

# WISER Africa

## Monitoring, Evaluation and Learning (MEL) Guidance

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Version 2



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## Intended audience and purpose

This Monitoring, Evaluation and Learning (MEL) guidance is for the Implementing Partners of WISER, who will deliver projects in East, West and Southern Africa. Its purpose is to support a coherent approach to monitoring and results reporting, through the generation of robust evidence and learning, of benefit to both individual projects and the WISER programme overall. The aim is to ensure a common language and alignment of approach to MEL across WISER while acknowledging and accommodating the different contexts in which projects work. This guidance supports WISER projects to effectively monitor and report on their own project and directly feed evidence into results reporting and learning for the programme.

This guidance has been developed by the WISER Programme Team, as part of its technical support to projects on MEL activities. The WISER Programme Team are responsible for developing robust systems for project monitoring, results reporting and evaluation to support efficient programme management and accountability against your grant agreements. They also support the generation of robust evidence for lesson learning and enable communication across projects and with other stakeholders interested in WISER, to share experiences and knowledge, and learn together.

This MEL guidance will be updated during the WISER programme as needed, to take account of learning from implementing MEL in practice. We invite Implementing Partners to provide feedback on what could be improved based on your experience of using the guidance. Feedback should be sent to: [wiser@metoffice.gov.uk](mailto:wiser@metoffice.gov.uk).

There is additional guidance developed by the WISER Programme Team to further support Implementing Partners with MEL and results reporting, which link to this overarching MEL guidance. This is as follows:

- Quarterly Review Meeting (QRM) Guidance
- Implementing the 4E Value for Money (VfM) Approach
- Socio-Economic Benefit (SEB) Guidance
- Tracking Transformational Change

The above guidance is available [here](#) in the MEL folder.

# 1. Background to WISER

The Met Office has been commissioned by the UK Government's Foreign, Commonwealth and Development Office (FCDO) to manage the Weather and Climate Information Services (WISER) programme, leading on its design, management and coordination, and a range of technical assistance. The Met Office is a global centre of excellence in weather and climate science, and the United Kingdom's national weather service. The Met Office is a trusted and long-term partner of the UK Government, development agencies, developing country governments, research institutions, UN bodies, academia, non-governmental organisations, and national meteorological and hydrological services (NMHS) worldwide. The Met Office works closely with the World Meteorological Organization (WMO) spanning a number of areas from governance and technical commissions to membership and representation on the Scientific Advisory Panel to WMO and the WMO Research Board. The Met Office's UK membership to WMO means that the Met Office is a trusted partner to NMHSs globally.

Since 2015, WISER has enhanced the quality, accessibility and use of weather and climate information services (WCIS) in East Africa and the Sahel through 17 projects over two phases of implementation. Working regionally, nationally and with communities, WISER has had significant impact. It has met the needs of a variety of users of WCIS from farmers and fisherfolk to journalists, government officials, the disaster risk sector, non-governmental organisations, and vital businesses such as energy providers and aviation services. In doing so, WISER has supported 3.3 million households to access enhanced WCIS, helping them to make decisions that strengthen their resilience, delivering at least £200 million of socio-economic benefit.

A new phase of WISER in Africa has been launched to advance existing achievements, and further innovate and expand geographically into new areas and partnerships which can continue to strengthen the development, delivery and use of WCIS across the continent. From 2022 to 2026, funded with UK aid from the British people under FCDO, WISER Africa will provide up to £15.7 million to continue its work in East and West Africa and expand into Southern Africa.

The aim of WISER is to continue to strengthen the uptake and use of co-produced WCIS in decision-making from local to regional level, building resilience to the impacts of extreme weather, seasonal events and longer-term climate change. WISER aims to enhance WCIS by also putting greater focus on gender equality and inclusion, transformational change, and lesson learning both within the programme and across other ARCAN pillars, and globally, seeking to maximise systemic effects through greater collaboration and learning.

WISER Africa is part of the [FCDO Africa Regional Climate and Nature \(ARCAN\) programme](#). Other pillars of ARCAN focus on transboundary water management, nature, energy transitions, and climate finance and policy. ARCAN's overarching aim is to increase

the resilience of African economies and communities to climate change, tackle nature and biodiversity loss and catalyse energy transitions in Sub-Saharan Africa.

## 2. Why Monitoring and Evaluation is Needed

Monitoring and evaluation (M&E) are two complementary processes used by a programme or project to inform its planning, management and delivery and show the impact it is having. The table below shows there are distinct differences and links between them.

Monitoring is typically understood as an ongoing data collection and analysis process to inform and adjust programming. Evaluation is commonly conceived as a sporadic review, mid-way or at completion of an intervention, to determine relevance, efficiency, effectiveness, impact and/or answer some other evaluation question.

Data generated from M&E processes are used by a variety of audiences to better understand how to plan and revise activities, to formal results reporting to Boards, donors and other stakeholders interested in programme evidence.

<b>Dimension</b>	<b>Monitoring</b>	<b>Evaluation</b>
<i>Frequency</i>	Periodic, occurs regularly	Episodic
<i>Function</i>	Tracking / oversight	Assessment
<i>Purpose</i>	Improve efficiency, provide information for reprogramming to improve outcomes	Improve effectiveness, impact, value for money, future programming, strategy and policymaking
<i>Focus</i>	Inputs, outputs, processes, workplans (operational implementation)	Effectiveness, relevance, impact, cost-effectiveness (population effects)
<i>Methods</i>	Routine review of reports, registers, administrative databases, field observations	Scientific, rigorous research design, complex and intensive
<i>Information Source</i>	Routine or surveillance system, field observation reports, progress reports, rapid assessment, programme review meetings	Same sources for monitoring plus population-based surveys, vital registration, special studies
<i>Cost</i>	Consistent, recurrent costs spread across implementation period	Episodic, often focused at the mid-point and end of implementation period

Table 1. The Differences and Links between Monitoring and Evaluation<sup>1</sup>

M&E must be planned at the start of a programme or project, as part of the planning process, in developing funding proposals and setting up partnerships to support impact, amongst other aspects, before implementation begins. This way important data will be collected, analysed and used right from the beginning of a programme or project, ensuring data collected is valid, reliable and credible.

<sup>1</sup> *Monitoring and Evaluation Toolkit: HIV, Tuberculosis, Malaria and Health and Community Systems Strengthening: Part 1: The Global Fund M&E Requirements 4<sup>th</sup> Ed.* (Global Fund: 2011)

### 3. Why Learning is Needed

Learning builds on M&E. The purpose of including learning is to apply the knowledge and information gained in data collection and analysis to improve your programme or project, your outcomes and therefore the results for your stakeholders and other users of your project's WCIS. Learning is also about accountability: reflecting critically on what needs to change in a programme or project and how to implement those changes so that you can continue to meet your objectives.

Critical reflection in a project or programme means interpreting experiences and data to create new insights and agreement on actions. Learning does not typically happen in one sitting. It evolves, starting with individuals raising important issues and questioning assumptions through group-based analyses that bring out different perspectives and information. It is recommended that projects intentionally plan for and build in 'learning activities' throughout their project cycle. It might be useful to have a series of events, following a structured sequence.

Active discussions during team meetings and in meetings with stakeholders are vital if your evidence and results are to be shared, analysed and acted upon. Making analysis 'critical' means moving beyond collecting, processing and reviewing data. After asking, 'what is happening', also discuss:

- 'Why is it happening?'
- 'So what are the implications for the project?'
- 'Now what do we do next?'

We strongly encourage WISER projects to regularly use learning activities to reflect on how they are delivering their activities. Support from the WISER Programme Team is available to facilitate learning in WISER projects, see pages 11 and 12 for more information.



## 4. The WISER Approach to MEL

The WISER Africa programme is committed to measuring and understanding the impact of each project, and how projects work together to inform achievements for WISER as a programme overall. WISER's approach to MEL focuses on both the **programme** and **project** level, and how they interlink to tell the story we are trying to understand and measure about WISER's influence. WISER's approach to MEL is presented below.

### MEL at programme level

#### WISER Africa Theory of Change

The **WISER Africa programme Theory of Change** (ToC) is a cornerstone document of the programme that provides the starting point from which WISER's approach to MEL has been developed. It articulates the programme's vision and the building blocks required to contribute towards its impact. The ToC presents the programme's objectives, outputs, outcomes, expected contributions to change as well as identifying key assumptions underpinning the programme. The WISER ToC aims to see long-term improvements brought about in how weather and climate extremes and events are managed more sustainably to strengthen people's resilience through the use of enhanced weather and climate information services in the decisions different societal actors make, including at policy level.

The WISER programme ToC has gone through several iterations and has been tested with over 30 stakeholders in East, Southern and West Africa between July and September 2022. It also includes feedback from FCDO and the WISER Programme Team at Met Office. The ToC presented in the 'WISER Africa ToC Narrative' document is therefore a near final version. Some further (small) changes might be anticipated in the finalisation process between selected WISER Implementing Partners, the WISER Programme Team and FCDO.

The ToC will continue to evolve as all WISER stakeholders collectively test, debate and use it during implementation. It should therefore be considered as one hypothesis, which best fits with our current knowledge, expertise and assumptions. It pragmatically allows us to monitor, investigate and evaluate how lessons learned from WISER can contribute to wider sustainable development and resilience-building processes.

The WISER ToC also acknowledges that the programme is not the only initiative working on enhancing access to WCIS to improve its use in decision-making, and to better respond to weather and climate-related events and changes. WISER is located within a wider set of international, regional, and national development and research actions on disaster risk



management, climate change, governance, and other issues. Specifically, the WISER ToC is directly referenced in ARCAN documentation (see Section 2 above).

The WISER programme Theory of Change is available [here](#) in the MEL folder.

### **WISER Africa Logframe**

The **WISER Africa programme Logframe** also forms a critical part of WISER's approach to MEL and provides the reporting framework for the programme. It compliments and works with the WISER Africa programme ToC. This means that the WISER programme Logframe has been designed to ensure that WISER tracks progress and collects data essential to proving its ToC.

Building on learning from the previous phases of WISER, more qualitative elements such as qualitative data collection methods are included in the programme Logframe. Some indicators also focus more on 'quality', rather than direct measurement of the number of co-production meetings or training activities held for example, which only tells part of the story of what WISER is achieving. Support to projects with data collection tools is also provided as part of efforts to enhance robust evidence and consistent results reporting across the programme (see Section 8 below).

The WISER Africa programme Logframe incorporates Key Performance Indicators (KPIs) from **International Climate Finance** (ICF).

The UK government developed 16 ICF KPIs as part of its financial mechanism to support developing countries respond to the challenges and opportunities of climate change. They are a critical tool to support monitoring and evaluation, and the learning and improvement of efforts focused on resilience and adaptation, low carbon development and deforestation. ICF programmes, such as WISER, are required to report against all KPIs relevant to the programme.

WISER Africa uses four ICF indicators:

- **KPI 1:** Number of people supported to better adapt to the effects of climate change
- **KPI 4:** Number of people whose resilience has been improved
- **KPI 11:** Volume of public finance mobilised
- **KPI 15:** Extent to which ICF intervention is likely to lead to transformational change

For WISER Africa, KPI 4 is at impact level in the programme Logframe (Impact Indicator 1), KPI 15 at outcome level (Outcome Indicator 4), KPI 1 at intermediate outcome level, forming

WISER's first intermediate outcome indicator, and KPI 11 at output level (Output Indicator 4.1).

Results from WISER projects directly linked to KPI 4 and KPI 11 will be used to report progress against these indicators. As in previous phases of WISER, Intermediary Outcome Indicator 1 (number of people with access to WISER supported WCIS) will again be used as a proxy indicator for KPI 1. To assess the programme's contribution to supporting transformation against KPI 15, we will use a suite of output and outcome level results to determine a score demonstrating the extent of contribution to transformation (see separate guidance on Tracking Transformational Change).

The programme Logframe is of interest to different audiences involved in WISER. As an **Implementing Partner**, projects are responsible for achieving results against outputs in the Logframe and contributing to outcomes and impact. The **WISER Programme Team** is responsible for results reporting against the programme Logframe to FCDO, including aggregation of data at output, outcome and impact levels, and monitoring the performance of projects delivered by Implementing Partners. The WISER Programme Team are also responsible for ensuring that the Logframe (and programme Theory of Change) is tested and updated as necessary throughout the programme. **FCDO** are interested in results against all parts of the programme's Logframe.

The WISER programme Logframe is available [here](#) in the MEL folder.

## MEL at project level

### Project ToC's and Logframes

We expect all Implementing Partners to be familiar with the WISER Africa programme ToC and Logframe. This is because each project has had to develop their own ToC and Logframe as part of proposal development, which links to the ToC and Logframe for the programme.

The WISER Africa programme ToC provided the building blocks from which you have mapped out your project's own impact pathway and identified the outputs, outcomes and impact to which your project contributes. This helps in terms of conceptualising and reporting on your project's impact. It also provides an overarching framework to help situate projects within the WISER programme as a whole.

The Logframe template used to develop your proposal also supported identifying indicators to track and measure the results that each project is aiming to achieve. You could choose indicators developed by WISER, which are used in the WISER Africa programme Logframe. You could also design your own indicators, as long as they directly linked to a WISER result.

The Logframe template is designed to help you to manage the delivery of your project and ensure consistent results reporting across the programme. It will be especially useful for peer learning and other knowledge exchange events to have all project data in the same format so that you can more easily understand each other's projects. The template also feeds into WISER programme reporting and means that we will receive your data in a consistent format that can be easily reviewed and reported onward to FCDO.

Each project's ToC and Logframe therefore matters. It contributes towards our overall assessment of how WISER Africa is performing as a programme against its ToC and Logframe. This means each project's ToC and Logframe will allow us to monitor, investigate and evaluate whether the programme's vision and the building blocks required to contribute towards its longer term impact are correct. Data collected by projects is therefore essential to help you as Implementing Partners to run your project more effectively and efficiently and prove your own ToC, as well as the ToC of the programme, and track progress against targets set in the WISER Africa programme Logframe.

Results reporting against the WISER Africa programme Logframe and wider lesson learning requires a relatively simple yet consistent framework and reporting structure in order to simplify and streamline data from project to programme level. Supporting a degree of standardisation and coherence to enable aggregation, synthesis and results reporting between projects and across the programme according to the WISER Africa programme Logframe is required. We hope that closely aligning project and programme ToC's and Logframes will support and add value to both Implementing Partners and the WISER Programme Team as part of our joint responsibility for coherent results reporting and lesson learning.

### **Data collection tools**

Projects are expected to **collect data using a variety of methods and tools, both quantitative and qualitative** where relevant. This is to ensure that WISER collects data essential to proving its ToC and to track progress against targets for each indicator in the programme Logframe. WISER requires projects to collect certain data relevant to the users and communities, outputs and outcomes they are working towards.

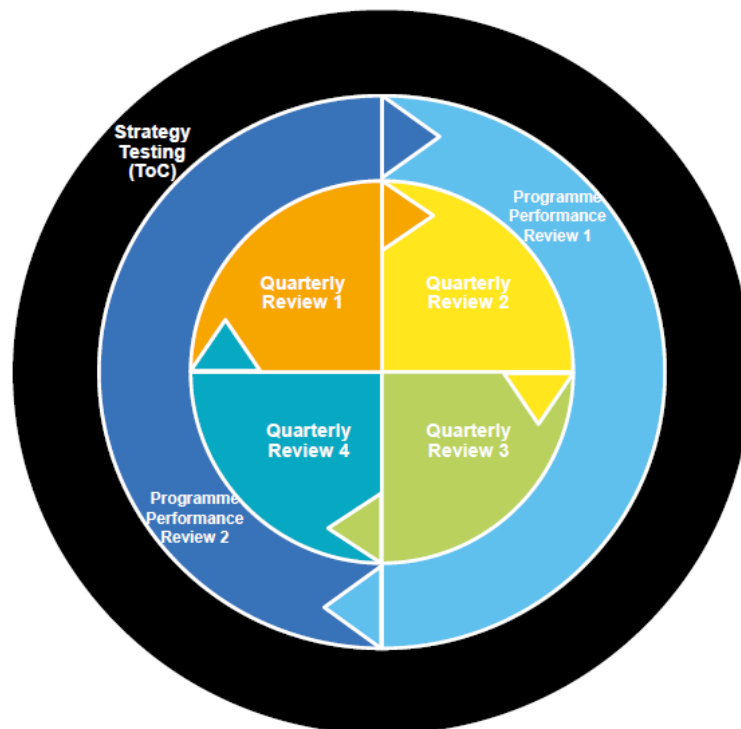
WISER uses an industry-standard approach to data collection and setting up a project M&E plan, to ensure appropriate data on outputs, outcomes and impact is collected by each project. Data collection tools for projects have been designed to build on learning from the previous phases of WISER where possible, with new tools designed with support of an evaluation specialist, to be as user-friendly as possible (see Section 8). Where possible data should be collected electronically. For WISER reporting purposes, data should be collected biannually where appropriate and at least once a year if not possible every six months (see Section 6). To determine the performance of your project and respond to your project

management needs, you may need to collect data from your stakeholders more often than biannually. You should consider whether a more regular data collection plan will meet your needs too.

Data collected by projects will be used to report on progress and learning to other projects and partners within WISER, the Met Office, and relevant external stakeholders including FCDO. Remember, data also have to be disaggregated for gender, age, disability (where possible), region (e.g. East Africa), and country. You may need to disaggregate your data further for your own needs. For further information on integrating GESI considerations into your project, see the separate WISER Africa GESI guidance.

## What other MEL support will you receive from the WISER Programme Team?

During implementation, the WISER Programme Team will support projects to collectively reflect on and learn from their project ToC's and Logframes and how they relate to the programme ToC and Logframe. There are three different review processes that we will support Implementing Partners to conduct. Each is designed to focus on both reflection and action, always using available evidence to inform and learn (see Figure 1 below and the monitoring plan in Section 6).



*Figure 1. WISER Africa will make use of Quarterly Reviews, Programme Performance Reviews and Strategy Testing to support programme management and learning*

### **Quarterly Review Meetings: reflecting on your project's performance and Logframe**

There is an expectation that every three months, projects will hold their own Quarterly Review Meetings. The focus will be on the project Logframe, to discuss the performance of the project, the results of which will feed into the Programme Performance Review (see below) and project reporting to the WISER Programme Team.

The WISER Programme Team will be available to provide initial support to help projects set up and run their Quarterly Review Meetings, after which projects will be expected to manage these meetings themselves. Guidance on running a Quarterly Review Meeting has been developed to help you and can be found [here](#) in the MEL folder.

### **Programme Performance Review: reflecting on the WISER programme Logframe**

To support projects with their results reporting, the WISER Programme Team will facilitate a Programme Performance Review, most likely online, to align to WISER's six monthly reporting upwards to FCDO.

The focus of these meetings will be on the programme Logframe, into which each project's Logframe will feed, to discuss what is and what is not working around data collection and progress towards targets, and to find solutions where needed to any challenges faced. Projects will be encouraged to add questions to ask or discuss during the Programme Performance Review on an online platform in advance. The Programme Performance Reviews will bring projects together, to provide a platform for projects to learn from each other and work together towards the bigger picture of WISER Africa, rather than as discrete projects. The Programme Performance Reviews will also help projects prepare for Strategy Testing (see below) by supporting project teams to approach their MEL work with a more critical mindset.

### **Strategy Testing: reflecting on your Theory of Change**

WISER will support periodic reflection points (or 'pause points') on projects and the programme's ToC, to enhance the evidence base and support adapting project and programme delivery in response to feedback.

WISER will do this using a monitoring method called Strategy Testing. Strategy Testing is a structured process for project and programme team reflection on the current situation and ToC, to make adjustments as needed in response to reflections on new information, insights and shifts in context.<sup>2</sup> Strategy Testing requires teams to continually assess the probability of achieving success as they process new information and refine their interventions.<sup>3</sup> Strategy Testing aligns with WISER's ambition to be a learning initiative and with FCDO's vision for ARCAN, ensuring consistency from WISER as one of four components of the ARCAN programme. WISER will feed its learning from using Strategy Testing up into ARCAN.

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<sup>2</sup> Ladner, D. 2015. Strategy Testing: An Innovative Approach to Monitoring Highly Flexible Aid Programs. WORKING POLITICALLY IN PRACTICE SERIES – CASE STUDY NO. 3. The Asia Foundation.

<sup>3</sup> Ibid.

WISER aims to use Strategy Testing annually to reflect on the programme ToC, with an expectation that Implementing Partners will take part, guided by each project's progress feeding into the programme ToC. Strategy Testing may take place at an annual Learning Event that brings partners together.

The WISER Programme Team also aims to support each project to reflect on their own ToC prior to bringing partners together for programme ToC reflection. You can incorporate a review of your project's ToC into one of your Quarterly Review Meetings (see above) each year. This will be an opportunity to reflect on whether all or part of it your ToC is still relevant, and whether the evidence being generated by activities is proving your ToC and whether any changes might need to be made.

Using Strategy Testing is intended to be beneficial for each project, to provide an opportunity to reflect and revise project delivery if necessary, to support achieving stronger impact. Information on Strategy Testing and the guiding questions for project teams to use can be found [here](#) in the MEL folder.





indicators biannually, with annual reporting more relevant, for example against outcome indicators. In such instances, providing justification as to why results reporting against a particular indicator at six months is not possible will be required as part of your results reporting to the WISER Programme Team. We hope the approach WISER takes adds value to your project management, learning, and results reporting.

## 6. Mid-Term Reviews and the Final Evaluation

We expect Implementing Partners to commission a mid-term review of their WISER project between April and June 2024. Your project budget will have included funding for this activity.

### Mid-Term Reviews

Mid-term reviews are evaluations that focus on how and what your project has been able to achieve to date and should generate recommendations of things you can do to ensure your project delivers the planned results by the end of the project period.

To deliver your mid-term review, you should:

- Commission someone/an organisation from outside the project and your organisation or consortium that has sufficient experience in mid-term evaluations to undertake one for you
- Co-design (with the evaluator) an evaluation design that will meet the needs of a mid-term evaluation. This includes co-designing the evaluation questions, scope, anticipated objectives and outputs, etc
- Make sure that stakeholders are available for interviews, focus groups, workshops
- Make sure that all documentation is available as needed

Mid-term reviews are an excellent opportunity to reset a project, or add to the project's final objectives, or even reframe the outputs due to an external issue or shock.

The final version of your mid-term review report must be sent to the WISER Programme Team. We will use your report in our reporting to FCDO.

### Final Evaluation

At the end of the project period, in June 2025, the WISER Programme Team will commission a final evaluation that will review the WISER Africa programme overall, including your project. Implementing Partners will be expected to participate in the final evaluation.

There will likely be requests for documents to be shared, and requests for key informant interviews with you and your stakeholders. The level of primary data collection (e.g. possibly through surveys and focus groups) on the ground will be decided during the design of the final evaluation. Implementing Partners will be expected to participate in data collection, even if it is just facilitating access to stakeholders.

The final evaluation report will be shared with Implementing Partners and feedback on the findings and recommendations will be a crucial part of the validation process. The final report

will form a crucial part of our report to FCDO on the success of the WISER Africa programme.

## 7. WISER Data Collection Tools

Projects will collect data using a variety of methods and tools, both quantitative and qualitative. This is to ensure that WISER collects data essential to proving its ToC and to tracking progress against targets set against indicators in the Logframe.

To support project results reporting efforts and ensure consistency in results reporting across WISER Africa, data collection tools have been developed for projects to use. These data collection tools feed directly into the WISER programme Logframe. Our intention is that these data collection tools will be used by all projects, with the information captured from them incorporated into your routine reporting to the WISER Programme Team. Data collection tools have been designed to be as user-friendly as possible and provide a lens through which to understand the influence of your project.

The following data collection tools have been prepared for projects to use:

- WCIS rubric
- Household survey
- Project survey
- Training feedback
- Stories of change
- Evidence log

You can find electronic copies of these tools stored [here](#) in the MEL folder.

Below is a summary of each tool. The WISER Programme Team will provide projects with training on how to use some of these data collection tools. We also welcome feedback from projects on the data collection tools developed. This is to ensure that data collection tools are seen as legitimate by projects and those using its results.

We recognise that some projects might want to design their own data collection tools, such as surveys with community or individual users of WCIS. In such situations, we recommend that projects incorporate the questions the WISER Programme Team has developed into their survey. Projects can add additional questions but are advised not to remove any of the questions suggested by WISER. This is to ensure that WISER collects data essential to proving its ToC.

### **WCIS rubric**

A rubric is a type of rating scale to collect data about your project that goes beyond just counting numbers. It sets out criteria for different levels of performance, or changes in behaviour a project might be tracking and describes what performance or behaviour would

look like at each level as a result of your project. Data is collected and reported using the scale or criteria set out in the rubric, to show the extent of your project's progress at the time of data collection. The idea is to ideally progress across the scale or criteria over the duration of WISER. Rubrics can be generic and applied across a range of criteria (for example, from 'Very poor' to 'Excellent'), or customised to a particular situation (for example, from 'Detrimental' to 'Highly Effective'). Rubrics are an attempt to be systematic and transparent about assessing outcomes and to say something explicit about quality and value, while showing that the change we are seeing is because of WISER.

WISER Africa uses a rubric for three outcome-level indicators in its programme Logframe (Outcome Indicators 1 and 2 and Intermediate Outcome 4). Building on learning from the previous phase of WISER, the role of the rubric is to improve the WISER Programme Team's ability to make an evaluative judgement about these aspects of the programme's performance. The rubric developed is categorised using the different stages of the value chain:

- Foundational activities
- Generation of information
- Communication of information
- Uptake and use by end users

Each stage has been defined by four levels of achievement from basic to advanced. The rubric is informed by the WMO's Climate Services Implementation checklist. There are distinct differences for organisations working at different stages of the value chain on the extent they might influence or contribute towards users using WCIS for their decision-making needs. This has been reflected in the criteria used at each level for each stage of the value chain. WISER projects might be working in one or more stages of the value chain and/or working at different levels within each stage.

To support the use of the rubric, we have included three questions in the Project Survey (see below) which will collect data to assess progress against it. Implementing Partners are therefore not required to use the rubric itself per se, but are expected to respond to the questions linked to it in the Project Survey. This approach aims to simplify data collection and feed into results reporting to the WISER Programme Team.

### **Household or Community survey**

A household/community survey will be used by projects working at a community or local level to consistently collect and record information from communities or individuals identified as 'end users' of WCIS (as opposed to an institutional or policy user), using a structured questionnaire. The purpose is to elicit perceptions of end users on whether improved access to WCIS has translated into improved decision-making and concrete use of information as a result of WISER. The survey uses open and closed ended questions and supports a

systematic approach to digging deeper into ‘how’ WCIS are being used, building on learning from the previous phases of WISER.

The survey can be administered online or face-to-face, using an agreed sampling approach. Projects’ sampling decisions will be informed by a range of factors including, but not limited to, time, cost, location and access to the sample. Projects should identify a sampling approach that is consistent with the overall project design and the outcomes they are measuring. The sampling approach needs to be agreed with the WISER Programme Team in advance. We recommend following established protocols for administering effective surveys (as with all data collection methods). This includes getting verbal consent from end users to participate in data collection before starting, with surveys to be undertaken at a time and place convenient for them. Your survey should be designed to be as accessible for the households or communities you are gathering data from as possible. Where you are using questions or tools provided by WISER, you should consider how best to integrate these into your own tools, whilst ensuring that you can still provide us with the data we require in the format prescribed.

### **Project survey**

For projects that are not working with communities or individual end users, a project survey will be used to collect data on the improved capacity of actors in the WCIS sector to deliver enhanced WCIS due to WISER. This survey has been designed and we will work with you to refine the survey questions so that the final version meets your needs for your project and our needs on behalf of WISER Africa.

It is intended that Implementing Partners will complete this survey, rather than Implementing Partners using it to collect data from other organisations or institutions that you are working with. If you need to collect data from other organisations or institutions, you will need to design a suitable survey and consider whether you need to use any of our questions (which you can).

We will ask you to complete this survey once every six months. While the final survey submission has to be done electronically, we will provide you with a PDF copy that you can print off and use with your team to agree what your responses will be, if helpful. This can be done as part of your Quarterly Review Meetings (see Section 5).

### **Training feedback**

One of the most common ways of evaluating the effectiveness of training is to survey the participants. Hence to report progress against two of WISER’s output indicators in the programme Logframe (Output Indicator 1.1 and 1.3), projects are required to assess the effectiveness of training using a survey with participants after training has taken place. The survey can be administered in person at the training event, or online.



The training survey developed is short and can be completed in a few minutes. It has two parts. The first part asks questions about what participants have learned in the training. The second part asks about their experience of the training. You can use the results of part 2 of the survey to improve how you deliver your training activities by assessing the responses of your participants. The WISER Programme Team only needs to see the results from part 1.

By using a more systematic approach to assessing the quality of training provided by projects across WISER we can understand the role and effect of training within WISER and its contribution to WISER's aims. Participant feedback can provide potential areas of improvement, further strengthening results.

### **Stories of change**

WISER will use stories of change to demonstrate change that has occurred within each project, and when combined, as a result of WISER overall. They will be used to show if and how the programme is moving towards its anticipated outcomes and impact. Stories of change are useful, as they communicate changes in knowledge, behaviours, attitudes, and practice that cannot easily be captured by quantitative indicators in the WISER programme Logframe alone. They typically focus on a particular result or element of success, which can lead to a wider understanding of a project or programme's results or potential future results.

Stories of change can generate useful learning opportunities for different stakeholders involved in WISER. The process of developing the story of change requires reflection and investigation into the factors that have enabled and constrained a particular change to occur. Knowledge gained through this process is then captured and stored in the story. Although stories of change typically focus on positive results, they can also be used to investigate circumstances when results were not achieved. By identifying the constraining factors at play, important lessons can be learnt about the assumptions underlying WISER Africa and its ToC.

There are different approaches to implementing stories of change. To track and measure progress against Impact Indicator 1 (KPI 4), four outcome level indicators (Outcome Indicators 1, 2, 3 and 4) and one intermediate outcome (Intermediate Outcome 1) in the WISER programme Logframe, WISER will apply stories of change systematically across its (relevant) projects. This is to dig deeper into people's use of enhanced WCIS and the intended and unintended improvements experienced as a result of making decisions, and links to end users' resilience. The WISER Programme Team can also look for commonalities and trends across all WISER projects, contributing to a wider understanding of the impact that WISER is having across Africa.

WISER will use stories of change that follow the **Outcome Harvesting** approach. Outcome harvesting is an M&E methodology used to identify, describe, verify and analyse outcomes. In the context of Outcome Harvesting, an outcome is defined as "a change in the behaviour,

relationships, actions, activities, policies, or practices of an individual, group, community, organisation, or institution” (Wilson-Grau and Britt 2013).

Outcome Harvesting consists of six steps that we have customised for WISER Africa. The first four steps in the Outcome Harvesting process are essential for Implementing Partners to carry out when collecting their stories of change. These four steps are:

1. Design the questions you want to ask about the outcomes you want to investigate
2. Collect the information and write up the draft story of change
3. Go back to your informants and review the story of change
4. Substantiate or validate the story of change

The final two steps can be done in conjunction with the WISER Programme Team:

5. Analyse and interpret the outcomes across the WISER Africa programme
6. Use the stories of change to communicate the success of the WISER Africa

The detailed guidance provided will include the structure to use to write your stories of change, that we have further adapted for WISER’s needs from the standard Outcome Harvesting approach.

### **Evidence log**

Output Indicators 4.2, 4.3, and 4.4 in the WISER Africa programme Logframe are tracked using an evidence log. We have developed an evidence log as part of the logframe template that can be used to list all the evidence relating to your project and specifically research reports, presentations, WCIS products and learning events that are relevant to Output Indicators 4.2, 4.3, and 4.4. The evidence log also uses elements of an evaluation approach called Process Tracing.

## 8. Management and Administration Processes

MEL is a part of everyone's responsibility. Implementing Partners' work plans should highlight how many teams and people are involved in collecting, analysing, storing or using data for WISER. Day-to-day responsibility for making sure that MEL is implemented rests with the dedicated MEL focal point in each WISER project, with oversight from the MEL Manager within the WISER Programme Team.

The MEL Manager within the WISER Programme Team retains the strategic overview of MEL on behalf of WISER, preparing reports and analyses for both the Met Office and FCDO as required. The data that you collect for your WISER project not only helps you to run your project more effectively and efficiently, but it also helps the MEL Manager to highlight the progress of your project and all WISER projects across Africa.

## 9. Data Storage

Data should not be stored or downloaded to any other location other than those specified for your WISER project without permission. Copies of spreadsheets or reports that are made should be deleted when you have finished using them. It is easy for copies of data to become out of date and unreliable very quickly. Implementing Partners should strive to ensure that there are a limited number of sources for project data so that everyone working on the project is using the most up-to-date data possible.

Similarly, the WISER Programme Team will make available online folders and files relevant for WISER MEL to help you implement MEL and report on project progress in a consistent manner. These online folders are the primary location for guidance and information on the WISER Africa programme for Implementing Partners. Templates can be downloaded (and the WISER Programme Team will notify you when changes are made to a template) and stored securely on your filing system.

## 10. Data Analysis

Usually, data analysis should take place as 'close to the ground' as possible. In this case, this means that Implementing Partners will be responsible for undertaking their own data analysis to meet their own project delivery, management and reporting needs. WISER will not specify data analysis protocols and expects that projects already have such protocols in place.

The WISER Programme Team will quality assure and synthesise Implementing Partners' data to identify evidence and learning at the programme level of how change is occurring. The WISER Programme Team may request additional data as a result of the quality assurance process.

## **11. Reporting – Who Needs to Know What, When**

Once you have collected and analysed your project data you should share the results with your team, your organisation more generally, with the WISER Programme Team and relevant wider audiences.

### **Project Management**

Discuss with your team or project lead for your WISER project what their data needs will be. How often do they need to see data and information about the performance of activities? What are the most important aspects of your WISER project that they need to keep an eye on?

### **Project Internal Senior Management / Management Boards**

Your management team/board will want to know how your WISER project is progressing. What data and information do they need to see and in what detail? You will most likely be using the same data for internal reporting as you are using for project management, but the level of detail will be different or less and the focus might be different too. After all, what you need to keep an eye on at a project management level every day is different to what you need to keep an eye on at an organisational level every month or quarter.

### **Met Office WISER Programme Reporting**

A reporting template (found [here](#) in the Reporting Templates folder) has been developed to support projects with their reporting and to ensure consistency across projects reporting under WISER. This template is what you need to complete for your routine results reporting to the WISER Programme Team, including all MEL reporting requirements such as progress against targets for indicators on your Logframe and annual reviews of your Theory of Change.

In addition, we will require data collected using the household/community survey questions and the project survey to be submitted to us in a CSV file so that we can add your results to the results of other WISER projects. Where you are using our household/community questions in your surveys please **do not** change the order in which these questions have been asked. This is crucial as we will be adding data from different projects together and to

ensure data quality, we need to ensure that data from different projects is presented in the same order.

## 12. Frequently Asked Questions

- Do I have to use all the data collection surveys and tools?** Yes, we need to ensure that data is collected consistently across the programme. We need to do this so that we can report information accurately and reflect on the programme's success. We will use this data to inform future programming.
- Do all surveys have to be completed online?** While completing surveys online is preferable, we know that sometimes it is going to be difficult to complete online forms. For example, in training sessions held in locations with no internet connection. When you have to collect data manually, you should print off the PDF version of the survey forms to use. When complete, make sure that you have a process and resource for entering the data to the online version. If a beneficiary/household/stakeholder is going to complete paper copies of the surveys, ask them to write as legibly as possible. This will help with data entry and you will not have to ask them later on for clarification.
- Do I have to get every participant to complete every form?** No, that is not going to be possible, except if you are doing a training workshop where it is easy to get everyone to complete a workshop feedback form. Some data collection will be done using a sampling approach. This is discussed in Section 8 under data collection tools.
- What do I do if someone does not understand a question on the forms?** We have tried to make the questions as clear as possible. Where possible, we have also translated the forms into other languages that may be better understood by your participants. It is also important the data collector or enumerator checks question understanding with participants.
- This is a lot of data collection, is it all necessary?** We have kept the data collection to a minimum. We need to record the results of your project as they affect the communities that we are supporting through WISER. We have tried to ensure that the data collection process is as easy as possible.

## 13. Glossary of Terms

- Activity** Our intervention, the work we do as part of the project.
- Evaluation** (INTRAC 2017) An evaluation is normally carried out at a significant time during a project or programme. This might be at the mid-point, at the end, or sometime afterwards. Evaluations may also be carried out when a project or programme is about to move into a new phase, or in response to a critical issue. Most evaluations are carried out at the level of projects and programmes, although evaluations can also be carried out at the country, region or sector level. The purpose of an evaluation is often to assess the performance of a project or programme against its objectives.
- Focus Group Discussion (FGD)** (Powell et al, 1996) FGD is a facilitated discussion with a group of individuals selected and assembled by evaluators / researchers / monitors to discuss and comment on, from personal experience, the project or programme under review.
- Key Informant Interview (KII)** (USAID, 1996) Key informant interviews are qualitative, in-depth interviews of 15 to 35 people selected for their first-hand knowledge about a topic of interest. The interviews are loosely structured, relying on a list of issues to be discussed. Key informant interviews resemble a conversation among acquaintances, allowing a free flow of ideas and information. Interviewers frame questions spontaneously, probe for information and take notes, which are elaborated on later.
- Goal** End result, broad in scope.
- Indicator** A variable used to evidence, measure, reflect, or indicate progress or change.
- Monitoring** (INTRAC 2017) Monitoring is the systematic and continuous collection and analysis of information about the progress of a development intervention. Monitoring is done to ensure that the people who need to know about a development intervention are properly informed so that management decisions can be taken in a timely manner. Monitoring is conducted throughout the implementation of a project or programme. It often feeds into evaluations, and may also contribute to alterations in plans and budgets. Sometimes it can lead to the re-design of projects or programmes.



- Objective** Specific long-term results that contribute to the goal.
- Outcome** Result of our activities within our sphere of influence - as seen at a stakeholder level. Usually focused on the change we brought, more qualitative and subjective.
- Output** A more direct result of our activities, usually within our sphere of control. Usually focused on process, more quantitative and objective.
- Targets** Targets are required to evaluate whether the intended results identified in the Logframe have been achieved within the planned timeframe.
- Theory of Change (ToC)** (ActKnowledge, 2013) Theory of Change is a rigorous, participatory process in which a group articulates the long-term goals of a project, programme or organisation and identify the conditions they believe have to unfold for those goals to be met. These conditions are viewed as desired outcomes, arranged graphically in a causal framework.

## Useful Links

Links to the following guidance and MEL tools can be found [here](#) in the MEL folder:

- WISER Africa programme Theory of Change
- WISER Africa programme Logframe
- Data Collection Tool Templates (including how to use each tool)
- Quarterly Review Meeting Guidance
- Implementing the 4Es Value for Money (VfM) Approach
- Socio-Economic Benefit (SEB) Guidance
- Tracking Transformational Change Guidance