

Update from the Indicator Task Force

Towards Operationalizing the SRF
with a Suite of Indicators
within a Monitoring, Evaluation and Learning
Framework

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virtually: Dr. Ahmed Kablan (USAID), Michel Bernhardt (GIZ), Corinne Abbas (Dutch Government)*

Presentation to the Science Leaders in Montpellier,
14th June 2016

Structure of the Presentation

- Setting the Monitoring, Evaluation and Learning (MEL) Framework
- Proposed Approach to Identify a Suite of Indicators
- Opportunities
- Next steps
- Questions, Comments, and Feedback

Additional Info

- Task force Background
- Elements Driving the Approach
- Inventory

Setting the MEL Framework (contd.)

- Indicators are one part of the MEL Framework complemented with
- Evaluative approaches to provide a complete performance story

Domain	User	Description of Indicators	Data Collection Responsibility	Evaluative approaches
Research Quality & Relevance	CRPs management	<ul style="list-style-type: none"> • CRP Performance Assessment (developed by MEL CoP) and Annual Reporting template (CO) • Others set by e.g. IEA 	<ul style="list-style-type: none"> • Centers • CRPs 	<ul style="list-style-type: none"> • Baseline • Output monitoring
Research Use & Effectiveness	CRPs management, System, donors	<ul style="list-style-type: none"> • PIM table D outcomes and annual milestones (requires consistency in terms and scale) • Selected indicators (if relevant) 	<ul style="list-style-type: none"> • CRPs • Trends of secondary sources • Other multilateral organizations 	<ul style="list-style-type: none"> • Outcome monitoring • Adoption studies • Contribution analysis • External evaluations
Development Effectiveness	System, donors	<ul style="list-style-type: none"> • Selected indicators, preferably from SDSN and/or other multilateral organizations 	<ul style="list-style-type: none"> • SPIA, National governments, other multilateral organizations 	<ul style="list-style-type: none"> • Adoption studies • Contribution analysis • External evaluations • Impact assessments

Allow for rapid feedback loops to assess flop or top

Inventory – work considered so far

Non-CGIAR

- SDSN Indicator report
- IDRC Research Quality +
- BEAF Outcome-based investment
- Dutch Outcome based investment and reporting
- USAID Feed the Future Indicators and quality assessment

CGIAR

- Lessons from CGIAR implementing performance measurement
- Lessons from IDO working group
- Strategy and Results Framework (SRF)
- IEA Synthesis Review
- IEA Report on Research quality
- PIM tables
- Value for Money analysis from CRP proposals
- CapDev draft indicator set
- SPIA docs

Proposed Approach for Selecting Indicators

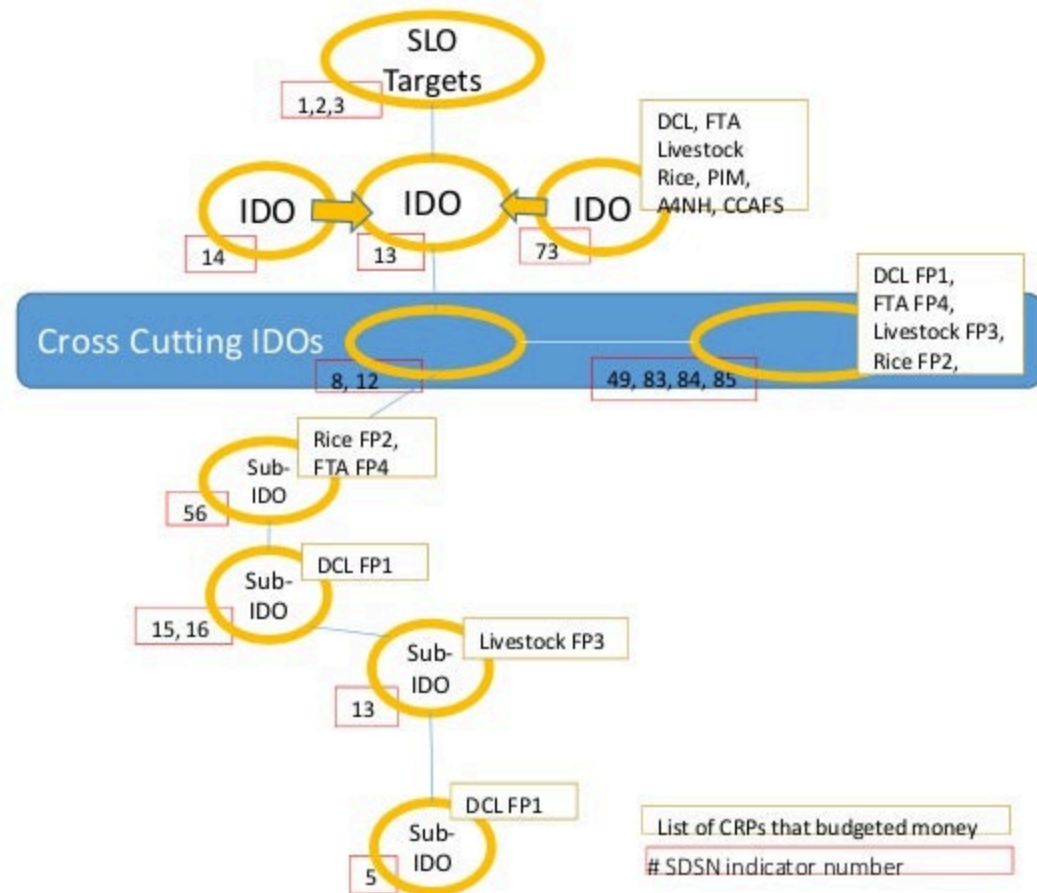
Develop pathways for each SLO targets to

- Make general case for contribution to change substantiated at CRP level with evidence from research and evaluative approaches
- Identify a set of suitable indicators that could be tracked and used as evidence of progress towards SRF targets at portfolio/ system level, most relevant ones to demonstrate CGIAR's contribution to the target
- Using most cost-effective data collection method

Task Force Tested the Approach

So far developed

- Example draft pathways for each of the SLOs
- Examples of indicators for one of the pathways
- Mapped CRPs and flagship outcomes from proposals
- Identified some initial SDSN indicators



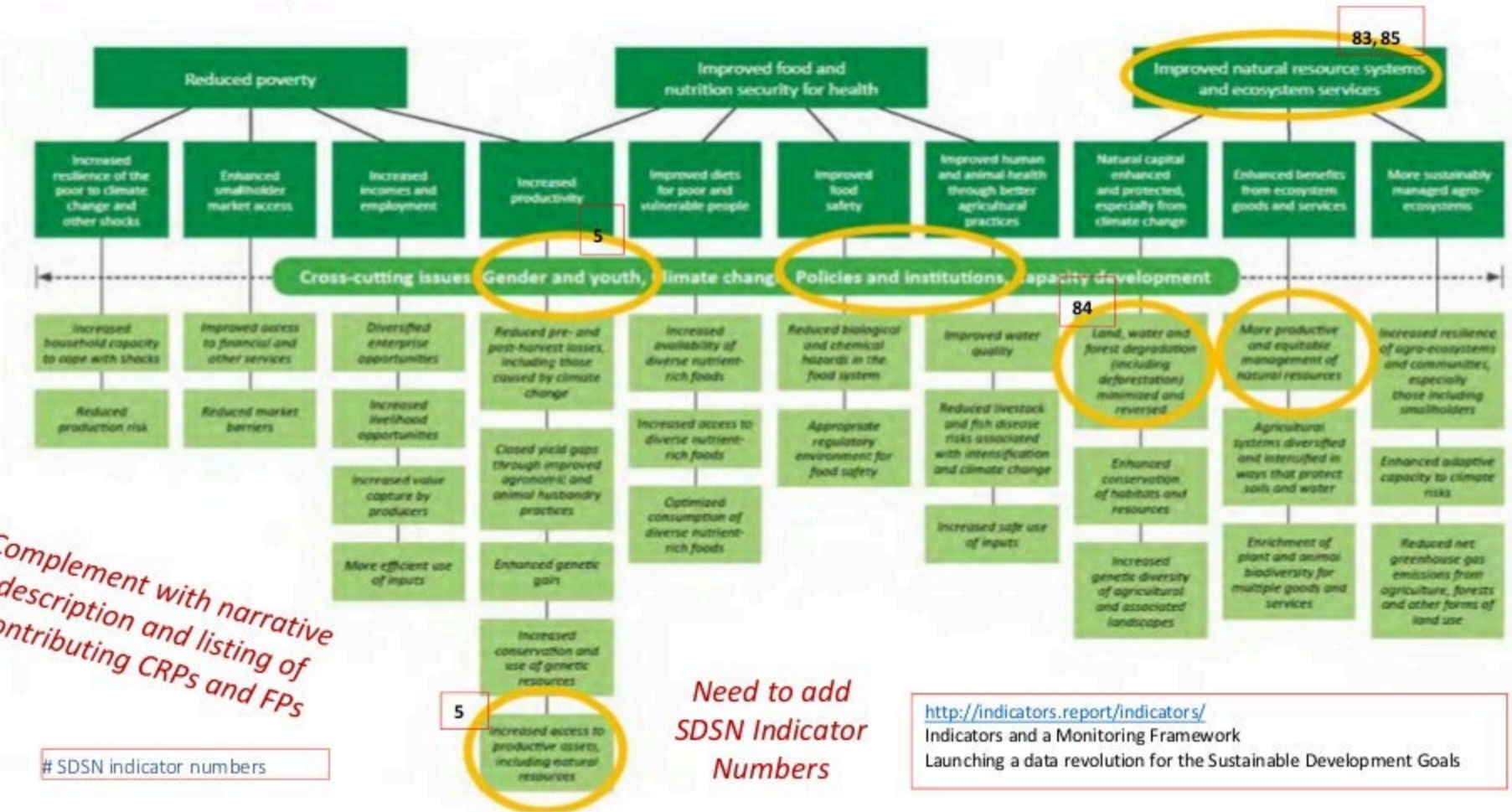
Draft Example Pathways

More pathways would be needed to cover the scope of the SRF

- **SLO1: SRF target 1.2** - 30 million people, of which 50% are women, assisted to exit poverty
 - Pathway 1: Increasing income through adoption of more profitable practices & technologies
 - Pathway 2: Prevent people from falling into poverty by increasing resilience to climate/weather shocks
- **SLO2: SRF target 2.3** - 150 million more people, of which 50% are women, without deficiencies of one or more of the following essential micronutrients: iron, zinc, iodine, vitamin A, folate, and vitamin B12
 - Pathway 1: Micronutrient deficient women and children consume biofortified crops
 - Pathway 2: Nutrition is better integrated into national policies and investments across sectors, including agriculture
- **SLO3: SRF target 3.3** - 55 million ha of degraded land restored
 - Pathway 1: Improve management of degraded land through public and private policies and investments, governance mechanisms and adoption of solutions

SLO3 target 3 (Land restored) : 55 million ha of degraded land restored.

Pathway 1: Improve management of degraded land through public and private policies and investments, governance mechanisms and adoption of solutions



Complement with narrative description and listing of contributing CRPs and FPs

SLO3 target 3 (Land restored) : 55 million ha of degraded land restored.

Pathway 1: **Improve management of degraded land through public and private policies and investments, governance mechanisms and adoption of solutions**

	Possible Example Indicators
Research Quality & Relevance	<ul style="list-style-type: none"> • ...
Research Use & Effectiveness	<p>Dimension 1 of Impact pathway: Policy and governance</p> <ul style="list-style-type: none"> • Changes in quality of governance mechanisms and business models for sustainable and inclusive timber and tree crop production in target countries • # of national development plans and processes integrating biodiversity and ecosystem services values • SDSN 5. Percentage of women, men, indigenous peoples, and local communities with secure rights to land, property, and natural resources, measured by (i) percentage with documented or recognized evidence of tenure, and (ii) percentage who perceive their rights are recognized and protected <p>Dimension 2 of pathway: Investment</p> <ul style="list-style-type: none"> • US\$ public and private investment in research based strategies and programs in 3 countries targeting adoption of restorative and preventative practices <p>Dimension 3 of Impact pathway: Adoption of solutions</p> <ul style="list-style-type: none"> • Area under improved restorative and/or preventative practices in target countries • # of HH adopting improved restorative and/or preventative practices in target countries • Area under agro-ecological intensification options directly attributable to CG research • SDSN 84. Area of forest under sustainable forest management as a percent of forest area • FAO: area under sustainable land management
Development Effectiveness	<p>SDSN 83. Annual change in forest area and land under cultivation (modified MDG Indicator)</p> <p>SDSN 85. Annual change in degraded or desertified arable land (% or ha)</p>

Unique Opportunity for Phase 2

- We have a set of expertise in all the proposed CRPs (very different from phase 1)
- Some of our donors (USAID, GIZ, NL) are currently also updating their MEL systems and understand the difficulty and limits of getting reliable indicators (e.g. on policy research)
 - They are open to suggestions from a group of expert within the CGIAR (Task Force/MEL CoP)
- Potentially inform the development of a complementary document to the SRF, to lay out its operationalization
 - explaining fuzzy areas, e.g. separate out outcome from impact indicators and focus our work on outcome delivery, complement the aspirational numbers in the SRF with real ones now that the portfolio is in place, relate the SRF specifically to pathways
- Other groupings like CapDev CoP, gender, OA-OD have worked on indicators and can be linked to this



Next Steps



- In 2016 completing selected pathways of the SLO targets and identified selected set of indicators will require consultation of some Flagship Leaders, scientists and other CoPs (e.g. CapDev, gender, OA-OD etc.)
- Start in 2017 in sample countries and review after one cycle/year
- Implement the system with necessary adaptation based on lessons learned

Questions, comments



- Does this make sense and is this something you support?

Friday Wrap-up

Take home from Indicator Task force 2016

- We have a method/approach supported by Science Leaders
- The task force will agree on a workplan next week
 - how to progress on developing selected pathways for the SLO targets and identified selected set of indicators;
 - engagement w/ the Support group & Advisory Panel

Including:

- Communication plan - We would propose that we do a quick survey to find out to what level you would like to stay involved/ informed on progress of the task force.
- Resource for sustainability of the whole process
- Risk mitigation plan

Take home from Indicator Task force 2016 – refined + additional comments

Refinement (by Karen Brooks)

- We have a method/approach that is acceptable to be tried as a first step to be taken further, open to further refinement, supported by Science Leaders

Additional remarks:

- Link and work with ISPC for an overall MELIA structure and framework
- Link it with Site integration

Some additional slides

Setting the MEL Framework (contd.)

Approach for identifying indicators needs to be position within a Monitoring, Evaluation and Learning Framework

- Indicators are one part of the MEL Framework complemented with
- Evaluative approaches to provide a complete performance story
 - Baseline
 - Output monitoring
 - Outcome monitoring
 - Adoption studies
 - Contribution analysis
 - External evaluations
 - Impact assessments



Task Force – Background Information

- In planning for the effective implementation of CRPs phase 2 there is a need to select a set of indicators and accepted means to measure them to ensure and strengthen credibility to any reported progress and achievements towards the SRF.
- These indicators will be the foundation for monitoring progress towards the achievements of sub-IDOs, IDOs, SLOs. Help CRPs and the new System Office conduct monitoring and report on progress towards results at the program and portfolio levels.
- To support the development of the set of indicators and associated monitoring, a Task Force has been commissioned by the Centers and the CO.

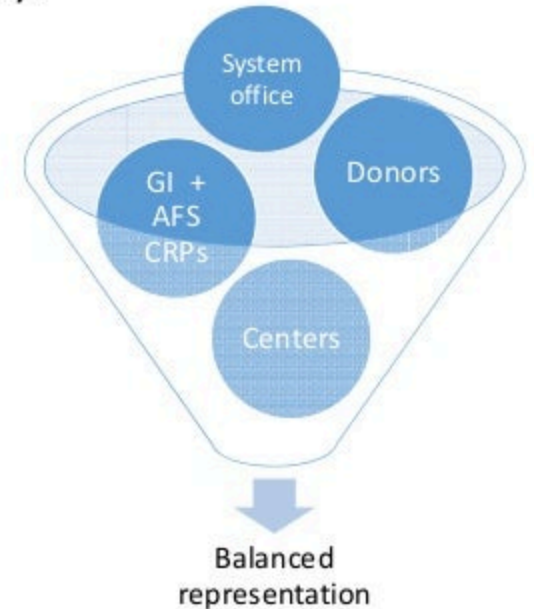
Task Force – Background Information

- MEL CoP Co-chairs - Michelle Guertin (MAIZE/WHEAT/CIMMYT) and Philippe Ellul (CO).
- Facilitation - Tonya Schuetz (consultant for the Consortium Office).

- Composition

- MEL CoP Members (6)
 - Shaylyn Gaffney (MAIZE/WHEAT/CIMMYT)
 - David Rider Smith (WLE/IWMI)
 - Hope Webber (RICE/IRRI)
 - Claudio Proietti (RTB/CIP)
 - Nancy Johnson (A4NH/IFPRI)
 - Karl Hughes (DCL, FTA/ICRAF)
- Other international organizations (3-4)
 - USAID - Dr. Ahmed Kablan
 - GIZ - Michel Bernhardt
 - Dutch Government Ministry of Foreign Affairs - Corinne Abbas

- Ensure wider sharing and input from support group incl. related CoPs and advisory panel



Elements Driving the Approach

- Driven by the external investment environment but aligned and supportive of CRP, Centers and portfolio management
- Derived from the CGIAR SRF (informs the approach) and the CRP full proposals
- Recognition that indicators are not magic bullets; they need to be complemented by appropriate evaluative approaches and embedded within an overall MEL Framework.
- Focus on a system approach, based on system-level targets
- Supportive without creating extra burden to the system – ensure that we review what we currently have

Steps of the Approach for 2016

1. For each SLO target, define a small number of impact pathways that explain how CRPs propose to contribute to the target. Pathways are mapped on the SRF.

2. From the pathways, identify which outcomes (IDO, sub-IDOs) provide a general case for contribution to change for CPRs (priority outcomes).

3. Based on the priority outcomes in the pathway, assemble a set of indicators.

4. Verify alignment with contribution and investment of CRPs to IDOs/sub-IDOs. Alignment would be preferable, however difference may happen with reason.

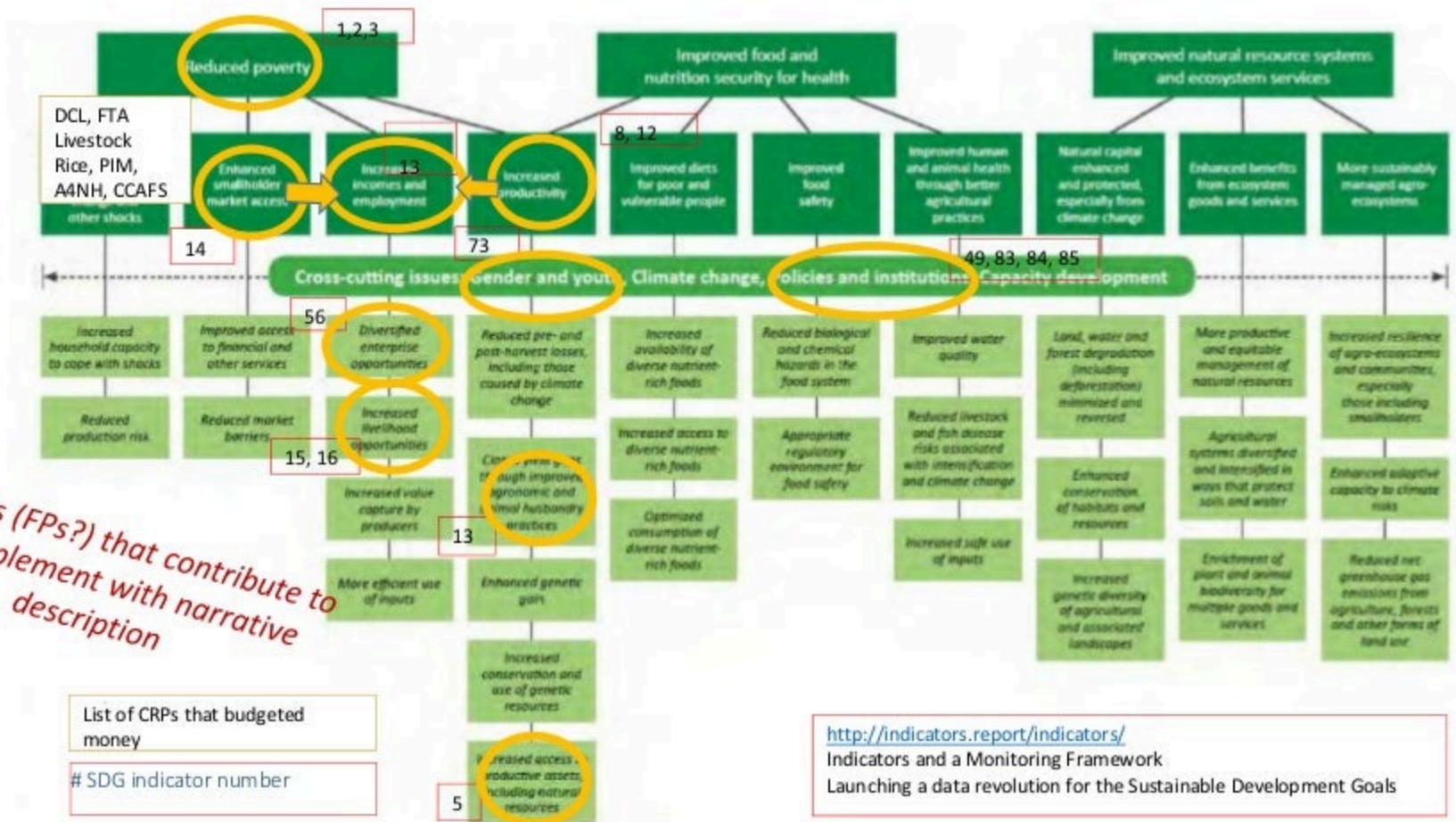
5. Filter the indicators based on selection criteria, e.g. validity, reliability, usefulness, affordable

6. Develop a monitoring plan for compiling and analyzing the data.

SLO1 Target: 30 million people, of which 50% are women, assisted to exit poverty

Pathway 1 - Increasing income through adoption of more profitable practices (FTA, Fish, Livestock, Is PIM contributing?).

Some key outcomes are highlighted in orange

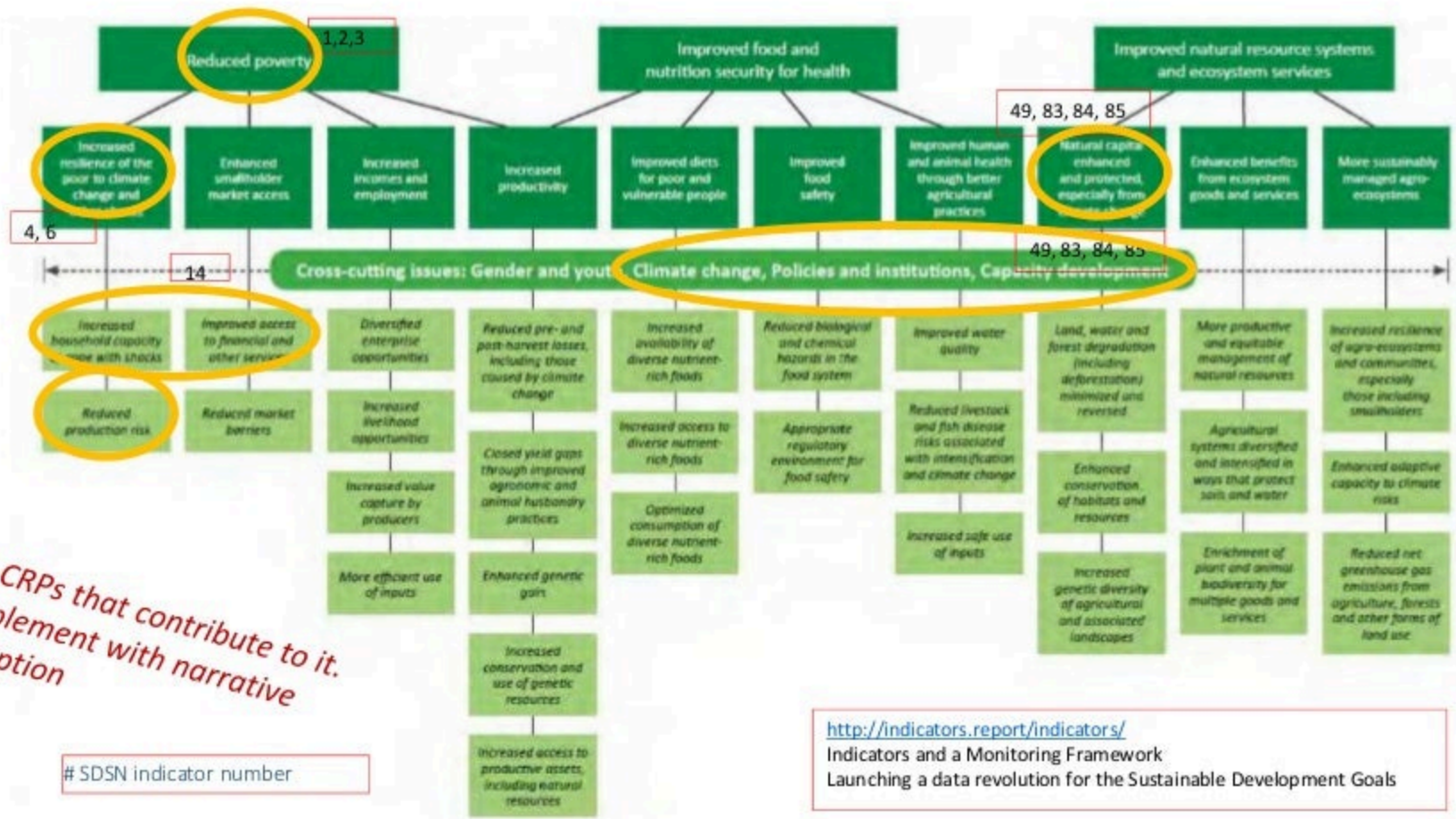


Add CRPs (FPs?) that contribute to it. Complement with narrative description

<http://indicators.report/indicators/>
 Indicators and a Monitoring Framework
 Launching a data revolution for the Sustainable Development Goals

SLO1 Target: 30 million people, of which 50% are women, assisted to exit poverty

Pathway 2 - Prevent people from falling into poverty by increasing resilience to climate/weather shocks (CCAFS) – some key outcomes are highlighted in orange.



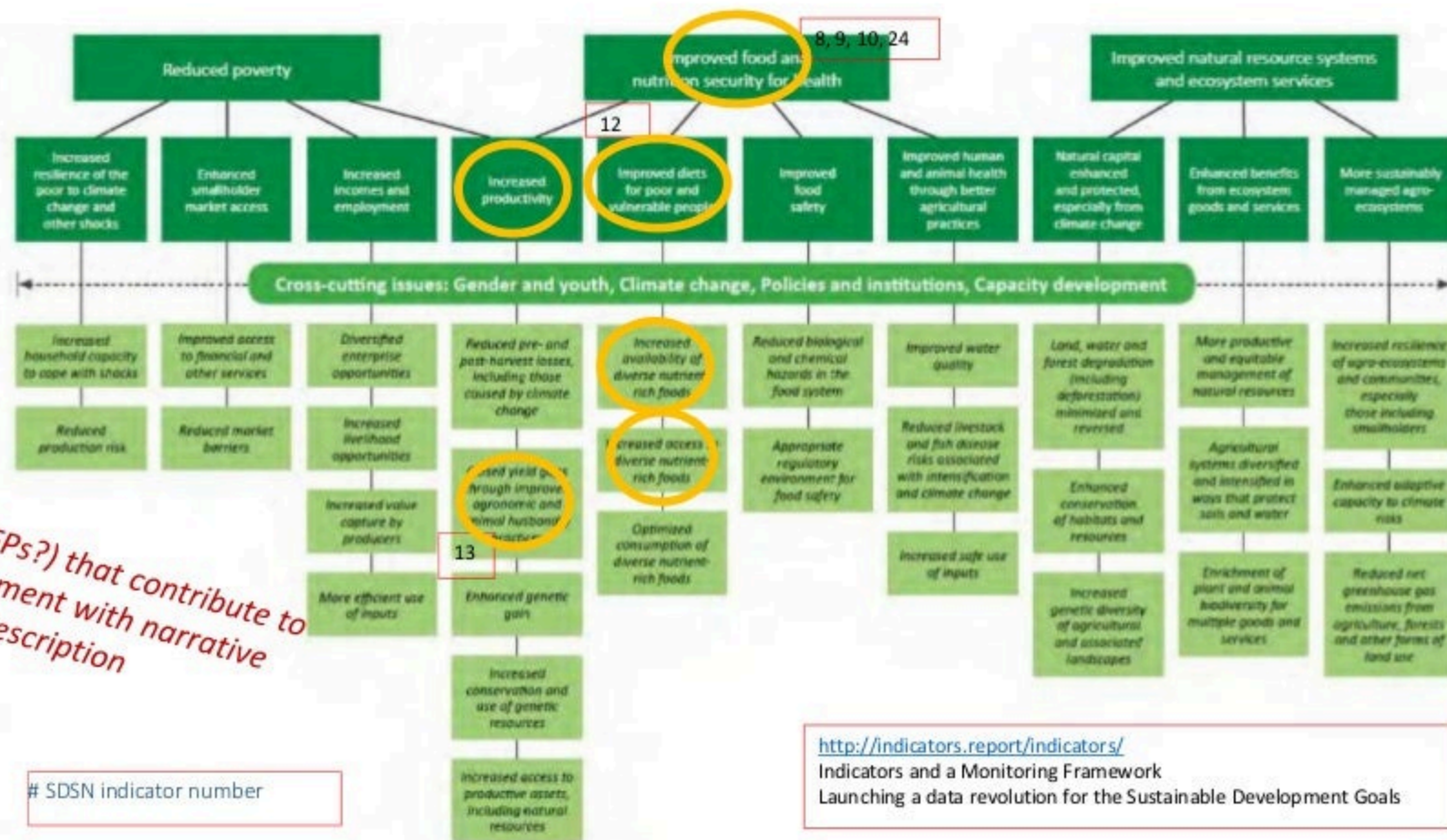
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SLO2 target (improved nutrition) : 150 million more people, of which 50% are women, without deficiencies of one or more of the following essential micronutrients: iron, zinc, iodine, vitamin A, folate, and vitamin B12

Pathway 1 – Micronutrient deficient women and children consume biofortified crops



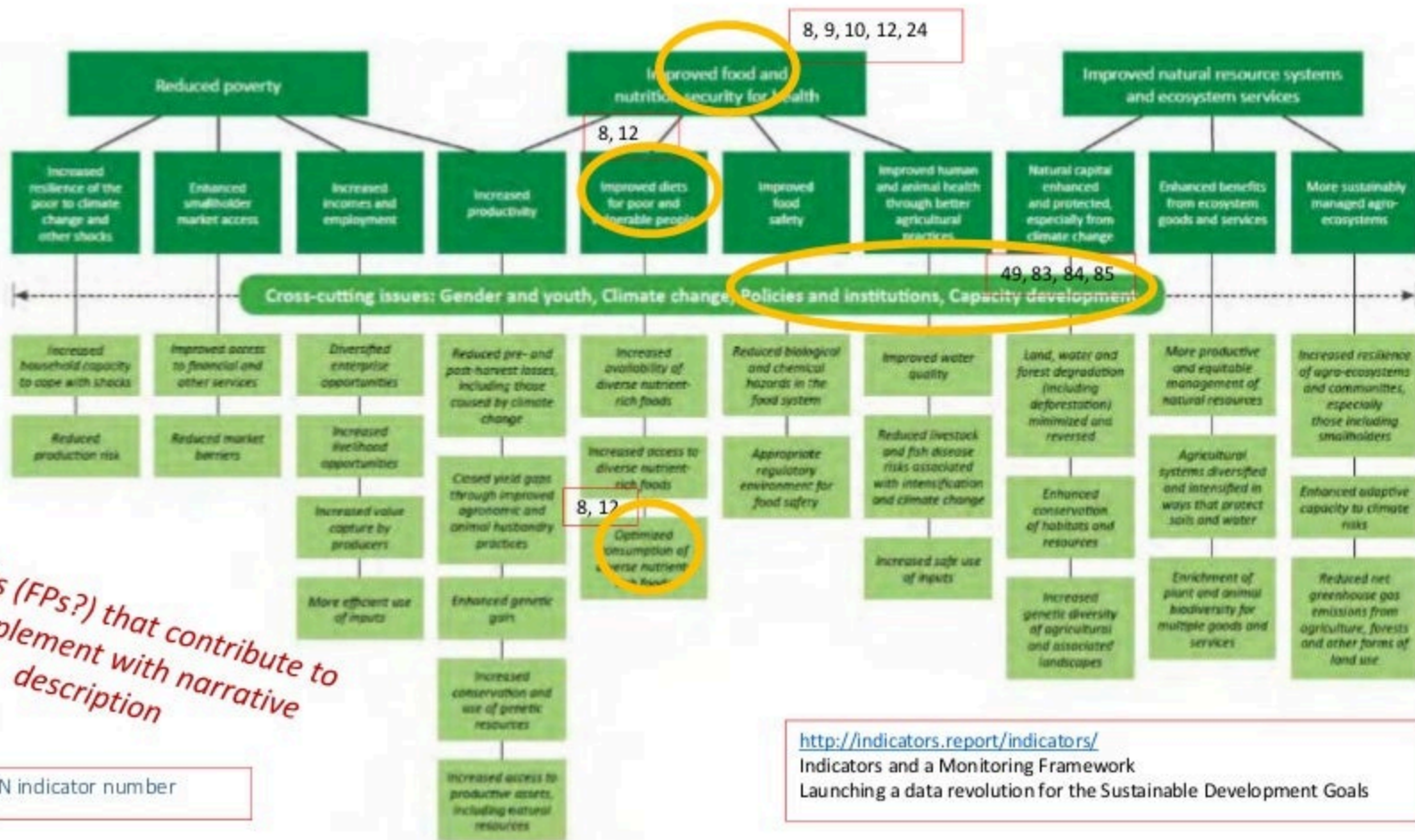
Add CRPs (FPs?) that contribute to it. Complement with narrative description

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SLO2 target 2 (improved nutrition) : 150 million more people, of which 50% are women, without deficiencies of one or more of the following essential micronutrients: iron, zinc, iodine, vitamin A, folate, and vitamin B12

Pathway 2 –nutrition is better integrated into national policies and investments across sectors, including agriculture



Add CRPs (FPs?) that contribute to it. Complement with narrative description

SDSN indicator number

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This is an illustration that Bas offered when he got his head around this to show what it could look like testing this in one country.

