOVA Secretariat, all CPs are given full information about amounts allocated each year to each country, and explanations are given why one CP receives more or less than another. The allocation can be challenged, at the first level, by raising the issue to the PROLINNOVA Secretariat. If a CP is not satisfied with the explanation, it can move up to the next level and request for a review by the PROLINNOVA Oversight Group (POG), which will have the final word on allocation of available funds.
- The financial report for each year is presented in the annual report, to which each CP contributes, and which is distributed to all CPs, donor organisations and other interested parties.
- The coordinators of the CPs will share among the national partners (e.g. within the National Steering Committee) all information about funds received from external sources and to make financial reports that clearly show the internal and external contributions.
- The coordinators of the CPs will share information with Secretariat about other sources of funding for CP not coming through PROLINNOVA Secretariat. A summary will also be posted on the website.
- At both national and international level, all contributions in kind (in the form of time, transport, use of office space, use of meeting facilities etc) are expressed in monetary terms and included in the financial overviews.

### **Accountability**

- An annual external audit is made of the PROLINNOVA accounts in the Secretariat at ETC EcoCulture. The audit report will be presented annually to the POG, which will check this against progress reports from the IST.
- The Secretariat checks the financial reports from the CPs against the semi-annual and annual report on activities, as well as the outputs received, e.g. workshop proceedings, training reports, inventories of PID activities and/or local innovations, etc. There will be sufficient detail on expenditures to substantiate the financial statement, and will include own contribution of the CP members.
- The accounts for PROLINNOVA at country level will be audited in the course of annual external auditing of the accounts of the NGO serving as CP coordinator, unless required by a donor to have separate audit and funds are made available by that donor to cover these costs.
- In an annual internal evaluation, the CP partners evaluate the work of the IST and Secretariat, taking into account the funds made available to them to support the CPs (backstopping) and the international PROLINNOVA programme.

### **C. Approach to fair recognition of partners' contributions**

Each publication – booklet, book, conference paper, video film, inventory, database description, semi-annual and annual report, etc – will acknowledge the contributions of all partners (individuals and organisations) to the work described in the publication. The logos of different partners, including donors, will be displayed when and where appropriate.

The persons who contributed to preparing the publications will be listed as co-authors. The person who did the major part of the work in writing the publication will be the first author. If contributions to writing are roughly equal, the authors will be listed in alphabetical order. No titles that suggest superiority of an individual (e.g. Dr, Prof.) will be used in the list of authors or acknowledgements.

The names will be written out in full in order to indicate also the gender of the individual partners. If the gender is not obvious from the name, the titles Ms or Mr will be included.

If local innovations and experiments are documented in word, photograph or film, the local innovator/ experimenters will be informed how the documentation will be used and will be asked for permission to use it thus. The name of the identified innovator/ experimenter will be included in the documentation, unless that person explicitly asks that his/her name not be disclosed but nevertheless gives permission that the documentation be shared with others. Publishing the information serves as defensive protection of intellectual property rights. If a partner is not literate but has contributed orally to the formulation of a publication, that partner will be included in the list of co-authors.

Copies of publications will be made available to all who contributed, including the local people whose innovations/experiments are documented.

All published material from PROLINNOVA is free of copyright, unless otherwise stated. No Intellectual Property Rights may be claimed over the information, knowledge and innovations that are made public through PROLINNOVA publications. By making this information available to a wider audience, the PROLINNOVA partners - including the innovators themselves - agree to have it available in the public domain and, in so doing, prevent others from claiming property rights over it.

#### **D. Procedure and criteria for selecting participants in international meetings**

The PROLINNOVA Secretariat is often approached to participate in international meetings, particularly in those related to the GFAR (Global Forum on Agricultural Research) and its regional and subregional fora, as PROLINNOVA is one of the Global Partnership Programmes under the umbrella of the GFAR. In most cases, it is necessary to make very quick decisions in selecting people to attend, as advance notice is usually short and procedures to obtain visas are not.

In its February 2005 meeting in Pietermaritzburg, South Africa, the PROLINNOVA Oversight Group (POG) stated that it finds it to be an excellent strategy to try as much as possible to send people from the Country Programmes (CPs) to represent PROLINNOVA at international meetings, especially in order to present case studies of PROLINNOVA activities at national and subnational level. The POG stressed that every effort will be made to give people from all CPs (and different people from within each CP) opportunities to take part in international meetings. In some cases, however, it may be appropriate that a member of the International Support Team (IST) or the POG represents the international programme. The POG has asked the Secretariat to be transparent about criteria for selecting participants. Moreover, it has requested that, each time the Secretariat proposes someone to attend an international meeting, it should inform all PROLINNOVA partners why this person has been selected.

The criteria that the PROLINNOVA Secretariat is currently using to select people to attend international meetings are the following:

- relevant experience of candidate for the theme of the meeting
- relevant geographic location for the coverage of the meeting
- proximity to place of meeting, especially if travel costs must be carried by PROLINNOVA
- participation in earlier meetings (i.e. giving different people from different CPs an opportunity)
- belonging to the stakeholder group intended to be heard (e.g. member of a civil-society organisation, if the emphasis is on the perspective of CSOs)
- proficiency in the appropriate "language" for the meeting (e.g. "Scientese", "Lobbyese"), given the candidate's background and present work
- proficiency in the language to be spoken (French, English, Arabic etc)
- gender (if the request is specifically for a woman or a man).

The procedure will be as follows: When the PROLINNOVA Secretariat at ETC Ecoculture is approached to propose candidates for participation in international meetings, it will contact possible candidates immediately, using the criteria given above. If the first person contacted is not available to attend the meeting, the second most suitable person will be contacted. By email, the Secretariat will inform all CP coordinators, other members of the IST and the POG who has been proposed and will justify this choice. Any requests for further clarification of the choice or any concerns about the procedure may be submitted by members of the CPs, the IST and other members of the POG to the Co-Chairs (Betty Del Rosario and Amanuel Assefa). The POG will decide on any change in procedures or subsequent action to be taken, but the choice already made of a person to attend an international meeting will not be changed.

If the organisers of a meeting invite an individual personally (rather than “a representative” of PROLINNOVA), it will be up to that individual to decide whether s/he will accept the invitation. If s/he cannot accept the invitation, s/he is encouraged to propose another PROLINNOVA partner.

People in the CPs will also be taking their own initiative to submit PROLINNOVA-related contributions to international meetings, and selection will be the task of the meeting’s organising committee. They should inform the Core Team/Steering Committee of their CP and the PROLINNOVA Secretariat about their participation in such meetings, to allow coordination and documentation of these activities, and should make their contributions (papers, posters, PowerPoint presentations) available in digital form to the national and international Secretariats. As much as possible, all contributions to international meetings should be posted on the PROLINNOVA website.



## **Annex 3: PM&E framework**

### **PROLINNOVA Vision–Mission–Goal and PM&E Framework**

based on Entebbe meeting held from 5 to 7 June 2005.

#### **Vision**

*A world in which farmers play decisive roles in agricultural research and development for sustainable livelihoods*

#### **Mission**

*Foster a culture of mutual learning and synergy in local innovation processes in agriculture and natural resource management*

#### **Goal**

*To develop and institutionalise partnerships and methodologies that promote processes of local innovation for environmentally sound use of natural resources*

### **Rationale for PM&E**

The PROLINNOVA M&E aims at providing a framework for systematic programme reporting and collective learning. The Yirgalem workshop laid out key elements to put into action for monitoring and evaluation at various levels, specifically international and country levels. Key themes in that workshop included a proposed structure for M&E, potential monitoring strategies and activities and potential indicators for measuring performance of PROLINNOVA at the international and country programme (CP) levels.

In both the Yirgalem and Entebbe workshops, concerns related to how PROLINNOVA can be monitored for efficiency and effectiveness have been articulated specifically as these relate to supporting CPs, the International Support Team (IST) and the Prolinnova Oversight Group (POG) in decision-making. The partnership also recognises that M&E is an important tool for accountability and transparency, since the programme owes it to stakeholders (farmers, researchers, development professionals and donors) to document not only their use of inputs to produce outputs, but also be able to track outcomes and potential impacts.

PROLINNOVA partners place a high value in collective learning, thus, the M&E shall also focus on learning about better programme management, partnership, coordination and facilitation of participatory processes for local innovation. The PROLINNOVA M&E is a “work in progress” as it continues to refine the list of probable indicators and learn from the operational application of PM&E processes applicable in the various CP contexts.

### **M&E focal points**

Each CP will appoint focal points for M&E by the end of June 2005. They will work with the focal point within the IST to initiate continuous refinements on the operationalisation of M&E at country and international levels. *The task of the focal points is not to carry out all M&E activities, but to make sure that they are done.*

Specifically, they would be responsible for:

1. Maintaining a running list of PROLINNOVA activities in the country which indicates components/sub-activities and who would be responsible for these activities; and
2. Making a list of the country PROLINNOVA programme objectives, the planned outputs resulting from the activities needed to pursue these objectives and the intended outcomes

anticipated in using the various outputs. The list should also indicate who is doing what in terms of M&E objectives.

Training in PM&E and PIM and participatory development of farmers'/local peoples' M&E tools to maintain strong farmer/local people-led focus in M&E at country level will be an important element in enhancing capacities towards M&E among partners.

### **Acronyms used**

ARD	Agricultural Research and Development
CP	Country Programme
FG	Farmer Group
ISF	Innovation Support Fund
IST	International Support Team
LI	Local Innovation
NSC	National Steering Committee
PID	Participatory Innovation Development
PM&E	Participatory Monitoring and Evaluation
POG	PROLINNOVA Oversight Group
PTD	Participatory Technology Development
TOR	Terms of Reference

### **Impact indicators**

Referring to the vision and mission formulated in the earlier and the goal (overall objective) in the project logframe, participants identified potential impact indicators along three key components: poverty alleviation/sustainable livelihoods, improved natural resource management and agricultural research, development and education systems. These are:

#### ***Poverty alleviation/sustainable livelihoods***

- Increased household income or yield
- Diversified nutrition/nutritional security
- Improved coping strategies to deal with shocks and stresses especially AIDS/in difficult situations
- Reduced vulnerability to identified problems
- Increased resilience to drought
- Good health through ecological and pesticide-free products
- Reduced dependence on high levels of external inputs (increased number of farmers using low levels of external inputs) *OUTCOME?*
- Farmers use and mobilise resources at their disposal *OUTCOME?*
- Number of farmer experiments increase *OUTCOME?*
- % of household food commodities processed to market *OUTCOME?*
- Farmers analyse assistance from outside for their benefit *OUTCOME?*

#### ***Improved natural resource management***

- Hectares of reafforested degraded land (indigenous forests?)
- Attitude and practice of farmers changed towards conservation-based agriculture production *OUTCOME?*
- Number of regenerated springs that dried from deforestation
- Size of biodiversity change in a particular target ecological unit
- Communities engaged in natural resources rehabilitation and conservation *OUTCOME?*
- Mobile land use in seasonally dry areas accepted in land-use policy
- Communities given leading roles in managing their resources

- Communities are aware of the importance of locally developed land-use plans *OUTPUT?*
- Number of community management plans developed *OUTPUT?*
- Farmers benefiting from the natural resources in their areas *OUTCOME/OUTPUT?*

### ***Agricultural research, development and education systems***

- Academic recognition of action research by trans-disciplinary, multi-skilled professionals
- Modules in PID at colleges/universities (undergraduate and postgraduate levels) *OUTPUT/OUTCOME?*
- Research programme protocols based on PID approach *OUTCOME?*
- Compulsory farmer/community services internship by researchers in training
- Extension guidelines and training *OUTPUT/OUTCOME?*
- Increased number of farmers pursuing local innovations includes PID as a major approach *OUTCOME?*
- PID is key criterion for government research funding
- Extension materials on local innovation have been developed and are being incorporated in extension programmes or institutions
- Number of adapted/adopted innovations using participatory methods/ways *OUTPUT?*
- Incentives for researchers working with local innovators in place in research organisations *OUTCOME?*
- Number of financial institutions supporting PID initiatives (*INCREASE?*)
- Number of destructive technologies rejected by farmers *OUTCOME?*
- Scientific validation of farmer innovations
- Farmers influencing the setting of agricultural research agenda and key actor allocating research funding

### **Outputs and outcomes indicators**

#### ***At country programme level***

1. Capacity building of farmers and development practitioners in PID indicators.

##### *Output indicators*

- Number of workshops, training courses, fora etc
- Type and number of people attending, disaggregated by gender
- Number of people and institutions committed to implementing PID
- Number of realistic action plans

##### *Outcome indicators*

- Number of agencies represented in workshops, training courses, fora, etc.
- Number of people trained in identifying innovators
- Number of action plans implemented

2. Adequate documentation of local innovation processes (innovations, innovators, partnerships)

##### *Output indicators*

- Number and range of quality documents (e.g. case studies, reports, posters)
- Number and range of innovations and innovators entered in to PID database, disaggregated by gender

##### *Outcome indicators*

- Number of users per month
- Feedback from users

3. PID implementation expanded and improved

*Output indicators*

- Number and range of PID partnership initiatives in a country/region
- Number of farmers involved, disaggregated by gender
- Number of farmers benefiting, disaggregated by gender

*Outcome indicators*

- Number and range of farmer-led PID partnership initiatives
- Number and type of improved local innovations
- Number of farmers adopting/adapting improved innovations, disaggregated by gender

4. Relevant government policies include LI and PID

*Output indicators*

- List of gaps and potential for policies identified and documented
- Number of advocacy activities and record of their immediate success
- Number of public speeches by policy-makers with reference to PID/LI
- Number of lobby documents for PID/LI
- Farmer innovators recognised in official farmer days

*Outcome indicators*

- Number of policy reviews to include/enable PID/LI
- Number of formal government documents with reference to LI/PID
- Farmer innovators participating policy formulation, disaggregated by gender

5. PID and LI approach institutionalised in research, extension and education systems

*Output indicators*

- Higher learning institutions include PTD/PID in their curriculum development
- Research institutions establish and use data base systems on innovations
- Number of courses on PID/LI developed and included in higher learning institutions
- Extension agents facilitate PID/LI approach

*Outcome indicators*

- Resources are allocated for PID/LI
- Shift in roles of professionals
- Participatory research that builds on local innovation incorporated into research policy
- Recognition of innovators by researchers and research centres
- Institutions are learning, interacting and exchanging

(Note: Objectives 6 through 8 were **not** reviewed/revised during the Entebbe meeting, and will require further review.)

6. Establishing effective multi-stakeholder collaboration

- Regular interactions, meetings of Steering Committees, minutes of meetings
- Clearly defined roles and responsibilities for partners, clear annual work-plan
- Annual financial reporting and audit, open to all stakeholders
- Stakeholder collaboration/NSC continues beyond project funding
- New synergies created among existing initiatives, new joint initiatives

7. Strengthening farmer groups, organisations, and local institutions for ARD

- Number of new groups, compared to baseline (per year)
- Number of formally organised FGs formally (constitution, structure, members); FGs have workplans and implement them
- Number and type of service providers proactively engaged by FGs
- Number of FGs represented in local development boards

8. Sustainable ISF realised

- Number of farmers accessing ISFs
- Guidelines and formats for application in place
- Management and farmer-led governance system for fund functioning
- Fund replenishment realised

***At international level***

Objectives	Indicators	How to measure
Realise institutional and policy change to embrace the application of PID/LI	<p>Increased international recognition and acceptance of PID/PTD</p> <p>PID/LI approaches built into ARD programmes</p> <p>Donor priorities and resources aligned to support PID/LI</p> <p>Regular contributions to the PROLINNOVA website</p>	<p>Number of references in donor documents, policy statements and development literature Google search – annually Academic bibliographic indices</p> <p>Proposals developed that reflect PID/LI approach Proposal formulation processes that involve multiple stakeholders</p> <p>Donor policy document review – annually</p> <p>Web register of CP contributions Annual report on website contributions</p>
Strengthen capacities of country partners at national and sub-national level in programme development, process facilitation, partnership	<p>Understand the concepts of PID</p> <p>Skills of conducting PID processes in the field</p> <p>Skills to build and nurture multi-stakeholder partnerships, including conflict management and resolution</p> <p>Skills to engage in policy dialogue to create favourable environment for PID/LI</p> <p>Communication skills, especially within diverse institutional contexts and with multiple stakeholders</p> <p>Applying PM&amp;E methods at all levels</p>	<p>Adherence to PID code of practice</p> <p>Localised development and use of tools, guidelines, learning materials, etc.</p> <p>At CP level, mid-term self assessment</p> <p>Linked to assessment of IST by CPs</p>
Effective functioning of decentralised, democratic learning network	<p>Effective functioning of PROLINNOVA Oversight Group</p> <p>Clear rules and policies formulated and adhered to (see TOR for POG)</p> <p>Active participation of programme partners in international meetings, workshops, conferences, etc</p>	<p>Minutes of meetings Decisions made and/or agreements reached</p> <p>Formulated policies</p> <p>Evaluation feedback Observation of network interactions</p>

	<p>Development and maintenance of a joint reporting system based on CP inputs</p> <p>Decentralised and transparent resource development and financial management</p> <p>Effective communication throughout the programme</p> <p>Regular contributions to the website from CPs; towards decentralised co-management of website by CPs</p>	<p>Compliance to bi-annual and annual reporting Completed reports</p> <p>Funds/resources mobilised at country levels Presence of effective and transparent financial management systems at CP levels Multiple funding sources secured Phase-over of funding to self-financing mechanisms</p> <p>Web register of CP contributions Produce annual report on website contributions</p>
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**PROLINNOVA M&E (suggested format for consolidation)**

Vision	PROLINNOVA Goal	Impact measures	Country Programmes and International Support Team		
			Activities	Outputs	Outcomes

