



# Country MEL Training- Zambia

Innocent Bikara

M&E Specialist- WorldFish & ICARDA

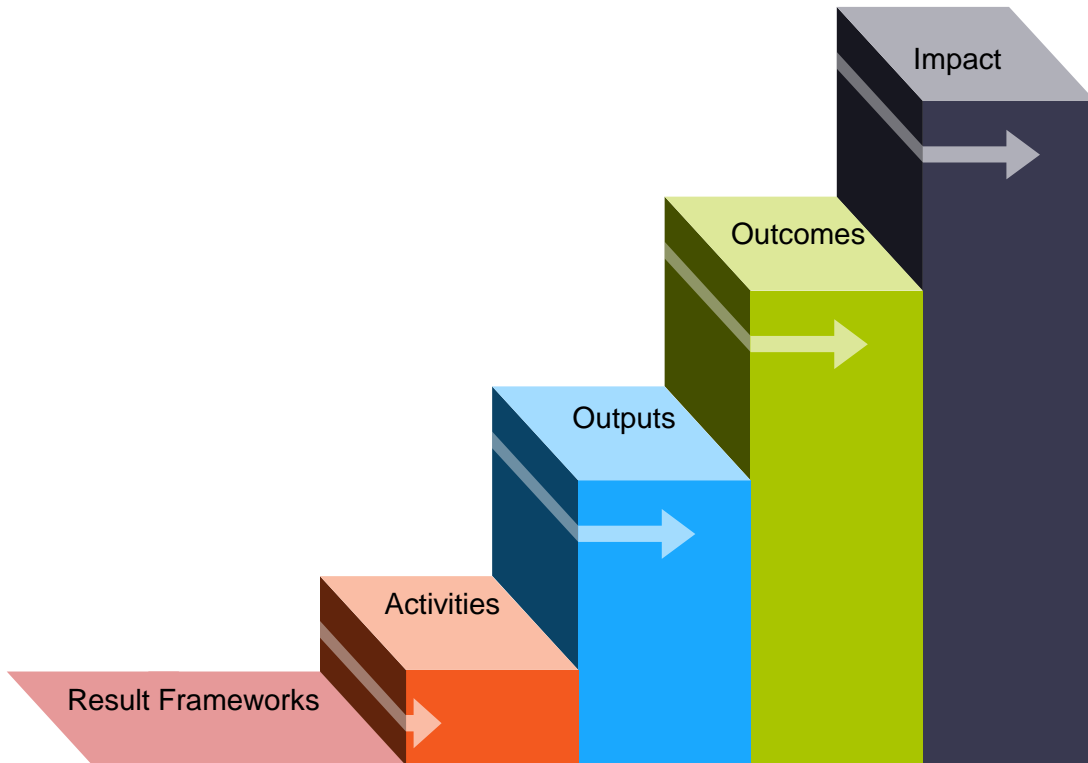
12<sup>th</sup> December 2019



RESEARCH  
PROGRAM ON  
Fish

# Introduction to M&E Terminologies

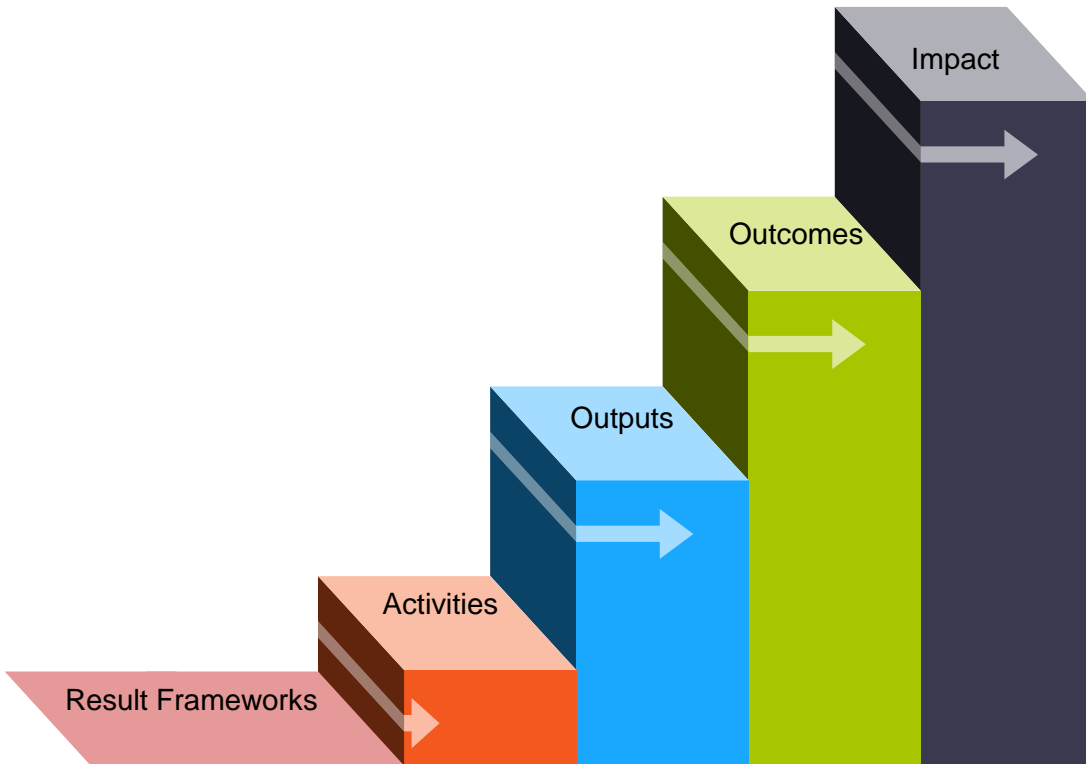
## Results Hierarchy



- **Activities:** Services that the project provides e.g training
  - Deliverables:** Material that are potentially available upon completion of a task (activity/sub-activity) and can thus serve as evidence for activity

# Introduction to M&E Terminologies

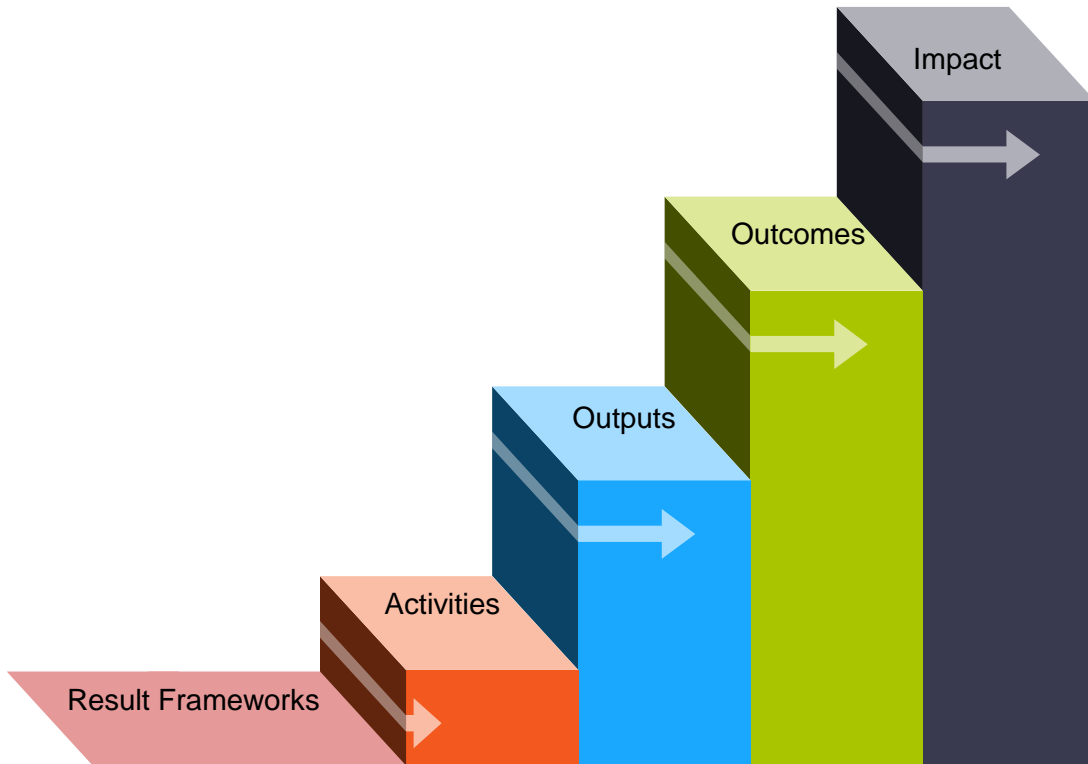
## Results Hierarchy



- **Outputs:** Quantifiable products that result from the execution of project activities.
  - ❖ Entail one or more deliverables
  - ❖ Directly within the control of project management

# Introduction to M&E Terminologies

## Results Hierarchy



- **Outcomes:** Changes in human behavior and practices as well as systems. The project can reasonably be said to cause these.
- **Impact:** Long-term results of one or more projects over time. The project can only contribute to results at the impact-level

# Introduction to M&E Terminologies

## Results Hierarchy vs. Objectives Hierarchy



# Project Mapping (Center, CRP, SRF, SDGs)

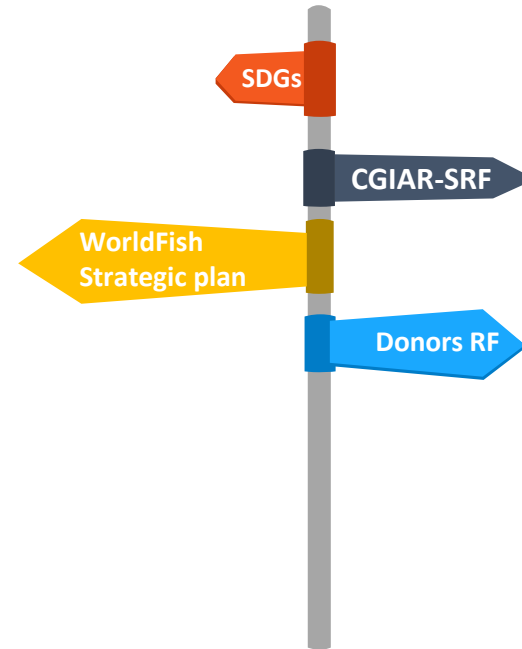
## Results Frameworks

### SDG Agenda



CGIAR SRF

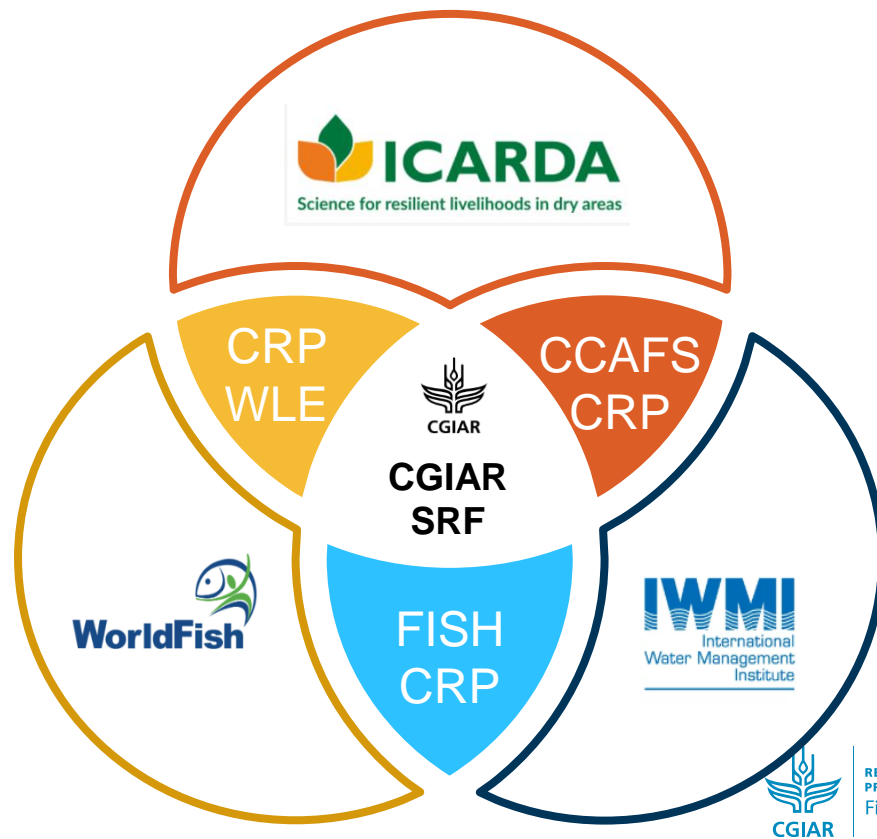
Institutional Strategy



# Project Mapping (Center, CRP, SRF, SDGs)
















## The SRF-CRP-Centers-SDG Relationship- 1/2

UN-led SDGs (17), WorldFish contributes to 10 of these



# Project Mapping (Center, CRP, CGIAR SRF, SDGs)

## The SRF-CRP-Centers-SDG Relationship- 2/2

SDGs		SRF				CRP		
SDGs	SLO	IDO	Sub-IDOs	FP1	FP2	FP3		
      	1. Reduced poverty	1.3 Increased incomes and employment	1.3.1 Diversified enterprise opportunities	√				
			1.3.2 Increased livelihood opportunities	√	√			
			1.3.4 More efficient use of inputs	√				
		1.4/2.1 Increased productivity	1.4.1/2.1.1 Reduced pre- and postharvest losses, including those caused by climate change					√
			1.4.2/2.1.2 Closed yield gaps through improved agronomic and animal husbandry practices	√				
			1.4.3/2.1.3 Enhanced genetic gain	√				
			1.4.5/2.1.5 Increased access to productive assets, including natural resources		√			
		       	2. Improved food and nutrition security for health	2.2 Improved diets for poor and vulnerable people	2.2.1 Increased availability of diverse nutrient-rich foods			√
					2.2.2 Increased access to diversified nutrient-rich foods			√
					2.2.3 Optimized consumption of diverse nutrient-rich food			√
2.3 Improved food safety	2.3.1 Reduced biological and chemical hazards in the food system							√
	2.4 Improved human and animal health through better agricultural practices			2.4.2 Reduced livestock and fish disease risks associated with intensification and climate change	√			



# Project mapping (CRP, SRF, Center Strategy, SDGs)

## Where in MEL do we do the mapping? (1/7)

Where in MEL		CRP	Center Strategy or Framework	SRF	SDGs
Project Edit	Section 1	✓			
	Section 6		✓		
Project Manage	BUS	✓	✓		
	Output	✓	✓		
	Outcome	✓	✓	✓	✓
Reporting Deliverable					✓

# Project Mapping (CRP, SRF, Center Strategy, SDGs)

## Where in MEL do we do the mapping? (2/7)

### Project to CRP in Edit (section 1)

Implementer \*  x

Project Manager \*  x

Project Co-Manager  x

Project Status \*  Proposal  Approved (No BC/BUS provided)  Ongoing

Total Budget(\$)

Period of Implementation [+ Extend Project](#)

Start Date \*

End Date \*

Extend Date \*

Do you want to include an additional cost in the project?  x

Donor(s) [+ Add extra donor row](#)

Donor \*  x +

Contact  +

Do you want to make it public in the view page of your project?

Is the donation coming via another partner?  Yes  No

Agreement ID  \$Budget

Type \*  W1/W2  Bilateral  W3

Is the project mapped to Non-CRP?  x

CRP(s) to which the project is be mapped [+ Add New](#)

CRP \*  x

Flagship \*  x

Cluster \*  x

[Save and Continue](#)

# Project Mapping (CRP, SRF, Center Strategy, SDGs)

## Where in MEL do we do the mapping? (3/7)

### Project to Center Strategic Objectives in Edit (section 6)

The screenshot shows the MEL system interface with a navigation bar at the top containing: Home, Organize, Planning, Reporting, Approvals, POWB/AR, Open Facts, Knowledge Sharing, Survey, GeOC, and Evaluation. On the right of the navigation bar are logos for MEL (MEL HUMAN DEVELOPMENT) and MEL (MEL LEADERSHIP), and a user profile for Innocent Bikara.

Below the navigation bar is a progress indicator showing 7 steps:

- 1 ✓ GENERAL INFORMATION
- 2 ✓ OBJECTIVES AND TARGETS
- 3 ✓ LOCATION
- 4 ✓ MEDIA
- 5 ✓ KEY DOCUMENTS
- 6 CENTER STRATEGIC OBJECTIVES & RESEARCH PHASES
- 7 NOTES

The 'Center Strategic Objectives' section is highlighted with a green box and contains a '+ New Strategic Objective' button.

The 'Research Phases' section contains the question: 'Is the share (%) among research phases valid for all the years of implementation of the project?' with radio buttons for 'Yes' and 'No'.

Below the question is a diagram of the research phases:

Discovery phase	Proof of concept phase	Pilot phase	Scaling up phase
New concept of product, service, or process	Testing of proof of concept in real world / controlled conditions (n=1000s)	Multi-location release/trials for immediate benefits (n=100,000s)	Release for scaling-up & adoption in different locations (n=1,000,000s)

# Project Mapping (CRP, SRF, Center Strategy, SDGs)

## Where in MEL do we do the mapping? (4/7)

BUS mapped to CRP & Center Strategy

Yearly Budget → Edit

Buses

Add New +

20 records

Search:

Bus Number	Bus Amount	Bus Manager	Actions
11136	\$ 784,275.00	Steven Michael Cole	<a href="#">Edit</a> <a href="#">Details</a> <a href="#">CRP Mapping</a> <a href="#">WF Mapping</a> <a href="#">Delete</a>

Showing 1 to 1 of 1 entries

« < 1 > »

Close



# Project mapping (CRP, SRF, Center Strategy, SDGs)

## Where in MEL do we do the mapping? (5/7)

### Output Mapping to CRP & Center

Research Team

Budget

Partners

**Outputs**

Capacity Development Activities

Outcomes

Impact Pathway



Donor Reports

Roadmap

Outputs

All records Search:

ID	Output	Type	Role	Start Date	End Date	Actions
8631	Aquaculture Management Practise and farmer behaviour influenced.  • Output is missing incoming connection(s).	Technologies and practices	You don't have any responsibility	2016-01-03	2019-09-30	Edit   Edit OECD Relevance   Edit AR Indicator   Partners   Deliverables   WF Indicators   <b>CRP Mapping</b>   <b>WF Mapping</b>   Delete   Admin-Edit OECD Relevance
8632	Impact measured and communication to policy/government level promoted.	Innovation Platform	You don't have any responsibility	2016-06-01	2019-09-30	Edit   Edit OECD Relevance   Partners   Deliverables   WF Indicators   <b>CRP Mapping</b>   <b>WF Mapping</b>   Delete   Admin-Edit OECD Relevance



# Project mapping (CRP, SRF, Center Strategy, SDGs)

## Where in MEL do we do the mapping? (6/7)

### Outcome Mapping to SRF, CRP & Center

Research Team

Budget

Partners

Outputs

Capacity Development Activities

**Outcomes**

Impact Pathway

Donor Reports

Roadmap

### Outcomes

10 records

Search:

ID	Outcome	Type	Actions
8633	Benefit and impact of the research extended to small scale farmers.	Development	<a href="#">Edit</a> <a href="#">Edit Risks</a> <a href="#">Indicators</a> <a href="#">SRF Mapping</a> <a href="#">CRP Mapping</a> <a href="#">WF Mapping</a> <a href="#">Delete</a>

• Outcome has no indicators.  
• Outcome outgoing connection(s) are short by 100%.

Showing 1 to 1 of 1 entries

Delete Selected

# Project mapping (CRP, SRF, Center Strategy, SDGs)

## Where in MEL do we do the mapping? (7/7)

### Mapping deliverable to SDG



DSPACE



Save changes Close

Current Version **v1** Manage files

Date*	Creation/ Submission Date ?	Date Accepted for Publication ?	Online Publication Date ?	In Print Publication Date ?
Peer Reviewed ( )	Date Accepted f ( )	2018-10-01 ( )	In Print Publicat ( )	

Please insert at least one date. ?

Report file type **Journal Article**

Journal Article title \* Test one

First Author \* x User Mel - ICARDA x +

Co-Authors Add Co-Authors

Reporting CRP \* x CGIAR Strategic Results Framework Related - SRF - France, Montpellier x

Donors \* x ICARDA International Center for Agricultural Research in the Dry Areas - ICARDA - Lebanon, Beirut x +

Partners Select Partner(s)... +

SDG ( )



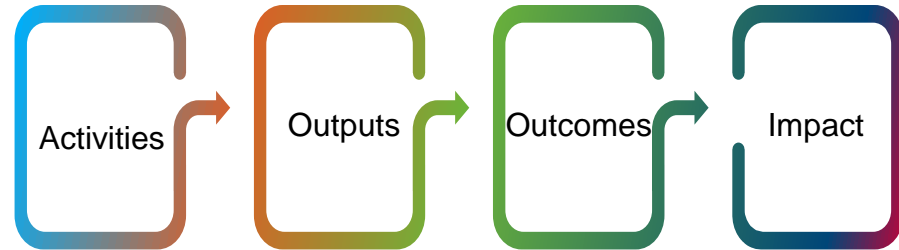
# Impact pathways & Theories of Change

## Quick Tips

Documentation of our BEST understanding of how our work is likely to lead to the impacts we envision

What an Impact pathway and ToC have in common

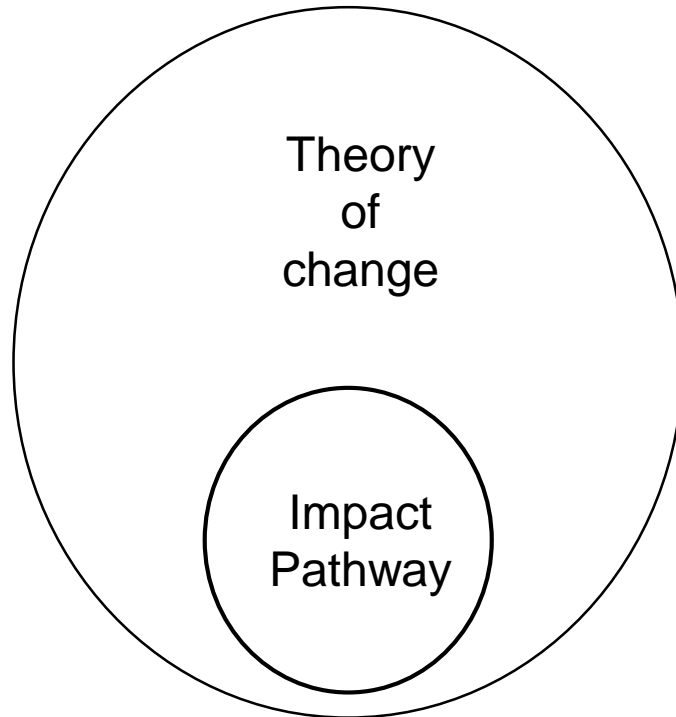
Logically linked results chain





# Impact pathways & Theories of Change

## Quick Tips



In addition to a logically linked results chain, a theory of change comprises of:

- Assumptions (hence risks if assumptions do not hold)
- Evidence of linkages
- Change mechanisms (based on assumptions & evidence)

# Impact pathways & Theories of Change

## Why a ToC should be preferred to an IP



**Enabler for adaptive management (activates the L in ‘Monitoring, Evaluation & Learning’)**

- Risk monitoring included as part of project M&E
- Learning agenda formulated from the critical examination of the evidence upon which the linkages are based

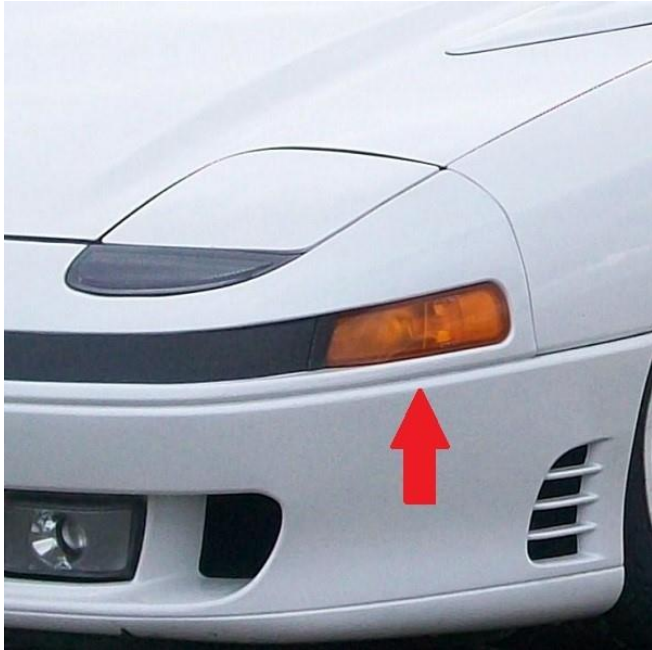
# Logical Framework

Result Chain	Indicator	Baseline	Target	Means of Verification	Assumptions
Impact					N/A
Outcome(s)					Necessary conditions for the outcome(s) to lead to the impact
Outputs					Necessary conditions for the output(s) to lead to the achievement of the outcome(s)
Activities					Necessary conditions for the activities to lead to the achievement of the respective outputs

# Introduction to Indicators

## Relation to what we are more familiar with....

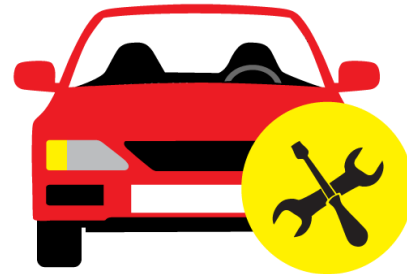
We are ALL familiar with indicators!!



Without indicators you & other road users are at risk!







Risk of costly traffic tickets vs. corrective action



# Introduction to Indicators

## Defining project/ program indicators

There are multiple ways project indicators can be defined:-

-  A unit of information that if measured across time and space provides evidence as to the achievement of (or lack of) results, targets, and objectives.
-  Objectives:  
(To) Enhance the productivity of the aquaculture farms
-  Results:  
Increased productivity of the aquaculture farms
-  Targets:  
40 percent increase in the productivity of the aquaculture farms

# Introduction to Indicators

## Defining project/ program indicators

There are multiple ways project indicators can be defined:-



A unit of information that if measured across time and space provide evidence as to the achievement of (or lack of) results, targets, and objectives.



# Baseline

## Output level indicators:

Baselines by default should be considered ZERO, because outputs are a result of the project's activities, so what is already in place does not count as a baseline for the proposed project.

### Exceptions:

- ❖ Proposals for project extension (in which case the achievements to be demonstrated span both the original and extension periods);
- ❖ Project funded by multiple donors where there is need to demonstrate to the new donor that the funds sought are meant to continue existing work.

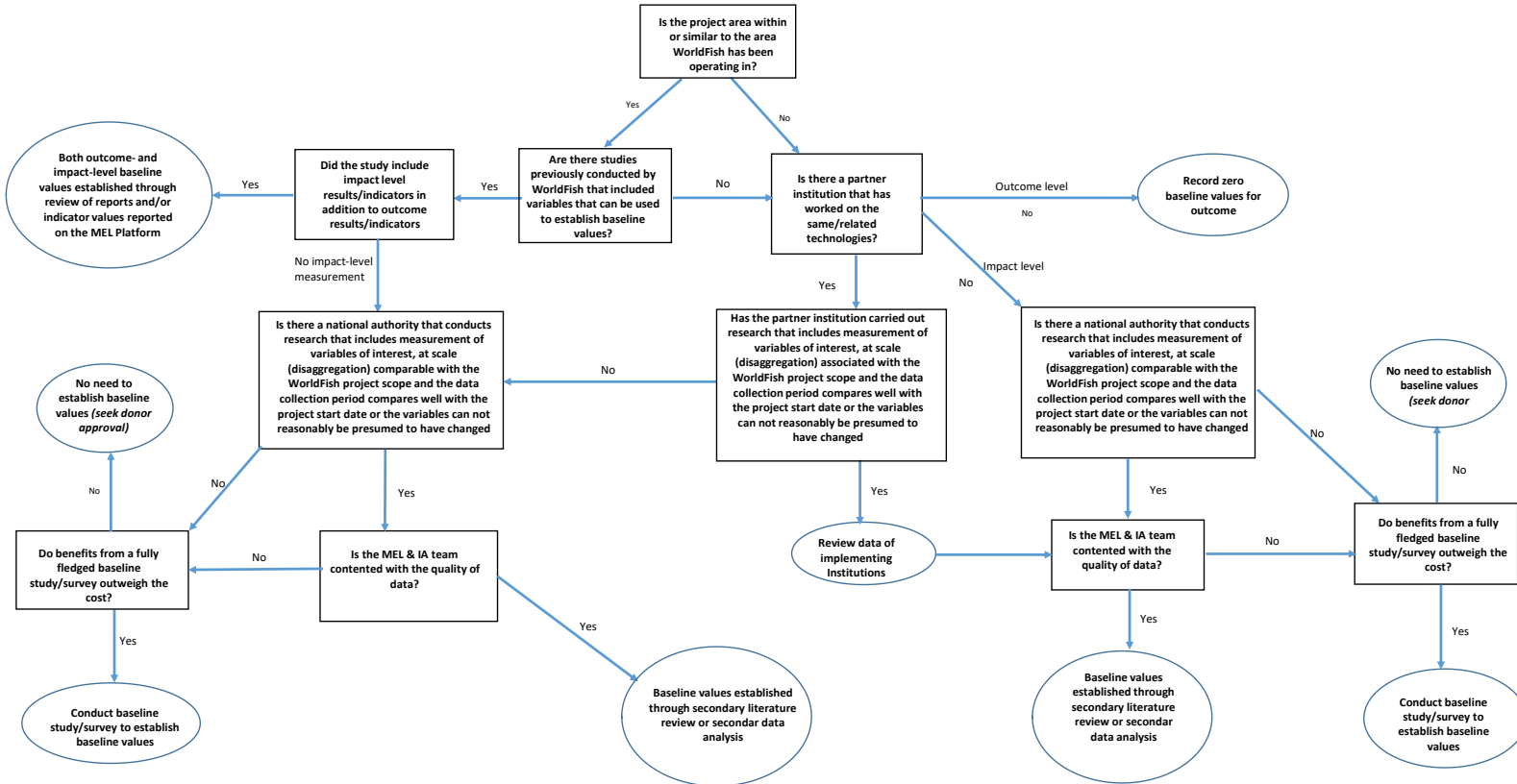
## Outcome and Impact level indicators:

Advisable that these are always established either at the point of **proposal development**, or where not readily available (most of the cases), the project **MUST** plan for this at the project **inception stage**.

- ❖ **Does not always have to be established through fully-fledged baseline studies**

# Baselines

## Decision support Workflow

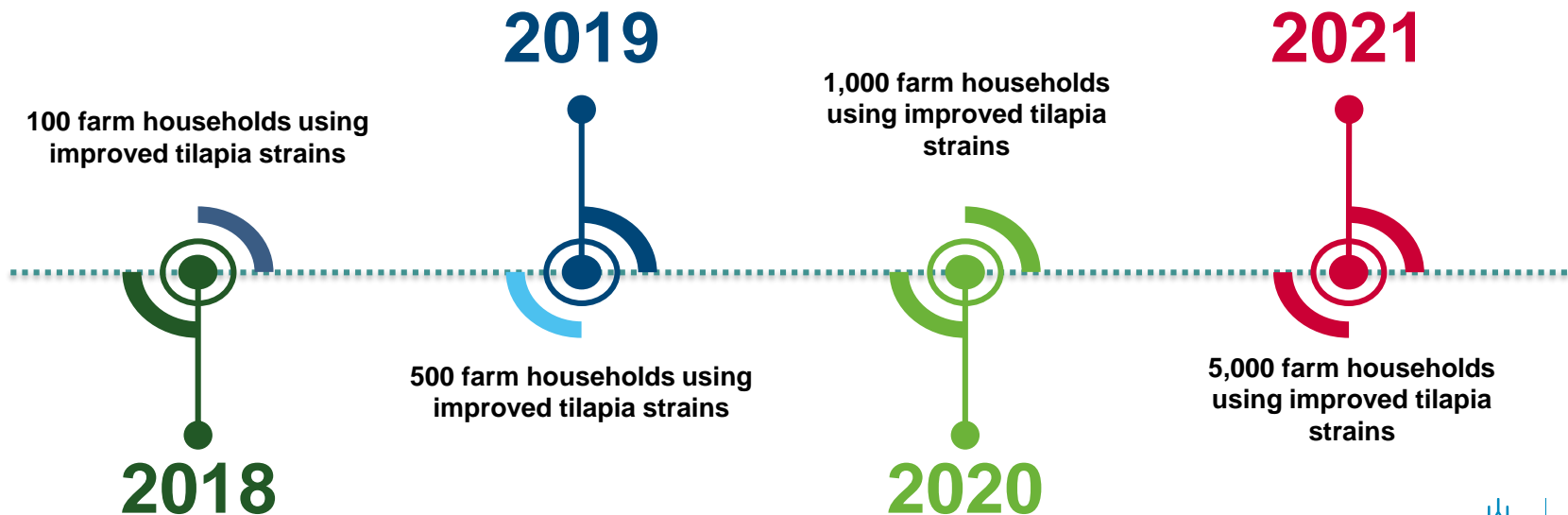




# Target and Milestones

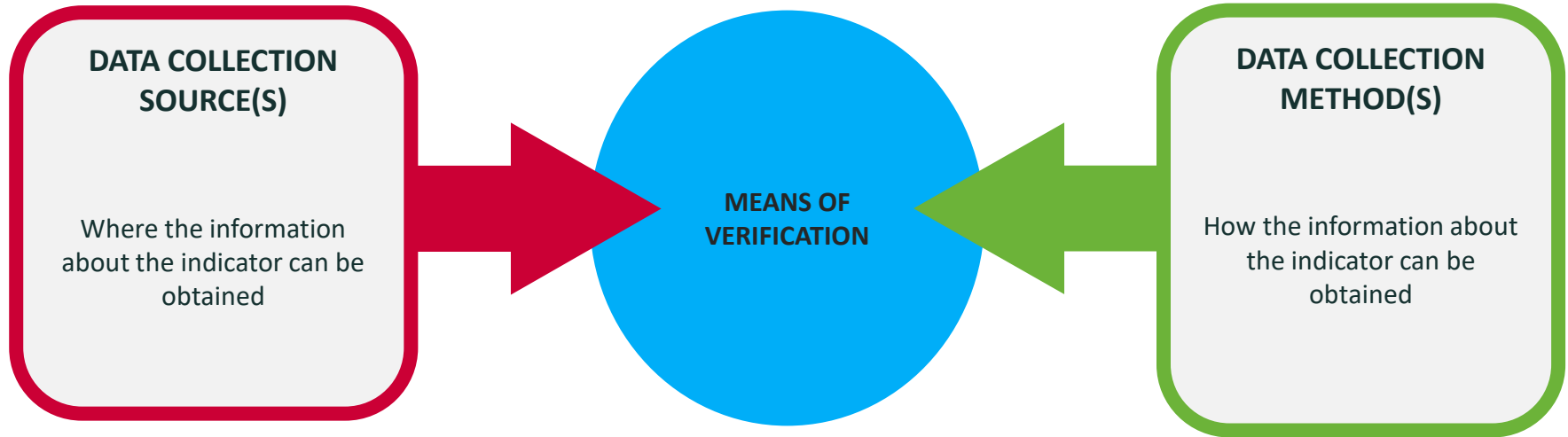
Consider a project with implementation period 2018-2021

Result(s) to be achieved by 2021 is/are target(s), and at defined periods before project end are milestones



Both target and milestones can be defined for each indicator at all result levels

# Means of Verification



# Back to Indicators

## Defining project/ program indicators



A unit of information that if measured across time and space provide evidence as to the achievement of (or lack of) results, targets, and objectives.

### Looking at key attributes of quality indicators

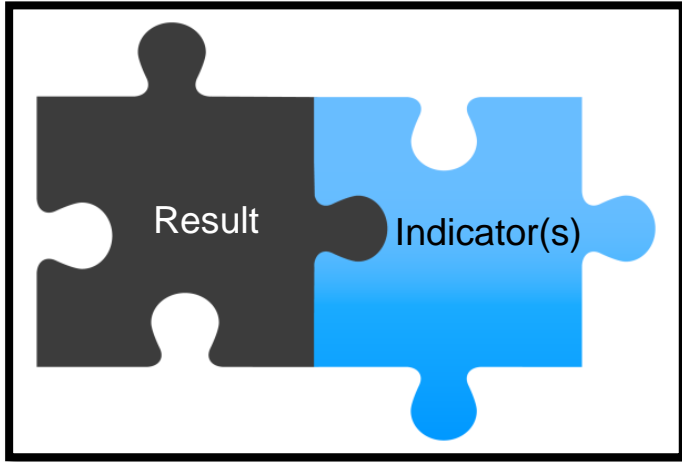
SMART?



# Key Attributes of Quality Indicators- 1/6

## Representative

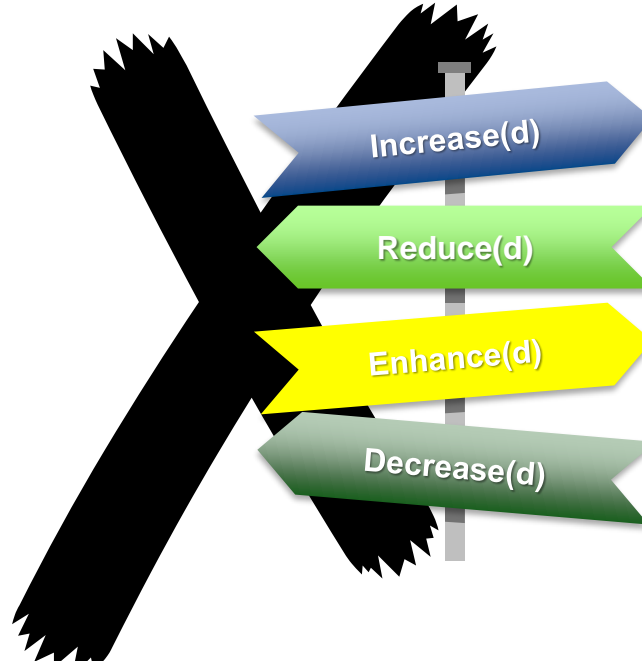
The indicator should closely relate to the result it is intended to measure



It is of no good having a well stated indicator that is not related or has a weak association with the result(s) it is intended to measure

## Unbiased

Indicators do not specify a direction of achievement. Words, improved, reduced, increased, enhance, e.t.c, do not belong in an indicator statement




# Key Attributes of Quality Indicators- 2/6

## Precise

There should be general agreement on the interpretation of the results.



Result	Indicator
Economically vibrant and climate smart sustainable increase in fish production and productivity for food security, nutrition and income generation and livelihood improvement	Value addition (40% increase) 



Is the value addition related to economic vibrancy, productivity, climate-smartness, food security, production, income?



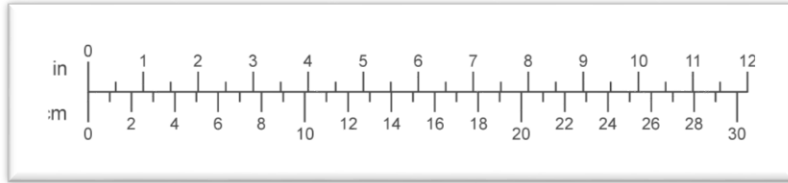
**Representativeness:** Clearly, one indicator is not representative/comprehensive to measure the results stated.

Need to create a set of complimentary indicators. But keep in mind the need to maintain a manageable number of indicators

# Key Attributes of Quality Indicators- 3/6

## One-dimensional

**One-dimensional:** Measures only one phenomenon at a time, i.e do not to combine too much in one indicator



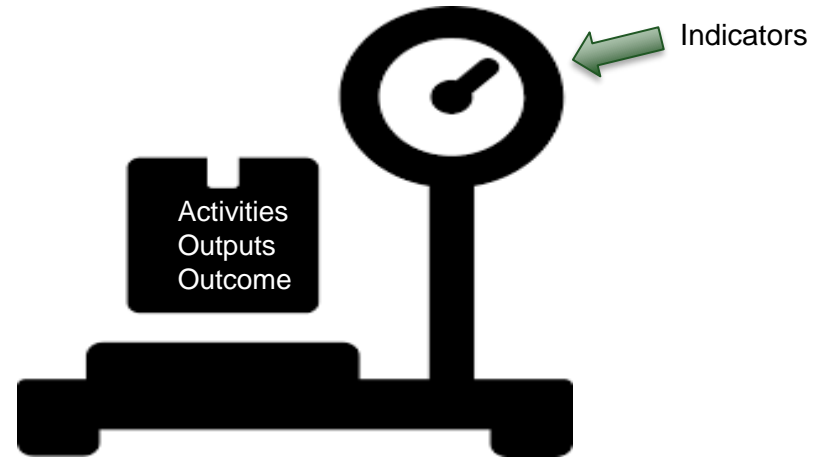
**?** Imagine if both of the above scales were combined at one end?

**X** Percentage increase in yield, net-returns, consumption due to adoption of the improved technologies



## Responsive & Attributable

Indicator measures can be changed by program actions

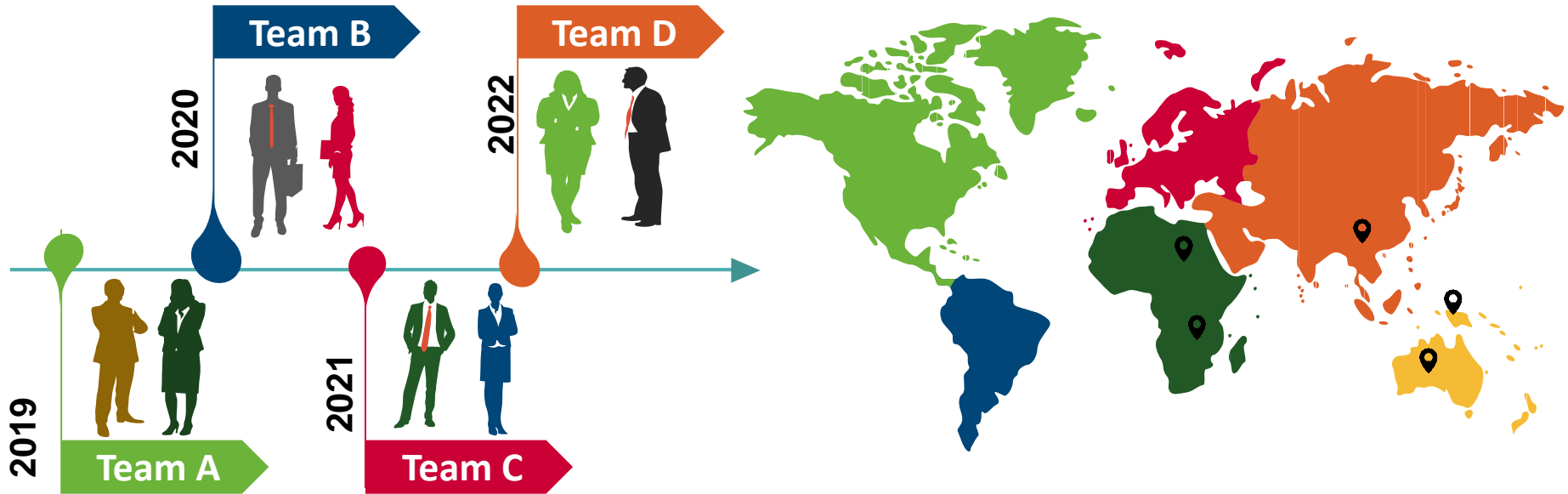


**?** How frustrating would it be if you stood on a weighing scale, jumped.. & there is minimal or no change in the reading?

# Key Attributes of Quality Indicators- 4/6

## Reliable

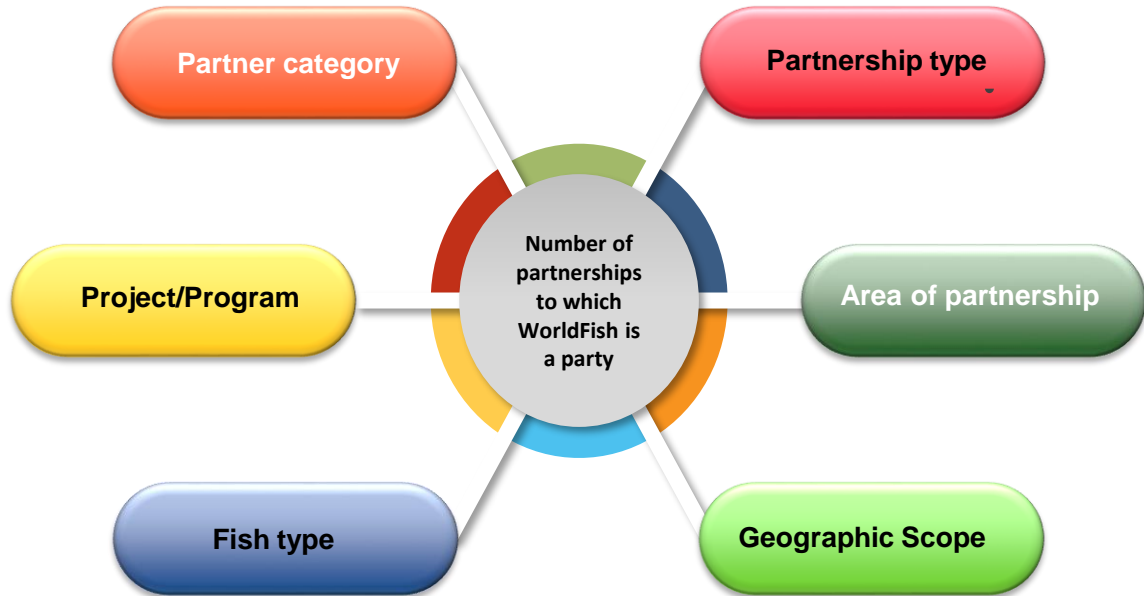
Indicators should be able to be **measured repeatedly with reasonable precision by different people.**



# Key Attributes of Quality Indicators- 5/6

## Capable of being Disaggregated

Ensure more can be explored from an aggregate value by creating lower levels that are summed, averaged,... to derive the aggregate value



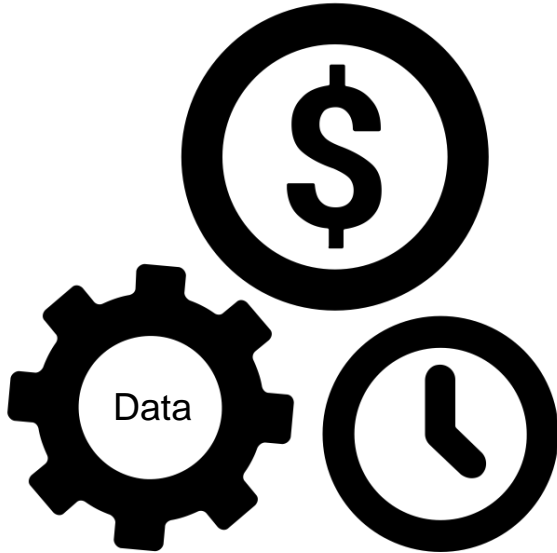
The disaggregations help determine disparities in results achievement, setting the stage for idiosyncratic corrective measures



# Key Attributes of Quality Indicators- 6/6

## Practical

It should be feasible to collect data for computation of indicator values in a timely manner and at reasonable cost.



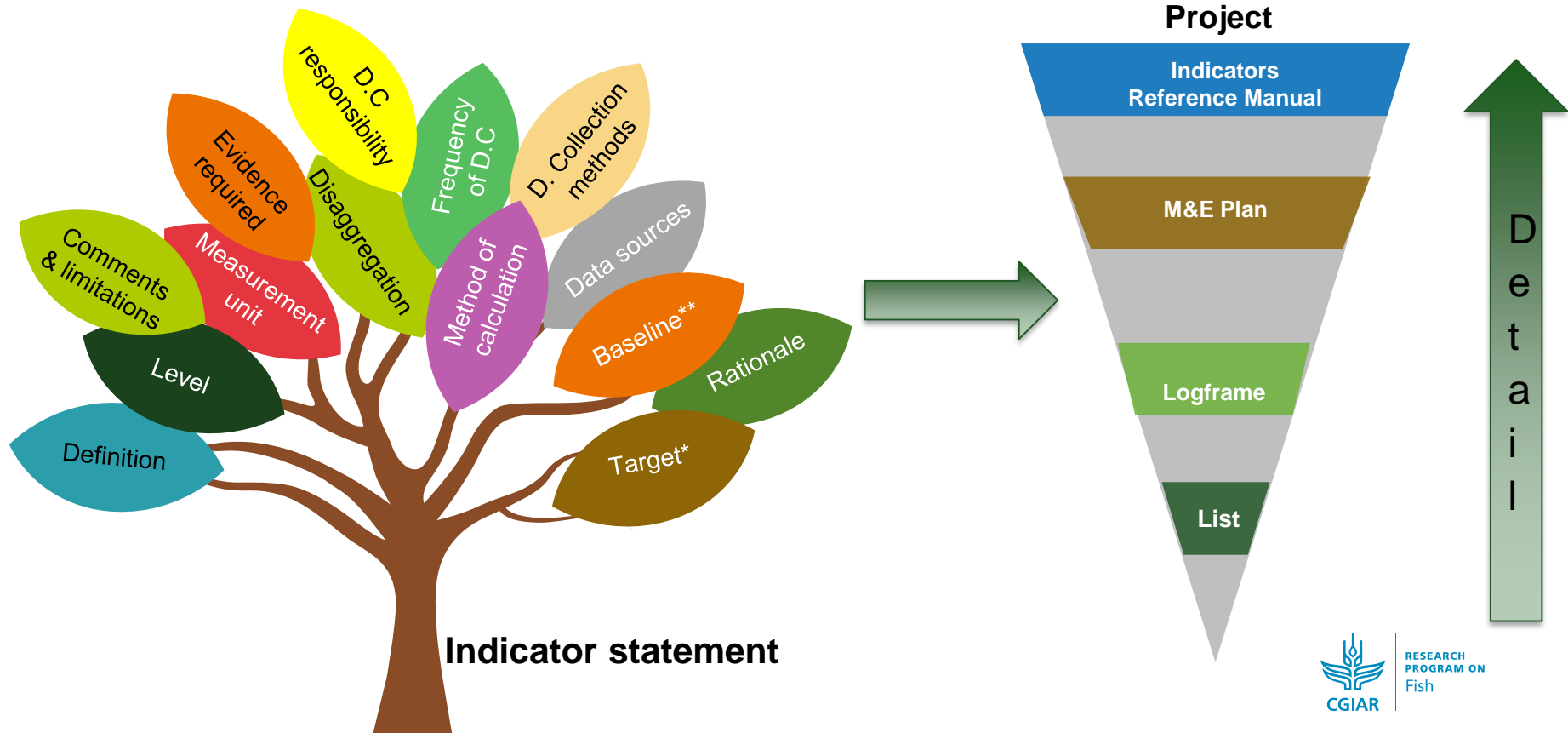
## Useful

The indicator values should communicate information useful for management decision making



# Indicator Details

## Documentation and scope of Information



# Indicators in the MEL Platform

## Output Indicators in MEL

- Research Team
- Budget
- Partners
- Outputs**
- Capacity Development Activities
- Outcomes
- Impact Pathway
- Donor Reports
- Roadmap

Outputs							
All records		Search:					
ID	Output	Type	Role	Start Date	End Date	Actions	
8631	Aquaculture Management Practise and farmer behaviour influenced.  <b>• Output is missing incoming connection(s).</b>	Technologies and practices	You don't have any responsibility	2016-01-03	2019-09-30	<a href="#">Edit</a>   <a href="#">Edit OECD Relevance</a> <a href="#">Edit AR Indicator</a>   <a href="#">Partners</a> <a href="#">Deliverables</a>   <b>WF Indicators</b> <a href="#">CRP Mapping</a>   <a href="#">WF Mapping</a> <a href="#">Delete</a> <a href="#">Admin-Edit OECD Relevance</a>	
8632	Impact measured and communication to policy/government level promoted.	Innovation Platform	You don't have any responsibility	2016-06-01	2019-09-30	<a href="#">Edit</a>   <a href="#">Edit OECD Relevance</a> <a href="#">Partners</a>   <a href="#">Deliverables</a> <b>WF Indicators</b>   <a href="#">CRP Mapping</a> <a href="#">WF Mapping</a>   <a href="#">Delete</a> <a href="#">Admin-Edit OECD Relevance</a>	



# Indicators in the MEL Platform

## Outcome Indicators in MEL

The screenshot displays the MEL Platform interface for a project titled "Novel molecular approaches for advancing prediction and mitigation of disease outbreaks in Aquaculture for small scale farmers". The left sidebar shows a navigation menu with "Outcomes" selected. The main content area shows a table of outcomes. One outcome, ID 8633, is highlighted. The "Actions" column for this outcome includes a link for "Indicators", which is circled in red. A red box also highlights a message indicating that the outcome has no indicators and that outgoing connections are short by 100%.

ID	Outcome	Type	Actions
8633	Benefit and impact of the research extended to small scale farmers.	Development	Edit   Edit Risk   <b>Indicators</b>   SP Mapping   CRP Mapping   WF Mapping   Delete

Showing 1 to 1 of 1 entries



# Indicators in the MEL Platform

## Indicator Setting in MEL- 1/9

Indicators can be Added or 'Retrieved'

Indicators ✕

[Add Indicator +](#) [Retrieve from CRP Level +](#) [Retrieve from Center level +](#)

10  records Search:

<input type="checkbox"/>	ID	Name	Unit	Explanation	Actions
No data available in table					

Showing 0 to 0 of 0 entries

# Indicators in the MEL Platform

## Indicator Setting in MEL- 2/9

### Retrieving Indicators from CRP Level

Retrieving from CRP Level ✕

Mapping level:  
 All  Flagship  Cluster  Product  Outcome

All  records Search:

<input type="checkbox"/>	CRP	Level	Name	Unit	Explanation
No data available in table					

Showing 0 to 0 of 0 entries

# Indicators in the MEL Platform

## Indicator Setting in MEL - 3/9

### Retrieving Indicators from Center Level (i.e related to the Center Strategic Plan)

Retrieving from Center Level

Mapping level:

All  Flagship  Cluster of Activities  Activity/Product  Outcome

All  records Search:

<input type="checkbox"/>	Center	Level	Name	Unit	Explanation
No data available in table					

Showing 0 to 0 of 0 entries



# Indicators in the MEL Platform

## Indicator Setting in MEL- 4/9

### Adding Indicators (with options to link to CRP & Center)

Add Flagship Indicator

Indicator \*  
Enter Indicator name...

Unit of Measurement \*  
Select Unit of measurement...

Unit Type \*  
Select Unit type...

+ Add Disaggregation criteria

Disaggregation criteria \*  
Select Disaggregation criteria...

Aggregation Rule \*  
Select Aggregation Rule...

Unit Description \*  
Enter the unit description...

Explanation \*  
Enter the unit explanation...

Related Indicators  
Select related indicators...

Link with CRP Indicator + Link with Center Indicator +

Detailed Explanation File  
Upload File

Upload Template for Data Collection  
Upload File

Allowed extensions: pdf, doc, docx and zip

Allowed extensions: pdf, doc, docx and zip

Close Save changes





# Thank You



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