



# PROCINORTE

## Monitoring & Evaluation Plan

October 7, 2016

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## Acronyms

AAFC	Agriculture and Agri-Food Canada
CFIA	Canadian Food Inspection Agency
INIFAP	Instituto Nacional de Investigaciones Forestales, Agrícolas y Pecuarias
M&E	Monitoring and Evaluation
MEP	Monitoring and Evaluation Plan
PROCINORTE	Cooperative Program in Agricultural Research and Technology
USDA-ARS	United States Department of Agriculture-Agricultural Research Service

# 1 Introduction

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## 1.1 Purpose of this plan

Monitoring and evaluation (M&E) is an essential element of every program, providing a way to assess the progress of the program in achieving its goals and objectives and informing key stakeholders. For M&E to be successful and provide useful results, it must be incorporated into the program at the design stage.

The purpose of this Monitoring & Evaluation Plan (MEP) is to describe how PROCINORTE will monitor and evaluate its activities. This MEP proposes indicators with targets against each of the expected results. It also describes the processes that will be used to perform M&E.

The steps involved in the design of this MEP include setting clear and agreed activity objectives; designing appropriate indicators and measurements to those goals; defining roles and responsibilities; and establishing reporting schedules. The MEP is a dynamic and flexible document can be updated at any time. New goals and indicators will be incorporated based on activity performance and results, and changes in PROCINORTE'S priorities.

## 1.2 Organisation background

The Cooperative Program in Agricultural Research and Technology for the Northern Region (PROCINORTE) was founded in 1998 by the Agriculture and Agri-Food Canada's Research Branch (AAFC-RB), the United States Department of Agriculture's Agricultural Research Service (USDA-ARS), the Instituto Nacional de Investigaciones Forestales, Agrícolas y Pecuarias (INIFAP) in Mexico, and the Inter-American Institute for Cooperation on Agriculture (IICA). These institutions agreed to cooperate on agricultural research and technology agendas of tri-lateral interest as specified in a Declaration 1998.

PROCINORTE's mission is to mutually strengthen agriculture related governmental and stakeholder collaboration in research and in support of the development of science-based policies to: 1) enhance sector productivity and competitiveness; 2) improve food safety and plant and animal health, and 3) contribute to capacity building through cooperation in science and technology.

PROCINORTE works to strengthen the culture of knowledge sharing between AAFC-RB, USDA-ARS, INIFAP and IICA to achieve the results required for the agricultural sector in its member countries.

The structure of PROCINORTE is simple, consisting of a Board of Directors (BOD), Task Forces (TF) and a Secretariat with an Executive Secretary (SE). The BOD is PROCINORTE's highest authority, comprised of senior level officials from the member organizations who meet face-to-face once a year. Each member of the BOD is appointed by her/his government and continues until the government names a replacement. The President of the BOD is appointed by consensus among the BOD members for an initial appointment of two years, with a possible extension for a maximum of four years.

TF are used as the mechanism for implementing the tri-lateral collaboration. Each research institution appoints one highly qualified scientist for each TF. These professionals are senior scientists typically responsible for national programs in their respective areas of expertise. They are appointed by her/his government and serve until the government names a replacement. One among them is elected as TF leader and can be substituted by consensus in her/his temporary or permanent absence, with the same functions. The BOD can also decide to establish a TF once relevant themes are agreed upon by the three countries.

In addition to appointing a senior official to the BOD, IICA provides in-kind support through having a senior-level staff member serve as the Executive Secretary. Currently, IICA's delegation in Canada is providing secretariat support to PROCINORTE activities, with its Representative as the Executive Secretary of PROCINORTE.

PROCINORTE's mandate is also to provide a solid mechanism for regional collaboration with other regions in LAC through outreach to the other PROCIS (PROCISUR, PROCITROPICOS and its equivalent in Central America), PROMECAFE and other technical networks. In cases where the cooperation agendas of PROCINORTE and another collaborative mechanism are aligned, joint projects can be executed. Some areas of shared interest include the conservation and sustainable use of genetic resources, animal disease diagnosis and management, invasive pest species, biological control, and fruit postharvest management and standards. PROCINORTE also contributes to deliberations of the regional Forum for the Americas on Agricultural Research & Technology Development – FORAGRO, which in turn participates at the global level in the Global Forum for Agricultural Research (GFAR). PROCINORTE has built a growing network of scientists and regulators who are willing to collaborate with their counterparts in the South.

IICA's programs and activities promote research and innovation in member countries, in fulfilling its mandate. While Canada and the US might not require technical assistance from IICA, this is an important function in Mexico. PROCINORTE is therefore considered as a useful vehicle to contribute to IICA's hemispheric mandate not only in the Northern region, but also in the other LAC countries.

## 2 M&E Matrix

The following M&E matrix was developed with reference to the objectives articulated in the 2015-2020 PROCINORTE Strategic Plan. In this table, the objectives, results, activities and indicators are outlined.

OBJECTIVES	RESULTS	INDICATORS OF RESULTS	ACTIVITIES	RESPONSIBLE	INDICATORS OF PRODUCTS
<b>1. To generate and share knowledge on agreed priority themes by mobilizing public sector researchers and scientists and incorporating science relevant to regulation where appropriate</b>	1.1. Trilateral collaborations address identified research priorities.		1.1.1 Develop annual action plans and budgets	ES	# action plan, # budget
			1.1.2 Monitor progress and results using IICA's performance management system (SUGI)	ES & TFs	SUGI plan submitted, mid-year report, final report
			1.1.3 Develop progress reports for the BoDs mid-year and annually	ES & TFs	# mid year report, # TF reports, # annual summary report
			1.1.4 Identify funding opportunities aligned with task forces' workplans and priorities	ES & TFs	# funding opportunities identified
			1.1.5 Identify and confirm priority research issues common to the 3 countries	ES, BoD, TFs	# report on review process, # priorities identified
			1.1.6 Develop and implement a communications plan	ES & TFs	# comms plan, % of work plan activities implemented
			1.1.7 Develop and implement a monitoring and evaluation plan	ES	# MEP
			1.1.8 Share information and promote networking between TF members through mechanisms such as an information platform.	ES	# info sharing mechanisms
			1.1.9 Align PROCINORTE's work in the annual workplans of the respective national institutions	BoDs & TFs	% work plans aligned
<b>2. Strengthen mutually supportive regional networks in priority topics of relevance for agricultural trade</b>	2.1 PROCINORTE's knowledge and innovations are shared with regional networks and opportunities are identified for collaborations and uptake.		2.1.1 Develop a project to showcase innovations generated by PROCINORTE to facilitate uptake in IICA member countries	ES & TFs	presentation on innovation, # venues, # participants
			2.1.2 Present PROCINORTE'S purpose and results at relevant meetings	ES & TFs	# presentations
			2.1.3 Improve and maintain PROCINORTE's website	ES	# website updates
			2.1.4 Develop a road map delineating areas of potential collaborations between the PROCIs, FORAGRO, IICA's flagship projects, and other research organizations and mechanisms for collaboration.	ES	report on roadmap
<b>3. Contribute to the deliberations of regional/hemispheric agricultural science and technology bodies, in particular the Forum for the Americas on Agricultural Research and Technology Development (FORAGRO), the Global Forum on Agricultural Research (GFAR), the Global Conferences on Agricultural Research and Development (GCARD) and the G20 Meeting of Agricultural Chief Scientists (MACS)</b>	3.1 PROCINORTE's knowledge and innovations are shared with international networks and opportunities are identified for collaborations and uptake.		3.1.1 Present PROCINORTE's results at international meetings of agricultural research and technology forums i.e. GFAR, GCARD, FORAGRO.	ES, BoD, TFs	# presentations
			3.1.2 Participate in FORAGRO's external review.	ES, BoD, TFs	review report

## 3 Roles & Responsibilities

<b>Role</b>	<b>Responsibilities</b>
<b>Developing the MEP</b>	PROCINORTE Secretariat
<b>Approval of MEP</b>	PROCINORTE BoDs
<b>Implementing the MEP</b>	PROCINORTE Secretariat, BoDs, Task Forces
<b>Reporting on M&amp;E activities</b>	PROCINORTE Secretariat, Task Forces
<b>Revising the MEP</b>	PROCINORTE Secretariat

## 4 M&E Process

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PROCINORTE will undertake efforts to monitor and evaluate its programs and activities on a regular basis. M&E considerations will be incorporated into the design stage as new activities and projects are being developed. Monitoring will be carried out on an “as needed” basis to collect and analyse information from its projects and programs. The emphasis in monitoring is on assessing the achievement of results.

An evaluation related to the relevance, effectiveness, efficiency, impact and/or sustainability of PROCINORTE’s work will be carried out towards the end of the strategic plan term (2020). The results of the evaluation will inform the new strategic planning process and guide any changes as needed.

Monitoring and evaluation are complementary. During the evaluation, PROCINORTE will use as much use as possible the information from previous monitoring.

In 2016, TF members will be asked to complete a questionnaire so that information on task forces activities and results may be obtained to assist in the development of indicators for evaluating outcomes achieved by PROCINORTE. Once the results indicators are developed, the Secretariat will develop a schedule including targets, methods, and a reporting time schedule.



# Appendices

## Task Force Survey



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### PROCINORTE Questionnaire

#### 1. Surveying the Task Forces - Background Information

### Background

PROCINORTE has a specific niche in the Northern Region, supporting agricultural trade through sound science and knowledge sharing on issues of regional relevance. As stated in its mission, PROCINORTE aims to strengthen agriculture related governmental and stakeholder collaboration in research, development, and science-based policies to: 1) enhance sector productivity and competitiveness needs; 2) improve food safety and plant and animal health, and 3) assist on related capacity building needs.

To increase the likelihood of research uptake, researchers work in collaboration with policy makers, regulators, and other researchers. Researchers are encouraged to share their knowledge through writing articles, presenting their findings, and providing educational resources. Engagement with partners is important for the purposes of knowledge transfer and knowledge integration (policy / regulatory knowledge creation).

The benefits of research collaborations and partnerships are numerous. Collaborative efforts, including those to communicate and transfer knowledge, need to be monitored and evaluated against the stated goals. Monitoring and evaluating PROCINORTE'S activities are important for addressing accountability, assuring value for money, setting priorities, assisting learning, and improving outcomes.

The Secretariat of PROCINORTE is currently developing a monitoring and evaluation plan. In order to evaluate PROCINORTE's task forces' efforts to strengthen collaborations, aspects related to communications, knowledge transfer and partnerships could be examined. However, appropriate indicators are needed to evaluate expected outcomes.

### Surveying the Activities of the Task Forces

This questionnaire aims to accomplish two tasks: 1) to obtain information from the members of the task forces on their efforts to communicate, to transfer knowledge and to engage partners, so that a set of indicators may be developed for evaluating outcomes achieved by PROCINORTE, and, 2) to promote a discussion among members and provide feedback to the BoD.

This questionnaire is intended to capture information on the following main elements:

1. Type and means of knowledge transfer - Is knowledge being transferred? What types of knowledge? Through which means? Who are the beneficiaries of such transfers?
2. Partnerships – What benefits do your organization derive from the partnership? From other PROCINORTE members? From other partners associated with PROCINORTE?
3. Outcomes of activities - Do the activities of the task force contribute to: 1) enhanced sector productivity and competitiveness needs; 2) improve food safety and plant and animal health, and/or 3) related capacity building needs.

Thank you very much for your collaboration!



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## PROCINORTE Questionnaire

### 2. Knowledge Sharing

1. Communications between members is on-going

Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree
★	★	★	★	★

2. Communication involves a variety of means, face to face meetings, conference calls, email.

Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree
★	★	★	★	★

3. Roles and expectations of task force members are clear

Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree
★	★	★	★	★

4. Your communication about PROCINORTE's activities within your organization on an on-going basis.

Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree
★	★	★	★	★

5. Joint meetings occur at all stages of the research project (where applicable)

N/A	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree
★	★	★	★	★

6. Joint meetings occur to discuss research dissemination plans (where applicable)

N/A	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree
★	★	★	★	★

7. Research results are disseminated in multiple formats (eg. reports, articles, website, oral presentations, etc.)

Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree
★	★	★	★	★

8. Research results \ knowledge are shared in a user-friendly way

Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree
★	★	★	★	★

9. Research results / knowledge are shared with diverse groups that use the knowledge (i.e. academia, private sector, public sector, regulators, consumers, etc.)

Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree
★	★	★	★	★

10. Research findings are presented and discussed in policy deliberations

Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree
★	★	★	★	★

11. Research findings are presented and discussed for regulatory program development

Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree
★	★	★	★	★

12. Research findings are used to provide recommended actions to decision makers in your organization

Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree
★	★	★	★	★



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## PROCINORTE Questionnaire

### 3. Partnership Engagement

13. An informal or formal structure exists for transferring research findings / knowledge between partners

Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

14. You, as a representative of your organization in PROCINORTE, understand your organization's role and responsibilities as a member

Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

15. Task force meetings accomplish what is necessary for trilateral collaboration to function well

Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

16. Partner organizations (including your organization) agree about the goals of the collaboration within PROCINORTE

Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

17. The work of the task force addresses at least one of your organization's identified priorities

Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

18. Partner organizations (including your organization) have combined and used each other's resources so all partners benefit from collaborating

Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree
★	★	★	★	★

19. Your organization achieves its own goals better by working with partner organizations than it does by working alone

Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree
★	★	★	★	★

20. Your organization can count on each member organization of PROCINORTE to meet its obligations in the collaboration

Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree
★	★	★	★	★

21. Your organization feels it worthwhile to continue to work with PROCINORTE

Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree
★	★	★	★	★

22. The knowledge shared by PROCINORTE addresses key issues facing decision makers in my organization

Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree
★	★	★	★	★



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## PROCINORTE Questionnaire

### 4. Outcomes

23. The work of the task force contributes to enhanced agricultural sector productivity and competitiveness and/or improved food safety and plant and animal health

Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree
★	★	★	★	★

24. Your organization supports efforts to enhance sector productivity and competitiveness or to improve food safety and plant and animal health or to assist in building capacity in the aforementioned areas

Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree
★	★	★	★	★

Thank you very much for your collaboration!