



IFAD Training on KM Indicators

Bikara, Innocent

22nd December 2022

Presentation Outline

- Introduction
- Strategy as a Foundation for Results Measurement
- Results Hierarchy as part of Strategic Planning
- The Results Hierarchy in the Sudan KM Strategy update 2021-2027
- Strategic Results Measurement
- Introduction to/Defining Program/ Project Indicators
- Indicator Types (comparison and preference)
- Key Attributes of Quality Indicators
- Formulation of IFAD Sudan KM Indicators (Group work then Plenary)
- Indicator Details
- Strategic Results Measurement (Continued...)

- The IFAD Sudan COSOP 2021–2027 highlights KM as part of the IFAD interventions in lending and non-lending operations and includes Country Level Policy Engagement (CLPE), Capacity Building, South-South and Triangular Cooperation (SSTC), Communication and Visibility, Innovations and Scaling-up for sustainable results.
- Updated Sudan KM Strategy covers 2021-2027
- KM Core Group Mandate (Excerpts)
 - ❖ Develop a KM results framework, with associated indicators
 - ❖ Identify and promote the most effective and efficient ways to monitor and evaluate KM in IFAD Sudan (function)



Strategy as a Foundation for Results Measurement



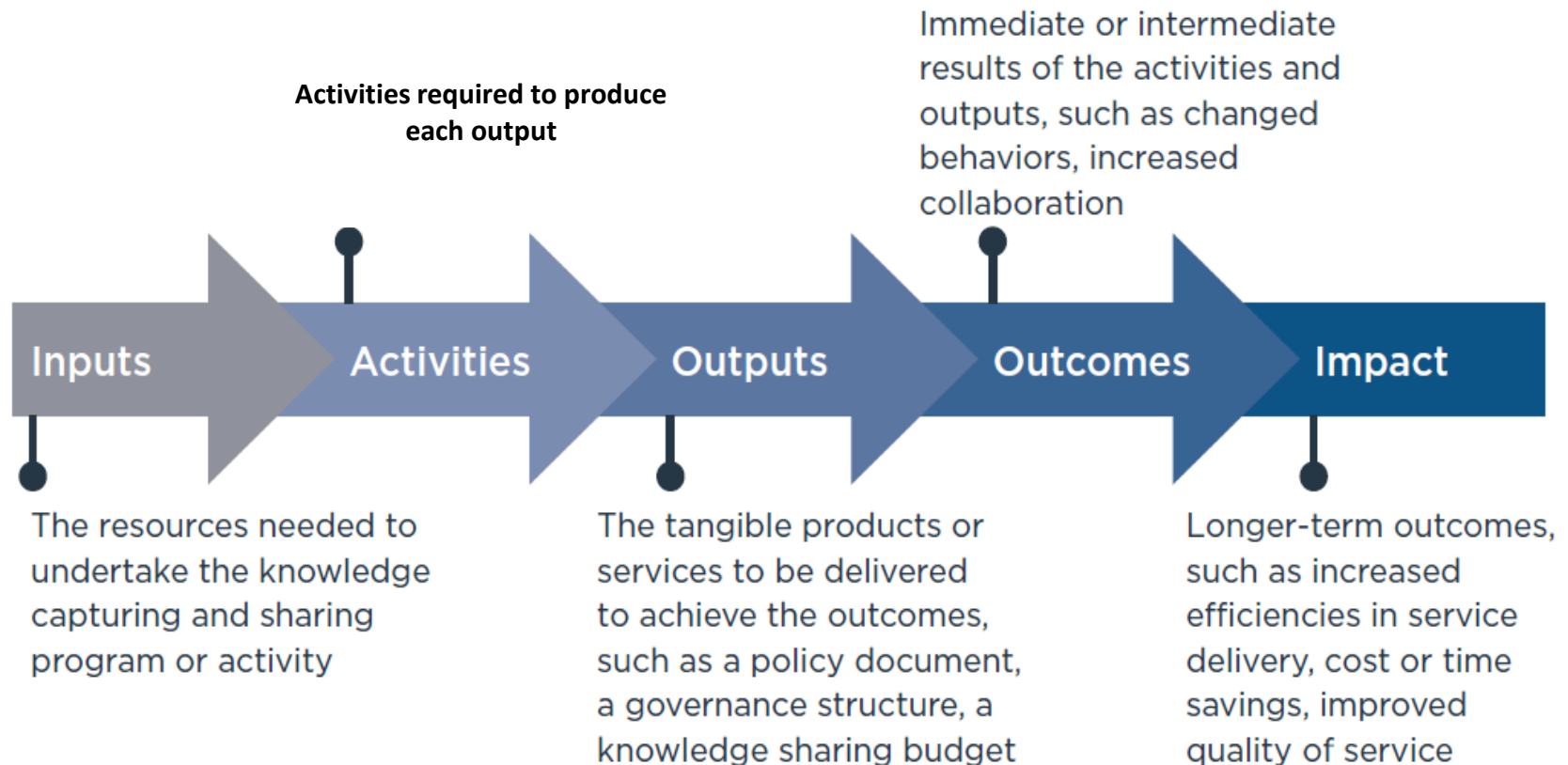
**The updated Sudan
Knowledge
Management
Strategy, and its
corresponding
Knowledge
Management Action
Plan 2021-2022**

icarda.org

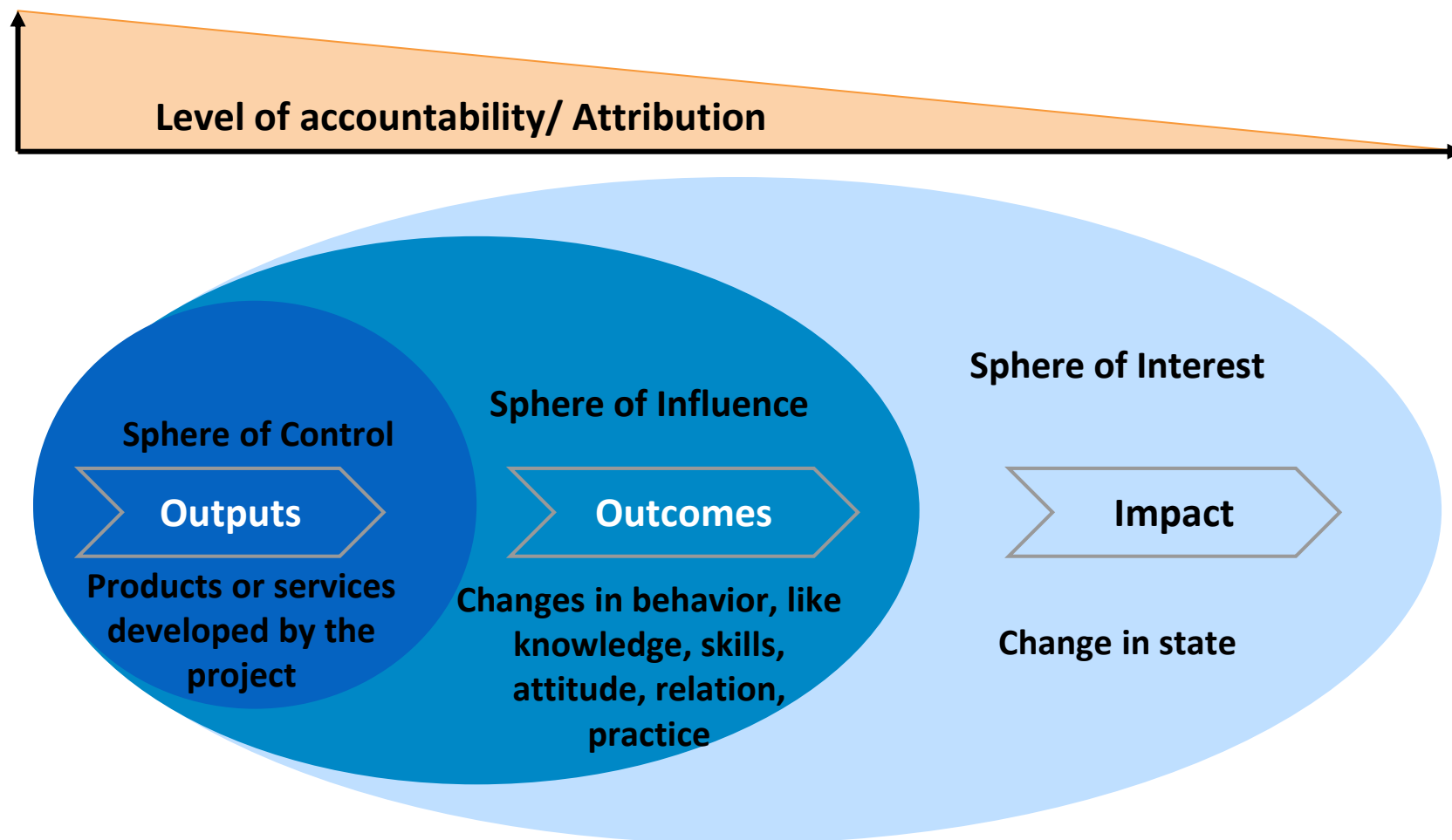


The Results Hierarchy as part of Strategic Planning

Constitutes (backwards) logical/causal linkages
(...from impact to outcomes; outcome to outputs;...from output to activities;...from activity to inputs)



The Results Hierarchy as part of Strategic Planning



The Results Hierarchy in the Sudan KM Strategy update 2021-2027

IMPACT

Knowledge is assembled and transformed, including **through partnerships, into better development results for poor rural people and greater impact towards the 2030 Agenda, especially SDG 1 and SDG 2**

The Results Hierarchy in the Sudan KM Strategy update 2021-2027



OUTCOMES

- Higher quality project and country programme results
- **Scaled up development results (*same as impact or one above?*)**
- Enhanced use of evidence-based and experiential knowledge
- Greater visibility, credibility and influence
- Stronger learning culture

The Results Hierarchy in the Sudan KM Strategy update 2021-2027



OUTPUTS

- Interventions designed using the best available knowledge
- Approaches and tools maximize learning and knowledge flows in IFAD's decentralized context
- Evidence, best practices and lessons readily searchable and available (*outcome?*)
- Strategic knowledge products developed and learning events organized
- Integrated systems for capturing, systematizing, storing and sharing knowledge at country, regional and headquarters levels
- External knowledge leveraged through partnerships and global engagement
- Incentive structure for learning, sharing and innovative behaviour in place
- Capacities of IFAD staff and implementation partners improved

The Results Hierarchy in the Sudan KM Strategy update 2021-2027

ACTIVITIES

- Capacities of staff and partners improved (**Training?**)
- Knowledge (**use?**) and generation
- Knowledge partnering for policies
- Fostering an enabling environment (**how?**)



Strategic Results Measurement

- What constitutes success?
- How do we know that we are on course to achieving our goal?
 - ❖ Define indicators (for each result at each result-level) to describe the desired change in concrete and measurable terms.

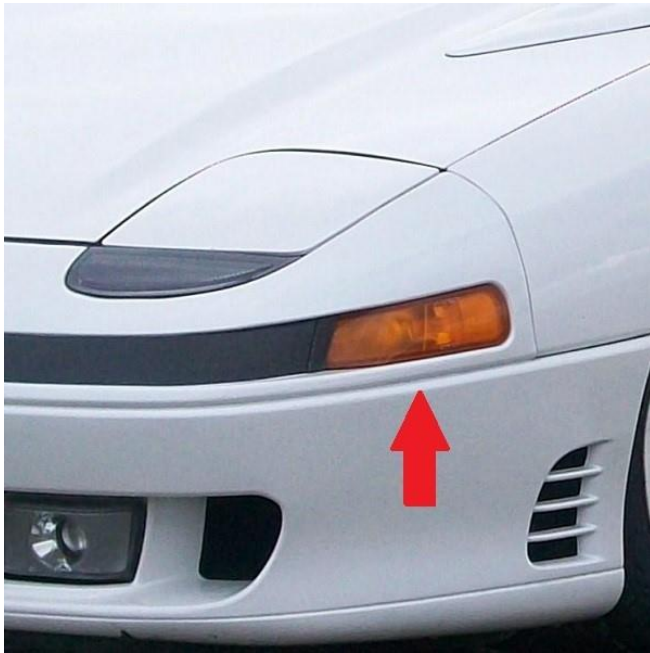
Indicator Formulation
Based on strategic
results, action plans
and
implementation
processes

1



Introduction to Indicators (😊😊)

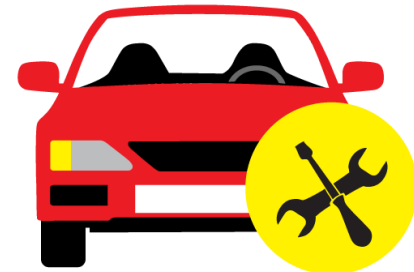
- We are ALL familiar with indicators!!



- Without indicators you & other road users are at risk!



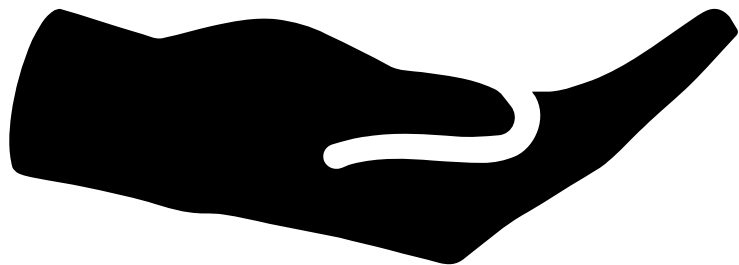
- Risk of costly traffic tickets vs. corrective action



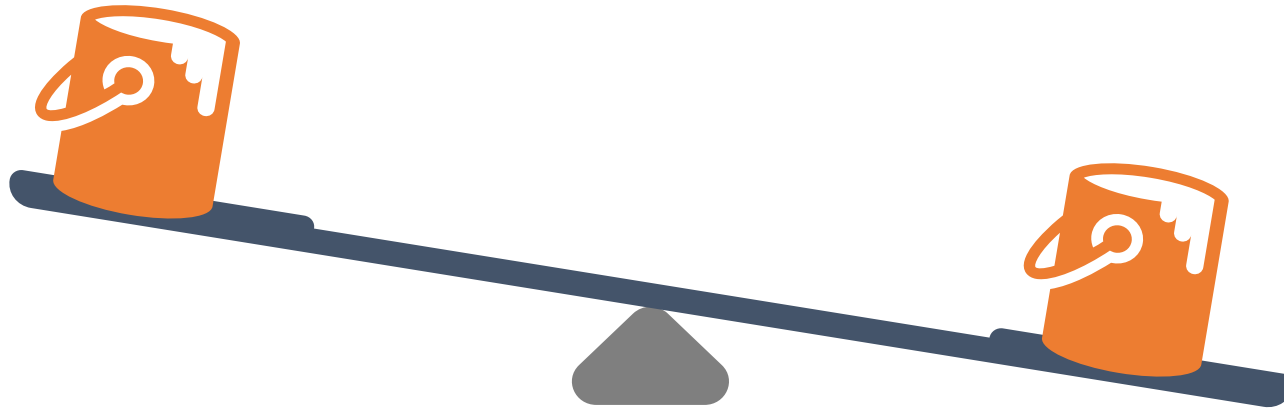
Defining Program/ Project Indicators



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.



Indicator Types



Qualitative indicators

Qualitative indicators are descriptive observations. Measure opinions, attitudes, beliefs, or other traits. These may be less tangible.

- Satisfaction
- Opinion of a given policy (favorable/unfavorable)
- Description of a scenario, context, or set of criteria

Quantitative indicators

Quantitative indicators are numeric observations.

Measure amounts, usually based in a physical or tangible product or service.

- # of
- % of

Their numerical precision is conducive to agreement on interpretation of results data, making them more effective and usually preferable



Key Attributes of Quality Indicators

Representative

1

4

One-dimensional

Precise

2

5

Responsive

Unbiased

3

6

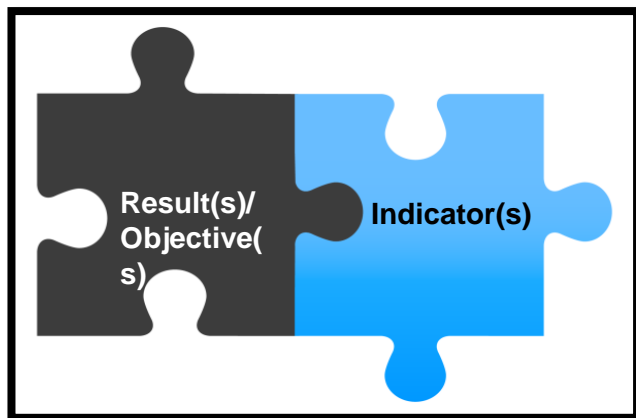
Practical



Key Attributes of Quality Indicators

Representative

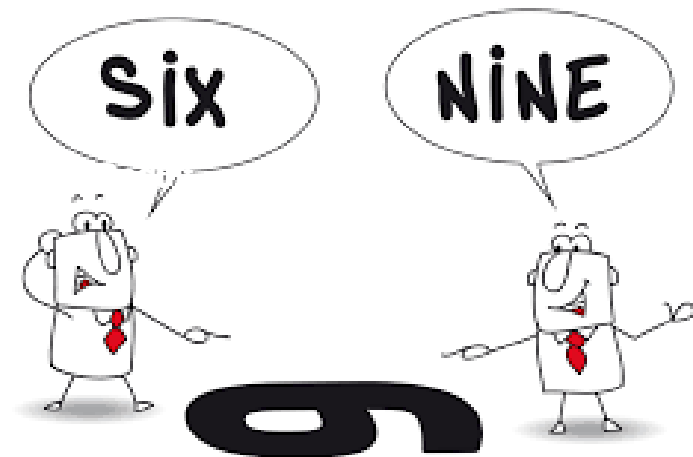
Ensure that the indicators align with program/project result(s)/ objective(s)



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

Precise

There should be general agreement on the interpretation of the indicator and associated results.



Change in livelihood

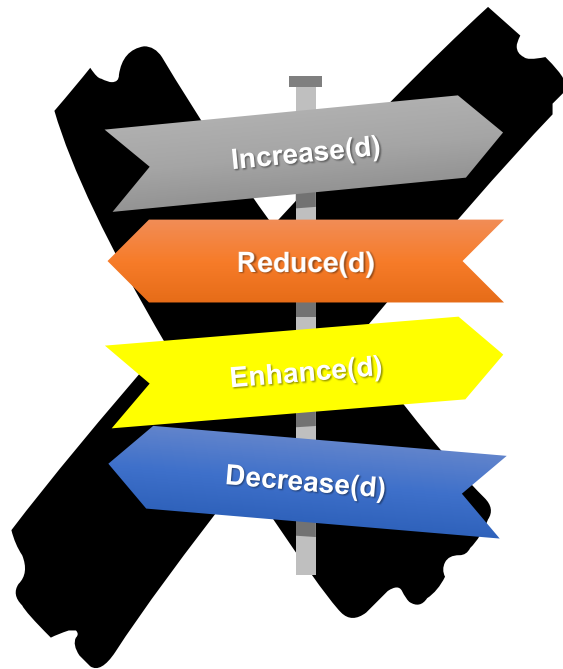


Percent change in household income

Key Attributes of Quality Indicators

Unbiased

Indicator statements do not specify a direction of achievement. Words such as: *improve(d)*, *reduce(d)*, *increase(d)*, *enhance(d)*, *e.t.c*, do not belong in an indicator statement



Improved livelihood



Improved household income

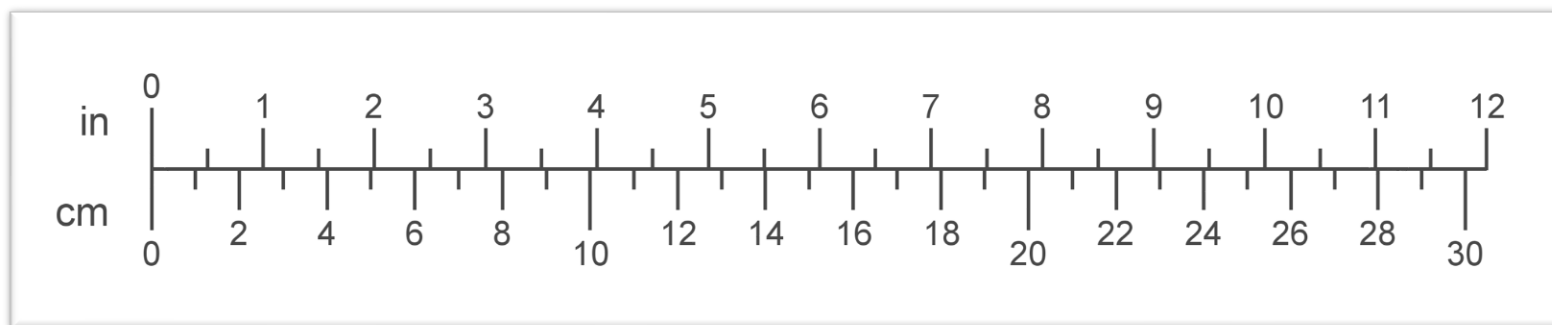


Percent change in household income

Key Attributes of Quality Indicators

One-dimensional / Specific

Measures only one phenomenon at a time, i.e. Ensure indicators report one single value



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

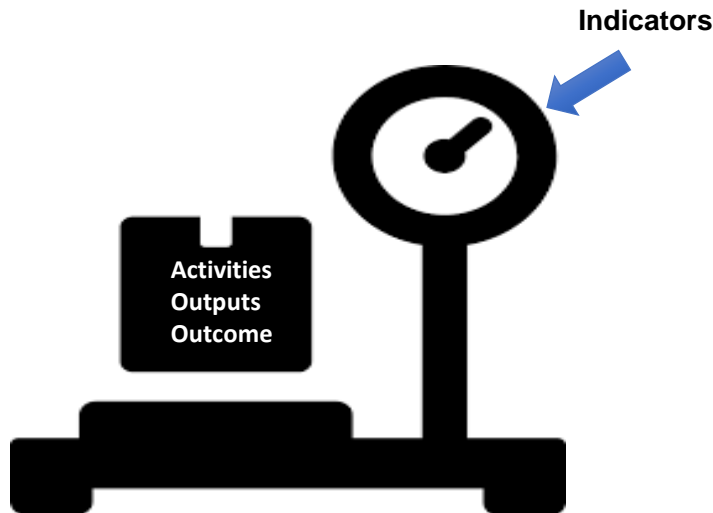


Percentage increase in yield, net-returns, consumption due to adoption of the improved technologies

Key Attributes of Quality Indicators

Responsive & Attributable

What the indicator measures can be changed by program action



Percent change in dietary diversity due to adoption of improved wheat production technologies



To what extent can adoption of improved wheat production technologies contribute to increased (or reduced) dietary diversity?



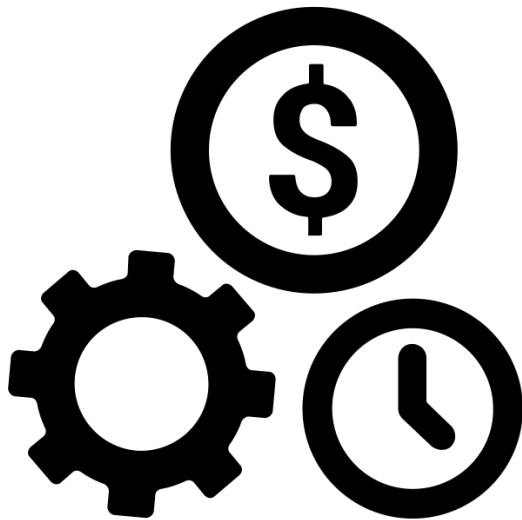
Percent change in quantity of wheat consumed due to adoption of improved wheat production technologies



Key Attributes of Quality Indicators

Practical

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



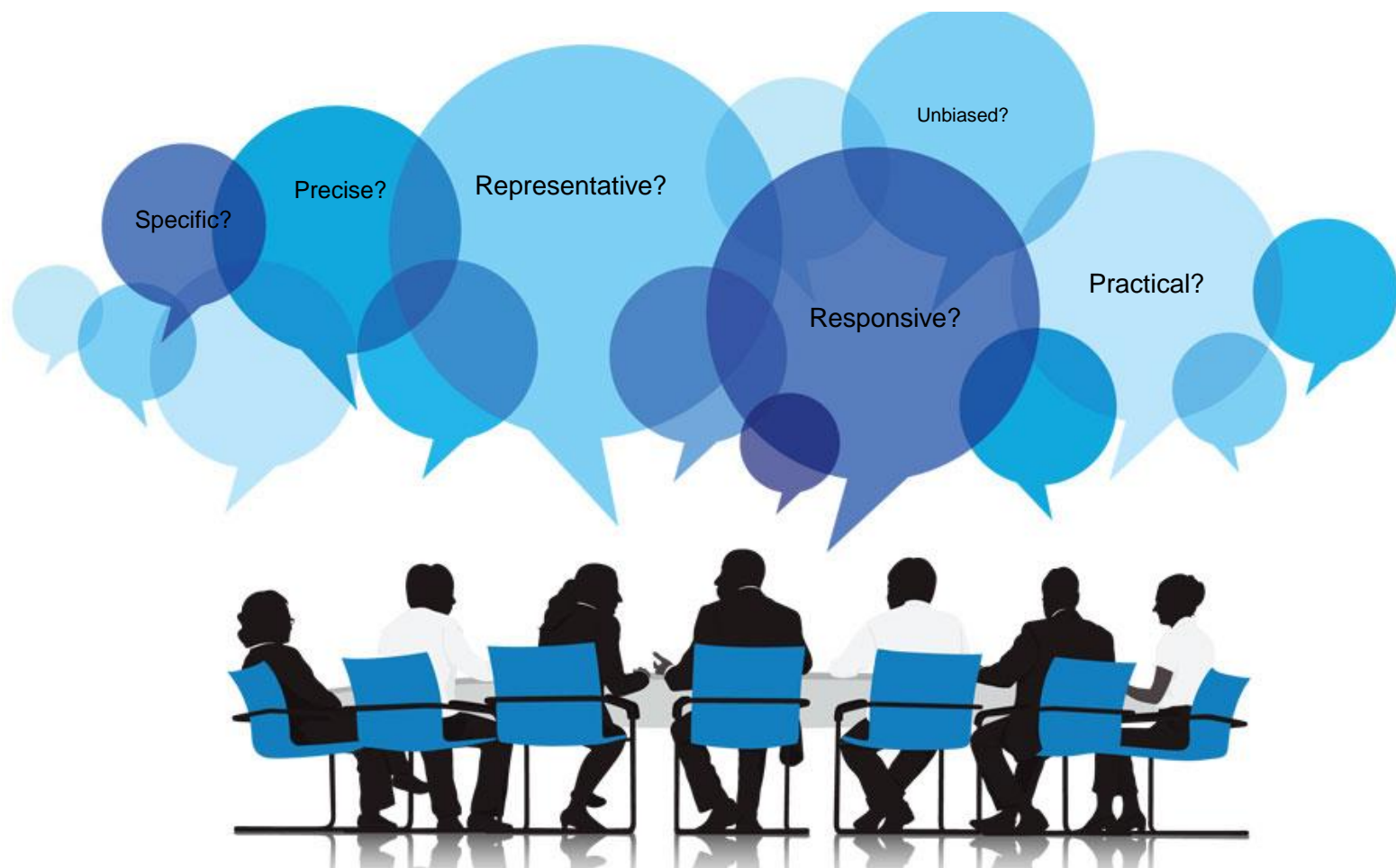
- **Consider the following aspects:**
 - **Source(s) of information:** Are they accessible and can provide comprehensive data for relevant variables
 - **Methods, tools and materials** required for data collection and analysis and the associated costs

Always estimate budget(s) for data collection and data analysis, for purposes of informing/inclusion in the program/project budget

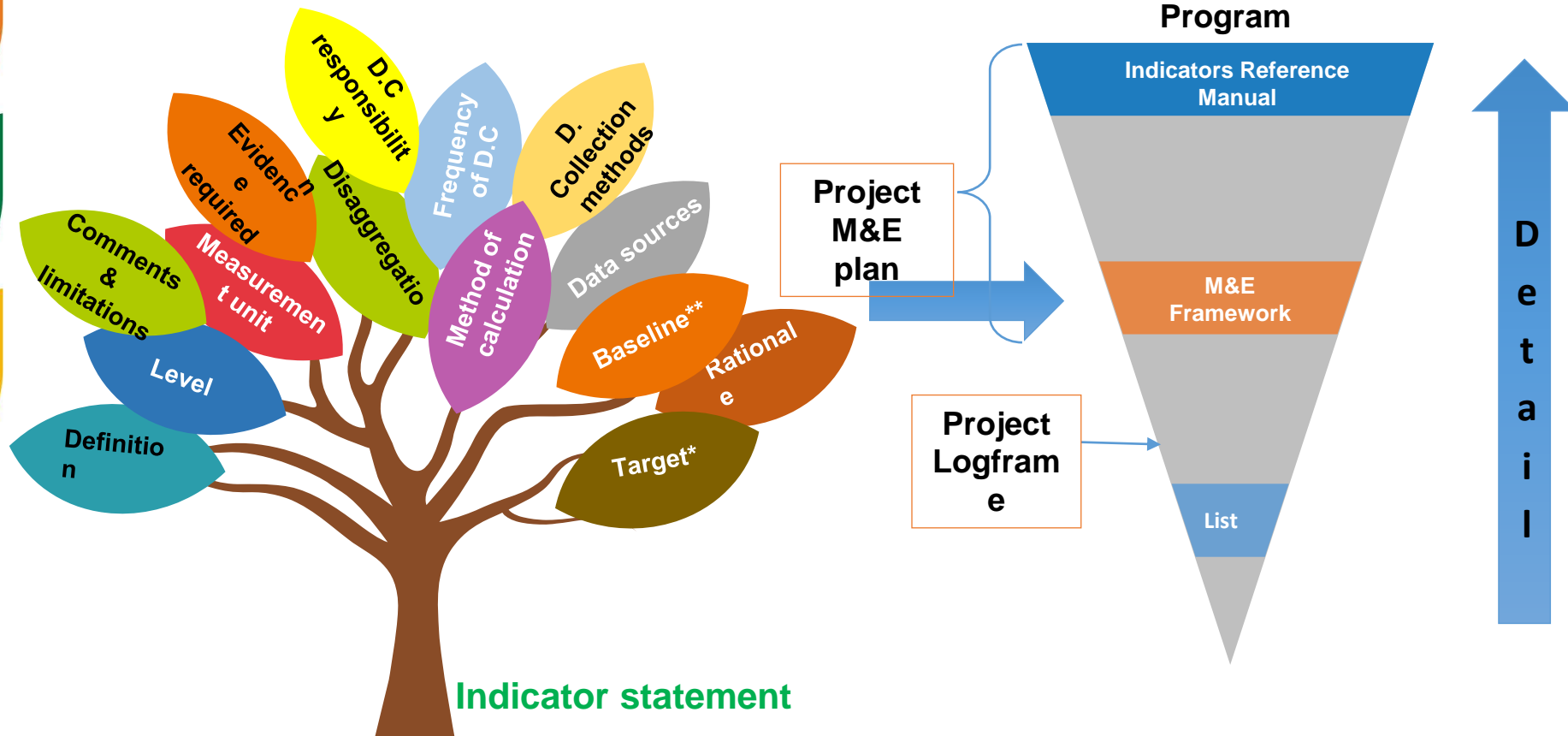


Formulation of IFAD Sudan KM Indicators (Group work then Plenary)

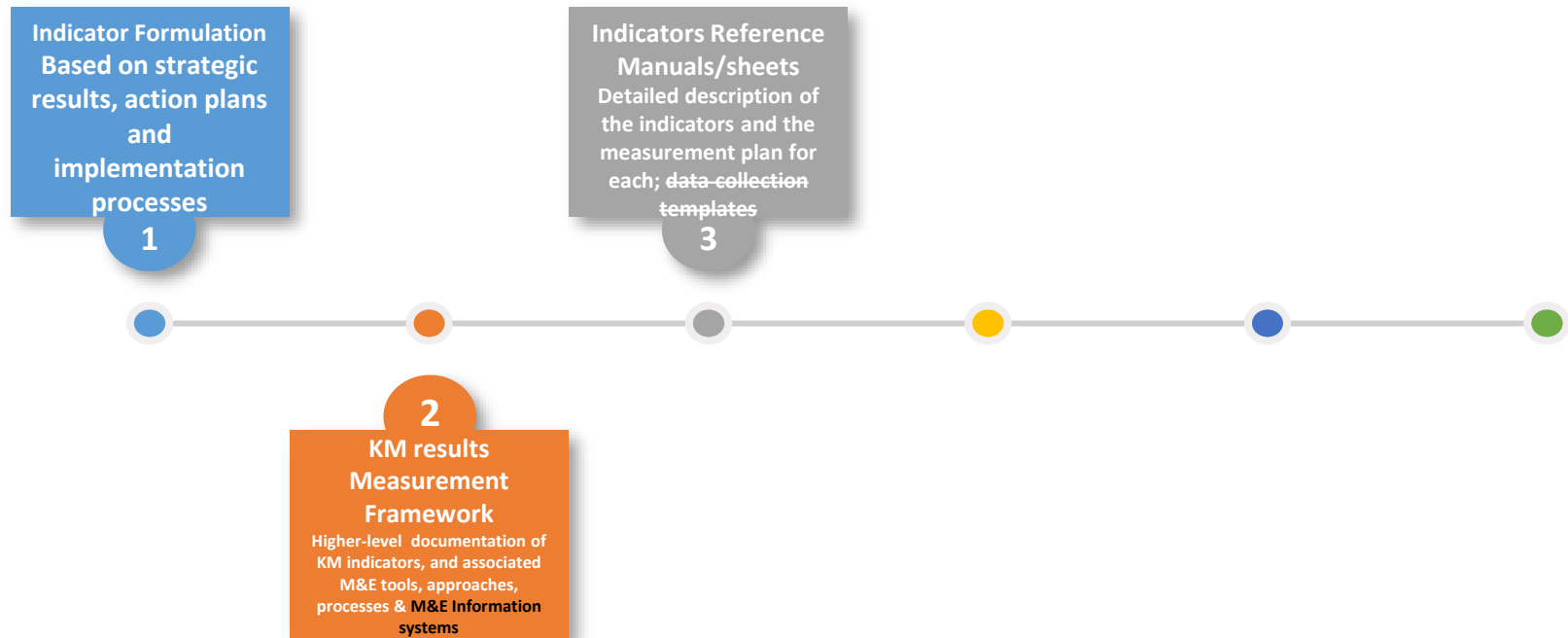
3 Groups



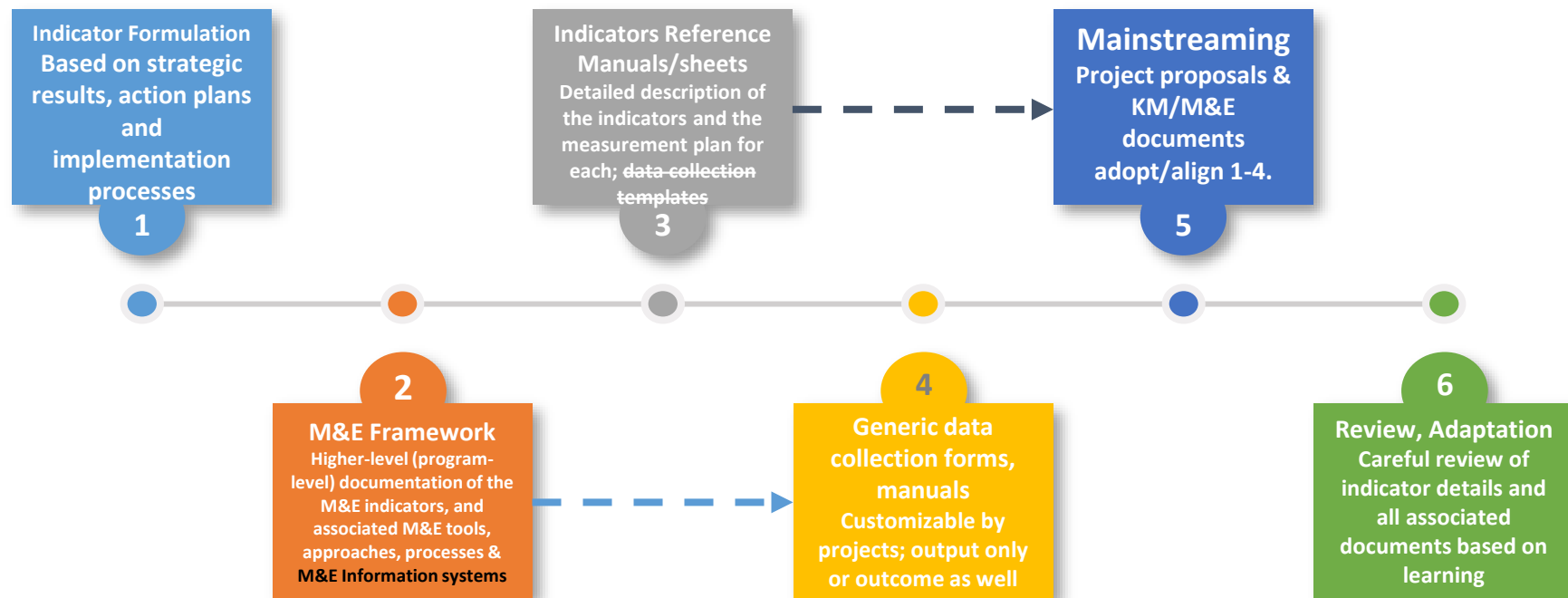
Indicator Details



Strategic Results Measurement



Strategic Results Measurement





Thank you!!

Good Luck with the mandate items:

- **Develop a KM results framework, with associated indicators**
- **Identify and promote the most effective and efficient ways to monitor and evaluate KM in IFAD Sudan (function)**