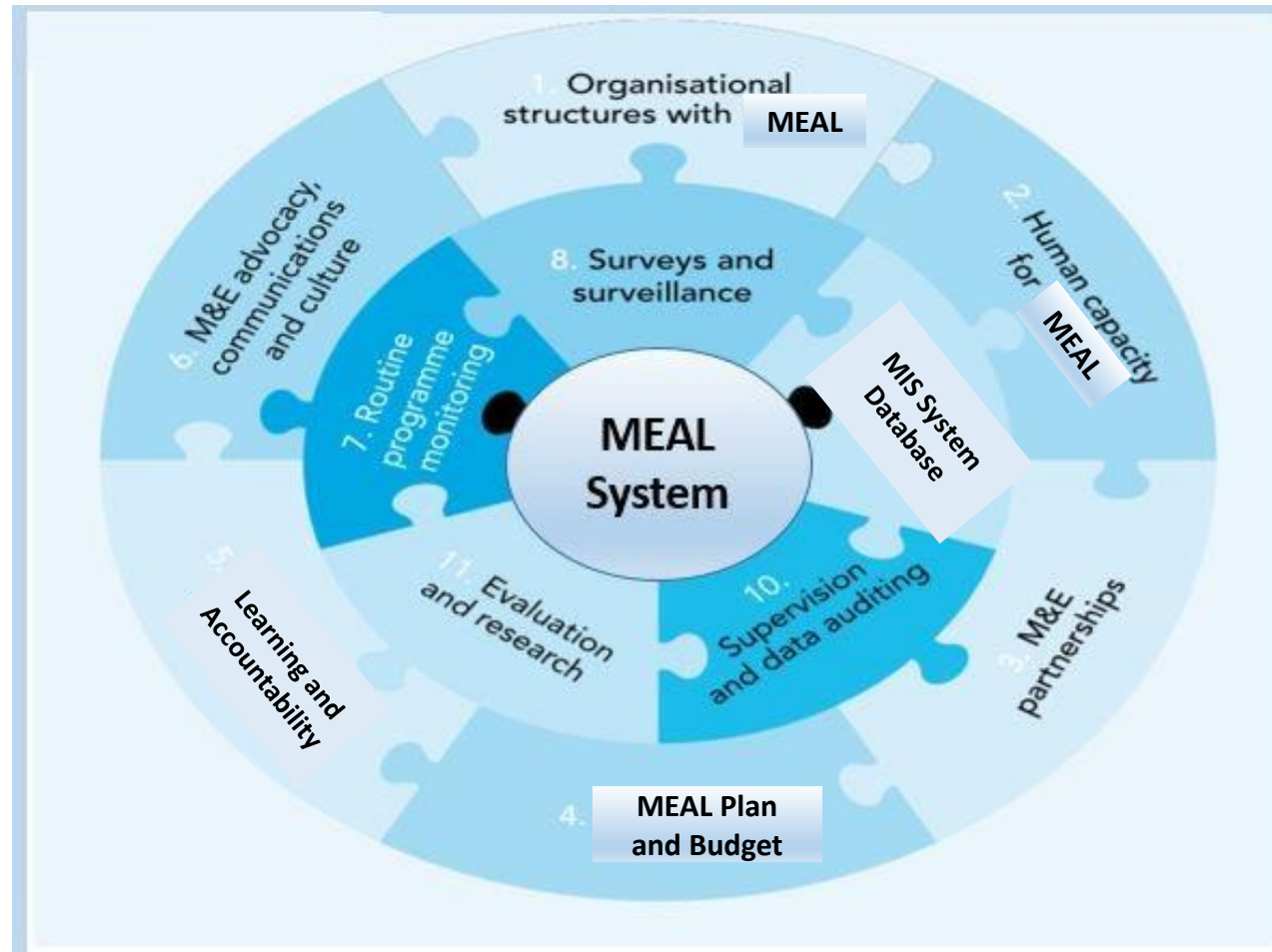


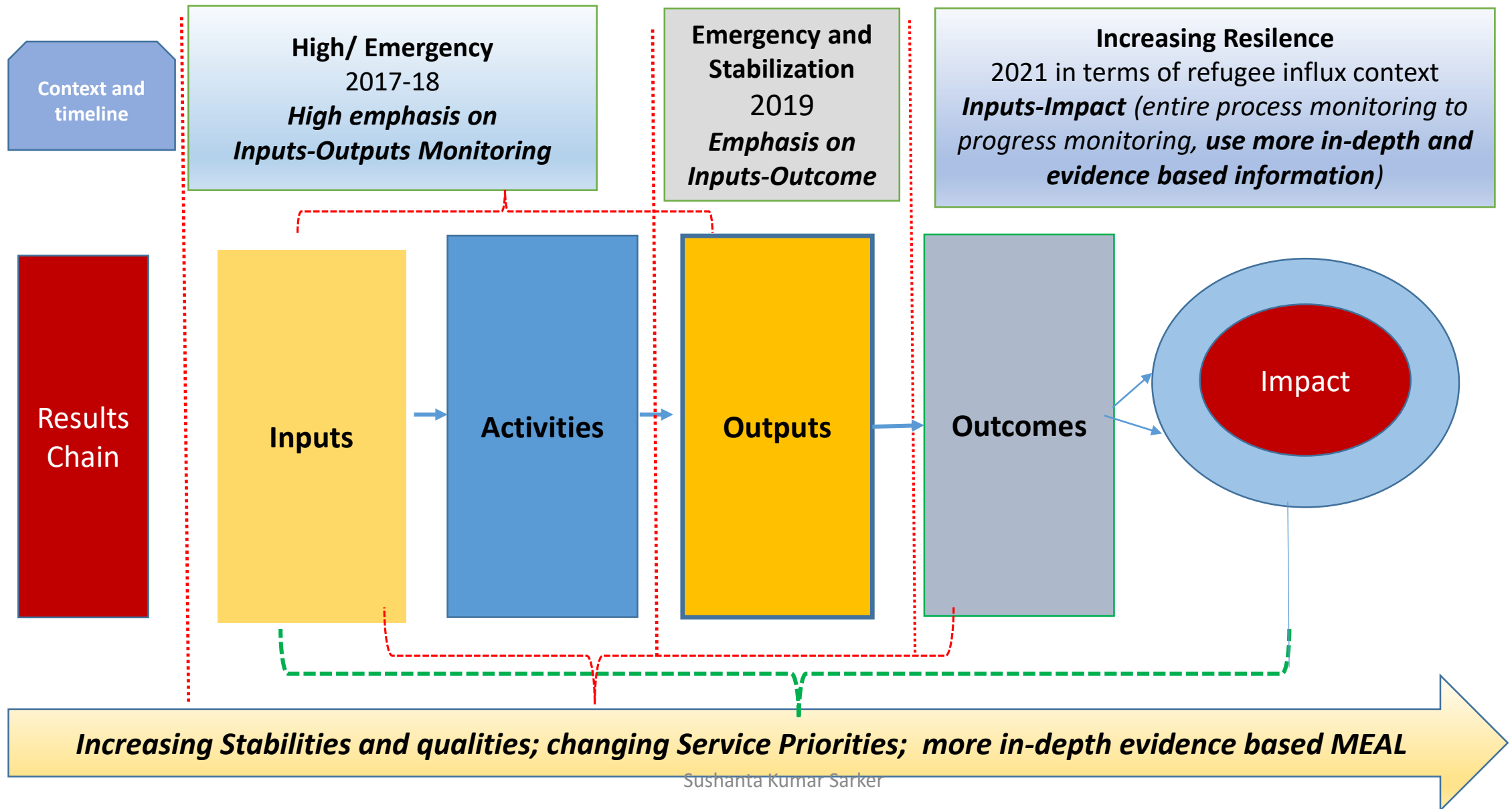
Effective Result Based MEAL System through Managing Results and Quality

Cox's Bazar, August 31, 2021



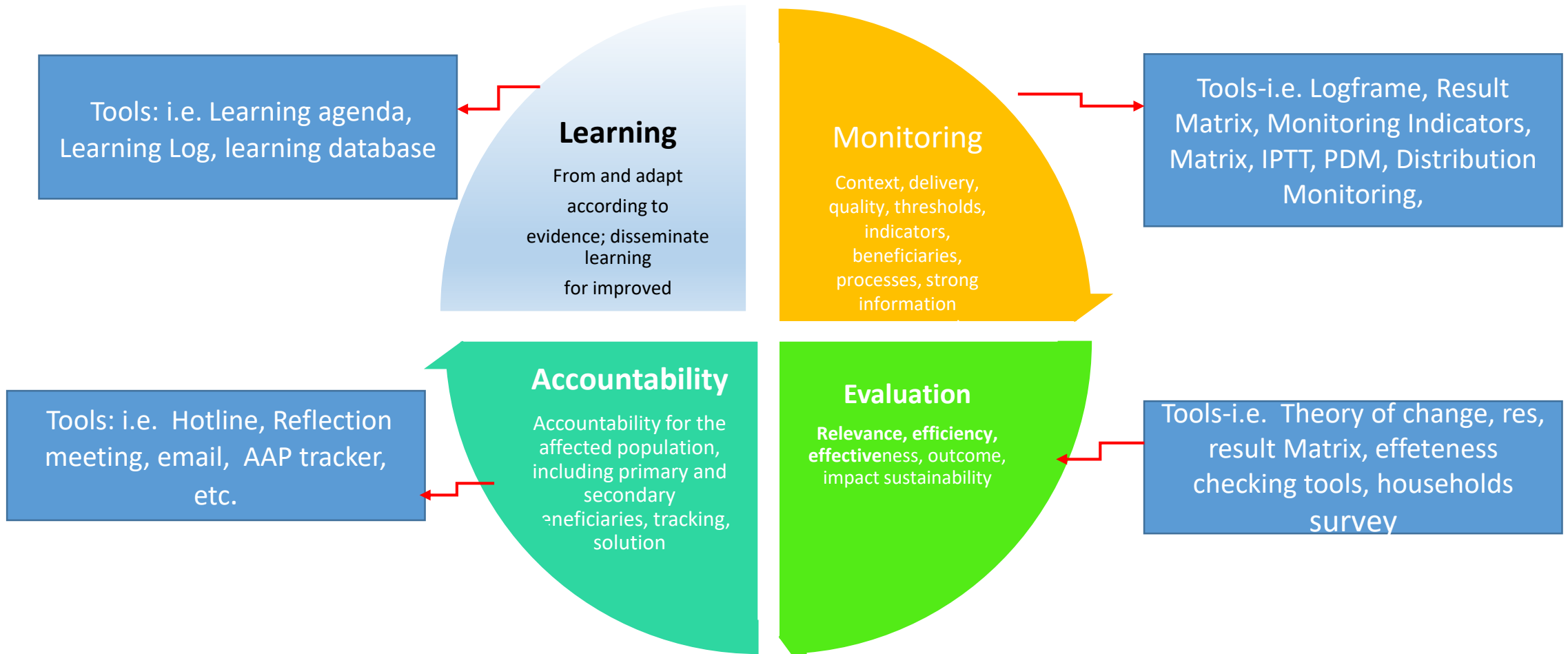
Sushanta Kumar Sarker
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Trends of MEAL in Cox's Bazar Context (2017-2021 & Onwards)



MEAL BASICS ELEMENTS

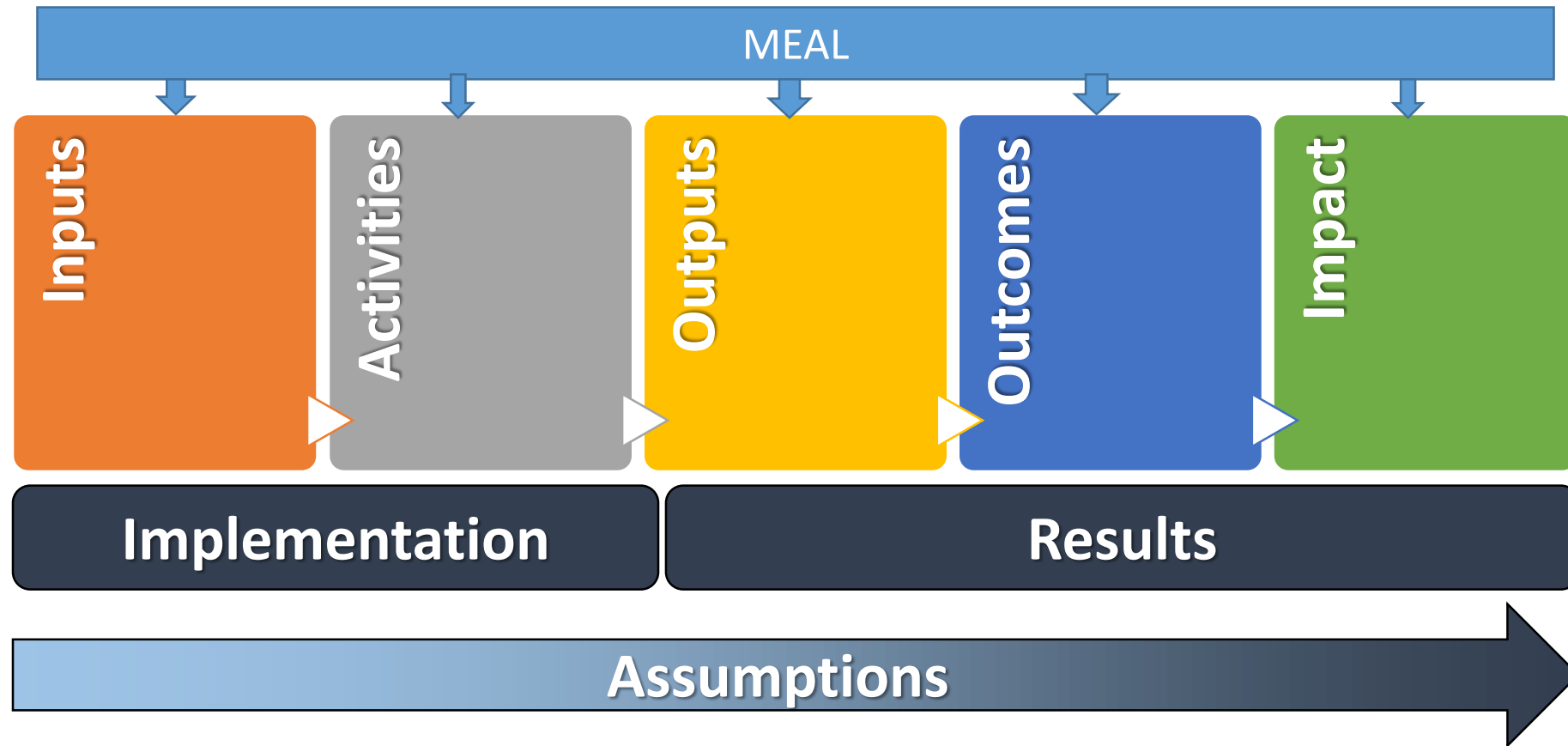
Results-based MEAL system is integrated with result indicators, MEAL plan including information flow chain, learning and accountability which monitor and measure (what we call “monitoring”) each steps of result chain is a continuous process of collecting and analyzing information on key indicators, and comparing actual results to expected results and integrated learning



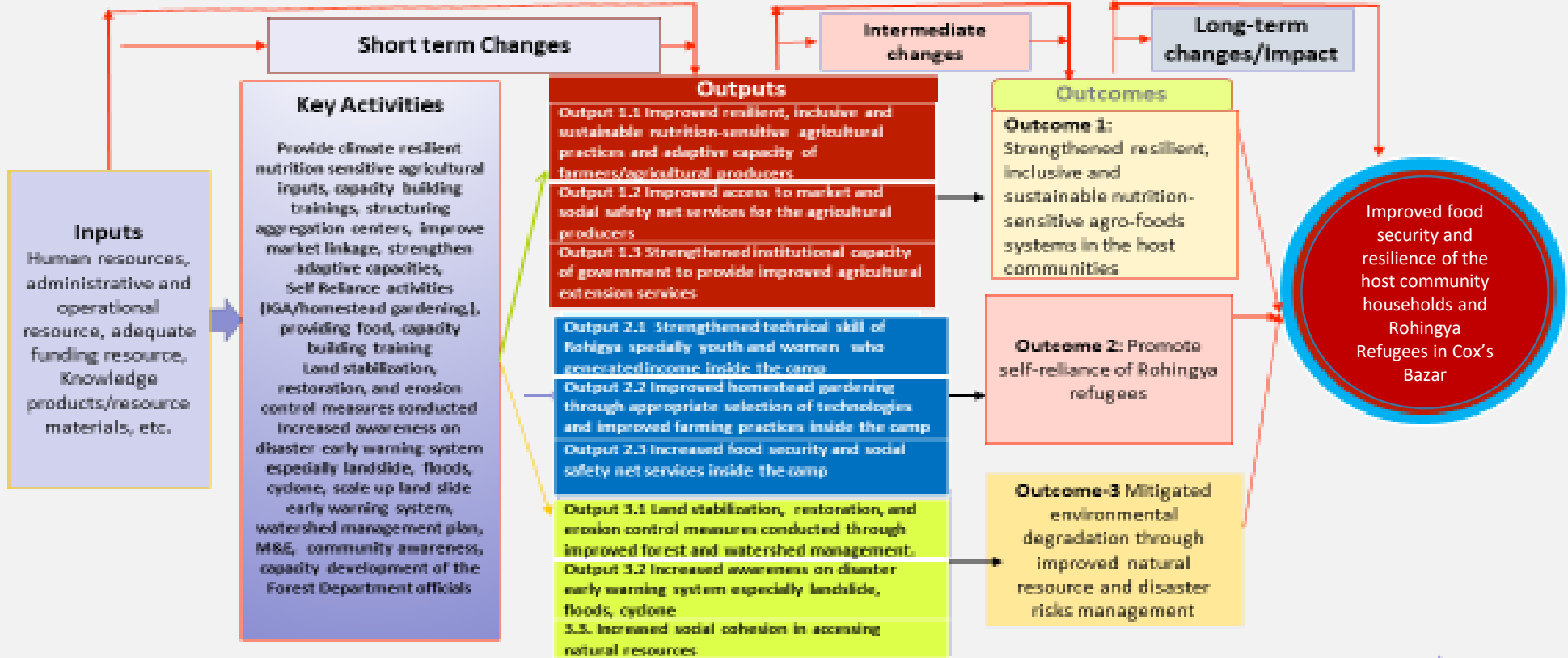
MEAL Stages, Type of Tools & Utilization, Cox's Bazar

Stages	Tools	Utilization
1. MEAL System Planning Tools	Logframe, Result Matrix, MEAL planning Matrix, Indicator performance tracking	Drive to design and develop a MEAL system
2. MEAL Operational Tools	MIS database (i.e. Beneficiaries, Machinery), LMS, 5W tools, etc.	Operationalize & roll on MEAL system
3. Data collection Process & Progress Monitoring (Input, Activities, outputs, outcome and impact)	<p>Online tools- Kobo tool box (livelihoods), Open Foris (Forestry) Android Tab, Input, Process, Activities- Quality monitoring tools (standardization of livestock, Agriculture, eligibility check list, Beneficiary registration form/ basic profile, Organizational capacity assessment, Plantation Mapping, Clinometer, GPS, Android Tab, diameter tape, compass, distance measurement, Pre-post, event monitoring (i.e. training, distribution, plantation), Event tracker, 5W, Market monitoring, Production forecasting, COVID tracker</p> <p>Outputs, Outcomes and Impact Progress monitoring tracker, Post distribution monitoring (Agricultural inputs, i.e. seeds, agro-machinery, IPTT, LMS, questionnaire, FGDs, KII, II, Ranking, Time Series outcome monitoring tools for the plantation, nursery, seeds utilizations, production and income tracker, survey, impact monitoring questionnaires, etc,</p>	<ul style="list-style-type: none"> • Ensure program quality • Track results of the program • Provide exact picture of the program and extent of progress achieved. Extract learning, identify innovation and good practice • Provide findings to the management for immediate decision making and determine future strategies • Strengthen the affected people voice
4. AAP & Learning	Hotline, email, reflection meeting, AAP tracker, learning/ learning database	
5. Data Analysis		Descriptive, inferential and geospatial data analysis and visualization for the situation and progress.
6. Data visualization	Excel, SPSS, GIS, ODK, KoBo tool box, Power Bi, Open Foris, Earth Engine, etc.	
Data storage and Dissemination	MEAL database (Beneficiary, agro machinery, event, training, Plantation Mapped)	Livelihoods, food security & NRM data storage and share.

Result Chain Basics and Link with MEAL



Result Chain in Casual Linkage

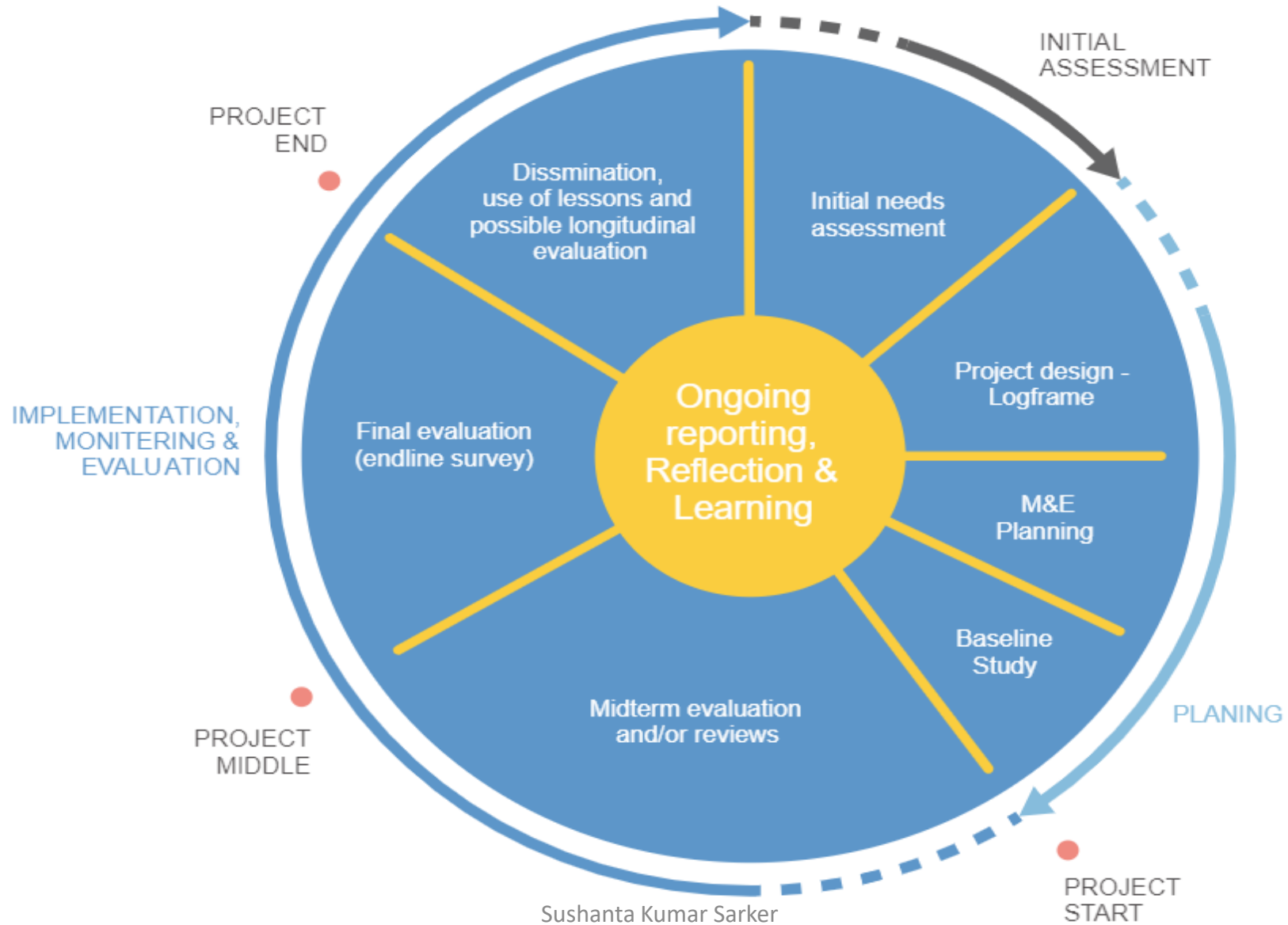


Assumptions: Resources are timely available, communities and government institutions are interested and supportive, legal policies are conducive, no major shocks

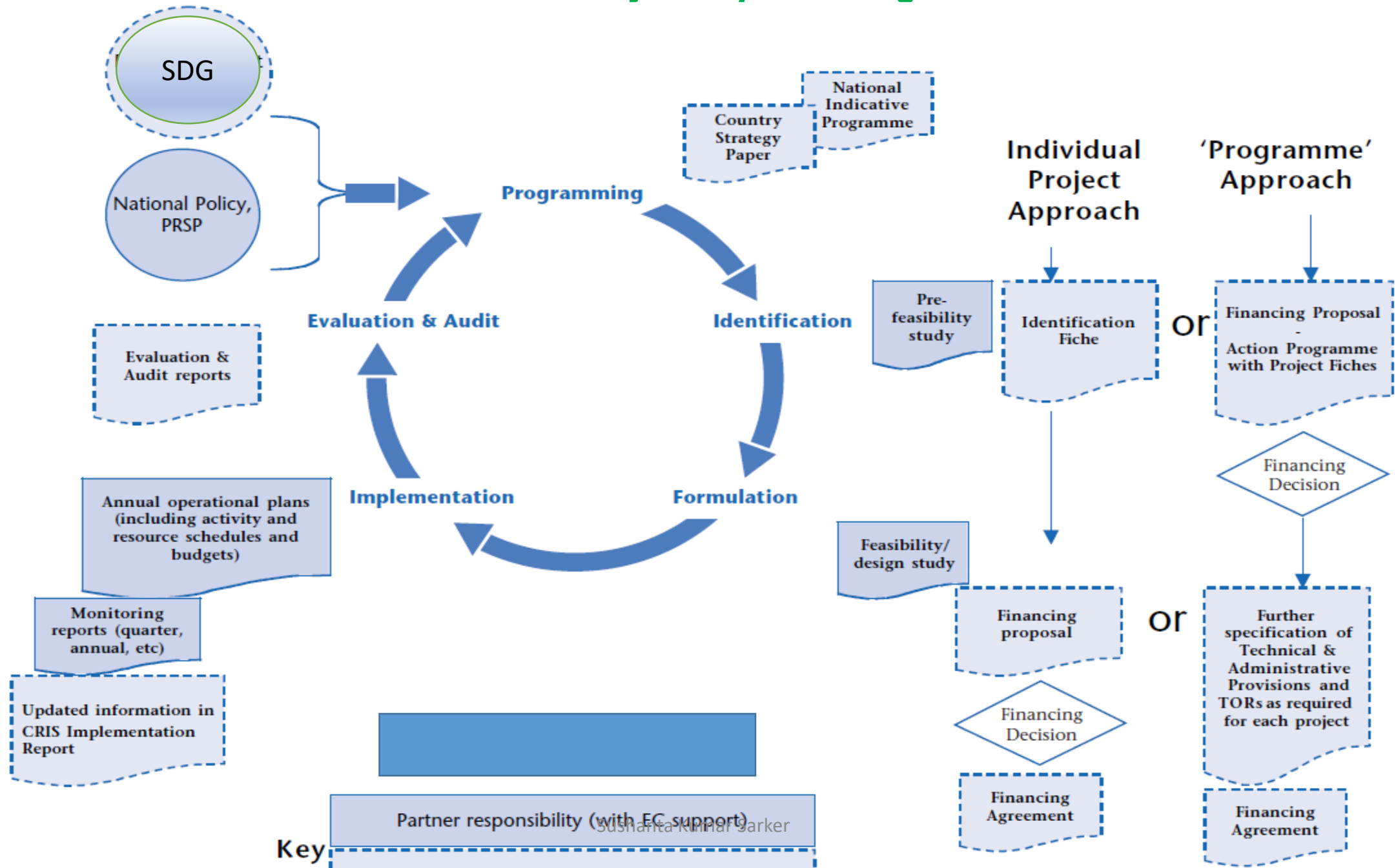
Components of MEAL

1. Organizational Structures with MEAL Functions
2. Human Capacity for MEAL
3. Partnerships for Planning, Coordinating and Managing the MEAL System
4. M&E frameworks with indicators setting and tracking system
5. M&E Work Plan and Costs
6. Communication, Advocacy and Culture for M&E
7. Routine Programme Monitoring
8. Surveys and Surveillance
9. MIS System (Information flow chain, database and data quality assurance)
10. Reporting channel and system
11. Evaluation and Research
12. Learning system
13. Accountability system
14. Data Dissemination and Utilization

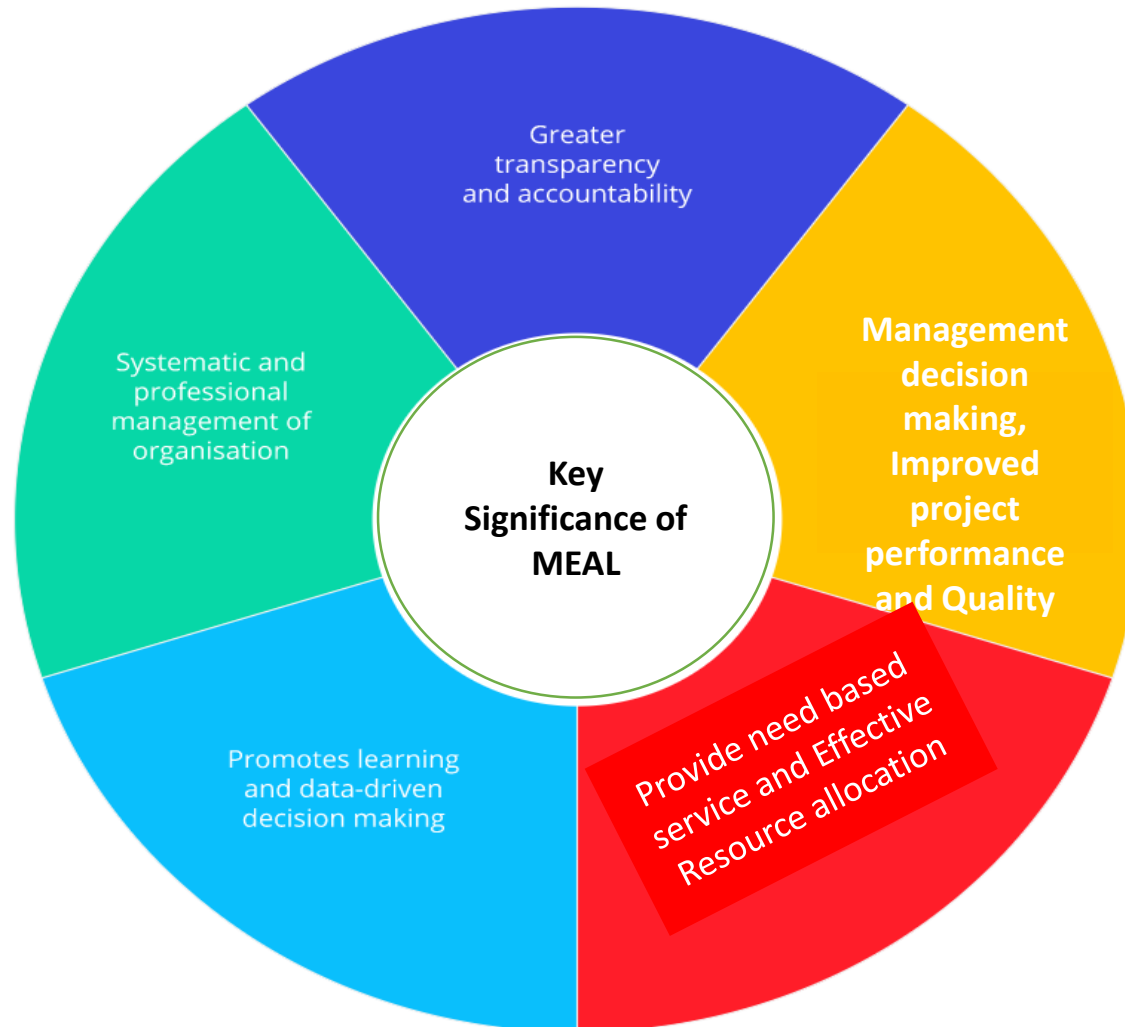
MEAL in Project Cycle Management



MEAL in Project Cycle Management



Significance of MEAL



Sushanta Kumar Sarker

Common Mistakes and Challenges in Log frame and How to Avoid

Mistake One: LFA (Logical Framework Approach) and LFM (Logframe Matrix) is not similar

LFM (4/4 matrix) is a part of logical framework approach. It is developed after analysis phase. Usually,

The Logical Framework Approach



- | | |
|---|--|
| <ul style="list-style-type: none"> ↓ Stakeholder analysis - identifying & characterising potential major stakeholders; assessing their capacity ↓ Problem analysis - identifying key problems, constraints & opportunities; determining cause & effect relationships ↓ Objective analysis - developing solutions from the identified problems; identifying means to end relationships ↓ Strategy analysis - identifying different strategies to achieve solutions; selecting most appropriate strategy. | <ul style="list-style-type: none"> ↓ Developing Logical Framework matrix - defining project structure, testing its internal logic & risks, formulating measurable indicators of success ↓ Activity scheduling - determining the sequence and dependency of activities; estimating their duration, and assigning responsibility ↓ Resource scheduling - from the activity schedule, developing input schedules and a budget |
|---|--|

LFM (Logframe Matrix)

Intervention Logic (Project Summary)	Objectively Verifiable Indicators (OVI)	Means of Verification (MoV)	Assumptions
Overall Objective (Goal/Impact)	IF the purpose/outcome is achieved, THEN this should contribute towards the goal/impact		
Purpose (outcome)	IF outputs are produced, THEN the purpose/outcome will be achieved		And assumptions
Results (outputs)	IF the activities are undertaken, THEN outputs can be produced		And assumptions
Activities	IF adequate inputs are provided, THEN activities can be undertaken		And assumptions

Mistake-Two: Overlapping of Analysis phase to formulate planning phase

Please, ensure planning phase to avoid mistakes

The Logical Framework Approach



- ↓ **Stakeholder analysis** - identifying & characterising potential major stakeholders; assessing their capacity
 - ↓ **Problem analysis** - identifying key problems, constraints & opportunities; determining cause & effect relationships
 - ↓ **Objective analysis** - developing solutions from the identified problems; identifying means to end relationships
 - ↓ **Strategy analysis** - identifying different strategies to achieve solutions; selecting most appropriate strategy.
- ↓ **Developing Logical Framework matrix** - defining project structure, testing its internal logic & risks, formulating measurable indicators of success
 - ↓ **Activity scheduling** - determining the sequence and dependency of activities; estimating their duration, and assigning responsibility
 - ↓ **Resource scheduling** - from the activity schedule, developing input schedules and a budget

Mistake three: Lack of Knowledge in Establishing linkage vertical and horizontal logic

Please, integrate vertical and horizontal logic combined and appropriately

- *The vertical logic* identifies what the project intends to do, clarifies the causal relationships and specifies the important assumptions and uncertainties beyond the project manager's control.
- *The horizontal logic* relates to the measurement of the effects of, and resources used by, the project through the specification of key indicators of measurement, and the means by which the measurement will be verified.

Mistake four: Write assumptions in the overall objectives is not correct. The structure and terminologies of the elements seems diverse but the basics are almost similar in LFA/LFM

Writing assumption in the overall objective is not appropriate in terms of “if” and “then” logic and try to avoid. But, if any authorities practiced,

Intervention Logic (Project Summary)	Objectively Verifiable Indicators (OVI)	Means of Verification (MoV)	Assumptions
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Mistake five: Writing assumption in the Negative approach and setting

It is needed to avoid and avoid killing assumption. I

Mistake Six: Setting not SMART indicators

Wrong Indicators Setting (Not SMART) (Example)

Increased capacity of farmers to utilize learning technologies (Not specific, measurable and time bound)

Improved dietary diversity (Not specific, measurable and time bound)

Decrease 20% negative coping mechanisms of vulnerable farmers by one by five months (

Number of people trained (Not Specific)

Mistake Seven: Setting too many standard indicators rather than custom indicator

Please avoid, it will make the result measurement too difficult

Mistake Eight: Setting too many indicators under one result

Please, select one/two appropriate indicators under one result statement which measure the results. It is better to measure result but if the reality requires it can be more than two under one result in some contexts

Mistake Nine: Mixing with result statement and activities in result section

Mistake 10: Write results in interrogative, imperative or exclamatory sentences

Wrong Result Statement

Results

Integrate 5,000 farmers in market monitoring system

Increase negative coping mechanisms of vulnerable farmers livelihoods

Increase food consumption score of the 9,000 household

Risk Assessment and Mitigation Strategies

Risks are assessed along 2 dimensions



Leading to overall risk level

Likelihood

"What is the likelihood of the risk materializing given our existing controls?"

Minimal

Critical

Impact

"What is the impact of the risk materializing on the grant's objectives & impact?"

Mild

Severe

Critical	Medium	High	High	High
Serious	Medium	High	High	High
Medium	Low	Low	Medium	High
Minimal	Low	Low	Medium	Medium
	Mild	Moderate	Significant	Severe

High
Medium
Low

How to Articulate Result Statements

Objective hierarchy	Example of how to write statements
<i>Overall objective</i>	To contribute to improved family health, particularly of under 5s, and the general health of the riverine eco-system
<i>Purpose</i>	1. Improved river water quality
<i>Results</i>	1.1 Reduced volume of waste-water directly discharged into the river system by households and factories 1.2 Waste-water treatment standards established and effectively enforced
<i>Activities</i> <i>(may not be included in the matrix itself, but rather presented in an activity schedule format)</i>	1.1.1 Conduct baseline survey of households and businesses 1.1.2 Complete engineering specifications for expanded sewerage network 1.1.3 Prepare tender documents, tender and select contractor 1.1.4 Identify appropriate incentives for factories to use clean technologies 1.1.5 Prepare and deliver public information and awareness program

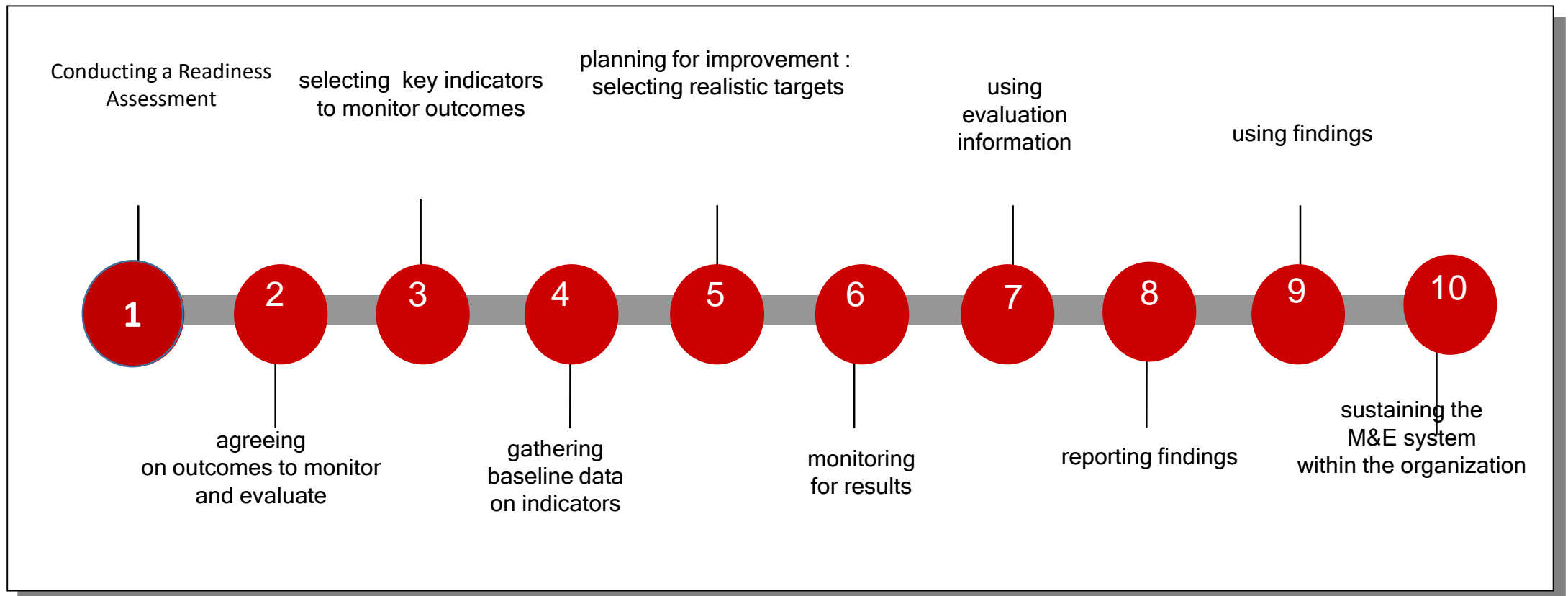
ToC and Logframe

Areas	Brief Advantages
Standard Structure	In terms of structural point of view, logframe is better than ToC because logframe has clear common standard structure (usually 4/4) while ToC has no structures resulting sometimes it is vague and complicated
Relatively understandable	ToC is highly understandable than the complex structure of logframe to the wider readers and audience.
Adaptability with context	ToC is relatively adaptable with the context than logframe. Logframe is highly rigid. As a result ToC benefice the programe and adapt intervention with the changing contexts
Project planning	Both are important for result management
Project implementation	A theory of change explains how the activities undertaken by an intervention (such as a project, program or policy) contribute to a chain of results that lead to the intended or observed impacts.
MEAL	Logframe has indicators, means of verification which provided
Result management	Both are important for result management. The two models are not contradictory while complementary at many extents.

MEAL System Design Basics and Gender Sensitive Monitoring

MEAL System Designing BASIC

- A systematic approach to determine the capacity and willingness of a government or organization to construct a results-based M&E system



GENDER ASSESSMENT SCALE

LEVEL
1

GENDER NEGATIVE

- Perpetuates gender inequality by reinforcing unbalanced norms, roles and relations
- Privileges men (boys) over women (girls) (or vice versa)
- Often leads to one sex enjoying more rights or opportunities than other

GENDER BLIND

- Ignores gender norms, roles and relations
- Very often reinforces gender-based discrimination
- Ignores differences in opportunities and resource allocation for women and men, girls and boys
- Often constructed based on the principle of being "fair" by treating everyone the same

LEVEL
2

LEVEL
3

GENDER SENSITIVE

- Considering gender norms, roles and relations
- Does not address inequality generated by unequal norms, roles or relations
- Indicates gender awareness, although often no remedial action is developed

GENDER SPECIFIC

- Considers gender norms, roles and relations for women and men, girls and boys and how that affect access to and control over resources
- Considers women's (girls') and men's (boys') specific needs
- Intentionally targets and benefits a specific group of women or men, girls or boys to achieve certain policy or programme goals or meet certain needs
- Makes it easier for women and men, girls and boys to fulfill duties that are ascribed to them based on their gender roles

LEVEL
4

LEVEL
5

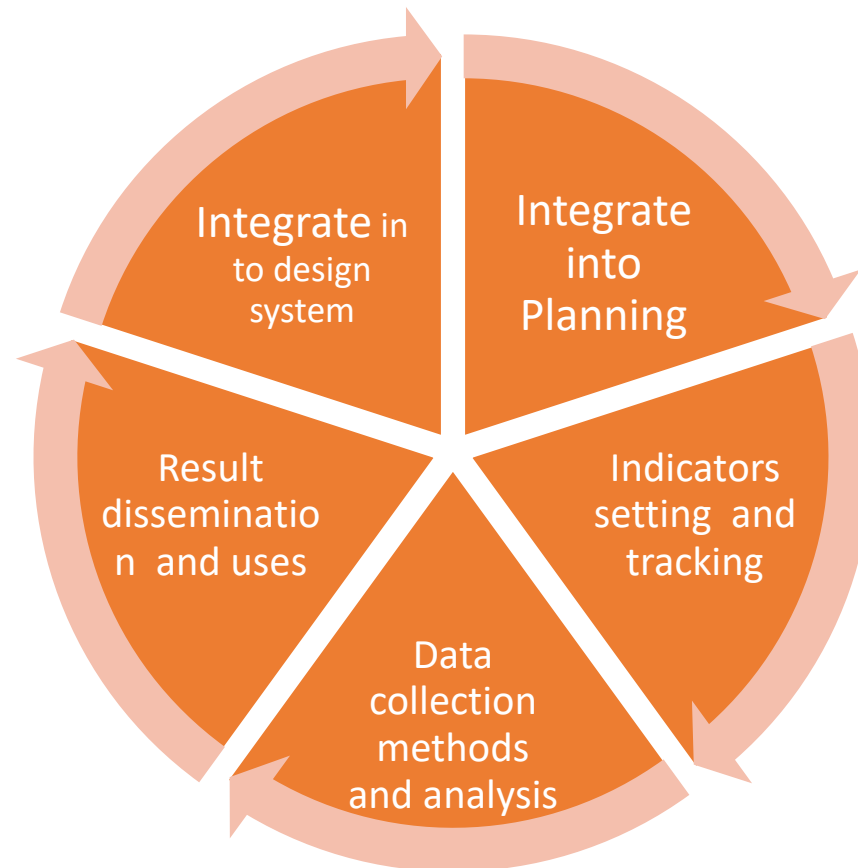
GENDER TRANSFORMATIVE

- Considers gender norms, roles and relations for women and men, girls and boys and how that affect access to and control over resources
- Considers women's (girls') and men's (boys') specific needs
- Addresses the causes of gender-based inequities and promote gender equality
- Include ways to transform harmful gender norms, roles and relations
- Include strategies to foster progressive changes in power relationships between women and men, girls and boys

[Source: World Health Organization (2011). Gender Mainstreaming Manual for Health Managers: A Practical Approach.]

Gender Sensitive MEAL

Gender-sensitive monitoring and evaluation is used to reveal whether a programme addresses the different priorities and needs of women and men, to assess if it has an impact on gender relations, and to determine the gender aspects that need to be integrated into monitoring and evaluation systems. The inclusion of explicit gender equality objectives to all stages



Gender Sensitive Indicators (Example)

% increased of the food consumption score of the vulnerable household with special emphasis of women in Cox's Bazar by 2023

Number of dried fish workers of which at least 50% of women are aware on food safety in Cox's Bazar

% increased of women in market linkages in Cox's Bazar

Number of gender-responsive targets included in the policy

% of trained institutes applied gender sensitive tools

Number of gender guidelines and materials developed to support the field staff;

Disaggregation of Indicator and analysis

Integrate gender disaggregation of indicators and analyze finding or progress with gender lens. Sex, Age and disaggregated with other diversity.

