SGCI MEL IN COMMS FRAMEWORK

;

;

IDRC Grant/ Subvention du CRDI: 109388-001-Support for strategic communications and uptake of knowledge outputs

MEL Framework for Science, Technology and Innovation Grant Awarding Councils in Africa

NAIROBI-KENYA **OCTOBER 2020**

Acronyms

SGCs	Science Granting Councils
STI	Science Technology and Innovation
SIDA	Swedish International Development Cooperation Agency
IDRC	International Development Research Center
CTA	Collaborating Technical Agencies
MEL	Monitoring Evaluation & Learning
MoE	Ministry of Education
NACOSTI	National Commission Council for Science, Technology and Innovation
NRF	National Research Fund
GDP	Gross Domestic Product
ICT	Information Communication Technology
KPI	Key Performance Indicator
KM	Knowledge Management
STISA	Science, Technology and Innovation Strategy for Africa
M&E	Monitoring & Evaluation
R&D	Research & Development
PPP	
AU	African Union
UN	United Nations
SDGs	Sustainable Development Goals

1.0 INTRODUCTION

Science Granting Councils play a critical role in supporting the consolidation of a country's national system of innovation, and are central to funding and catalyzing research and innovation. These organizations are both agents of government and represent the interests of a country's scientific community. They inter alia disburse funds for research and development; build research capacity through appropriate scholarships and bursaries; set and monitor research agendas and priorities advise on science, technology and innovation policies; manage bilateral and multilateral science and technology agreements; and assess the communication, uptake and impact of publicly funded research. Globally, the virtual organization and the Global Research Council (GRC) brings together science granting councils whom the majority are SGCI participating councils to promote the sharing of data and best practices for high-quality collaboration among research funding agencies worldwide.

Science, technology and innovation landscapes across developing regions still suffer from a number of challenges including low capacities in research and research management. The importance of strengthening the capacities of publicly funded science granting councils in sub-Saharan Africa, important brokerage institutions for continued gains in STI development on the continent is an imperative. The SGCI contributes to strengthening the ability of Science Granting Councils by: Managing research; Designing and monitoring of research programmes based on the use of robust science, technology and innovation indicators; Support knowledge exchange with the private sector and Strengthen partnerships between Science Granting Councils and other science system actors.

The Science Granting Councils Initiative in Sub-Saharan Africa aims to strengthen the capacities of science granting councils in sub-Saharan Africa in order to support research and evidence-based policies that will contribute to the continent's economic and social development. In summary, the objectives of the Science Granting councils are:

i) Fund research in Science, Technology and Innovation

ii) Foster International cooperation in STI

iii) Coordinate Linkages.

iv) Capacity building

v) Governance

vi) Policy advice and Formulation

2.0 RATIONALE AND PURPOSE OF THE MEL FRAMEWORK

For policies to serve the purpose for which they are designed there must be a framework for their implementation, which needs to be guided by some evidence. Institutionalizing policies for science technology and development in Africa is the most challenging task. Scientists need to understand and appreciate the nuances of policy-making processes, which vary in different contexts.

The fifteen countries represented by the council are Malawi, Mozambique, Kenya, Ethiopia, Namibia, Ghana, Zambia, Uganda, Tanzania, Rwanda, Botswana, Senegal, Zimbabwe, Burkina Faso, and Cote d'Ivoire. Science Technology and Innovation (STI) are fundamental for the economic and social development of any country. One of the key outcomes of stakeholder deliberations has been the recommendation that African governments should prioritize financing of health and agricultural research. It has also emerged that in most countries, STI is under the umbrella of a particular ministry, mostly the Ministry of Higher Education. For instance, in Kenya STI is under the Ministry of Higher Education, in Ghana, it's under the Ministry of Environment whereas Zambia and Mozambique it's also in the Ministry of Higher Education.

Experts have expressed the need to establish a stand-alone Ministry of Science, Technology, and Innovation in the countries for a more significant impact. There have been further suggestions that; Science technology and innovation (STI) should not be based in one ministry, because this could limit its impact and influence on the wide range of STI activities in the country.

Consequently, it has also been suggested that for successful implementation of evidence-based policies for enhanced STI highly depends on several factors namely; close collaboration and coordination of involved actors (and organizations), identification of evidence gaps, clear implementation framework, political goodwill, and financial support. Scinnovent Centre one of the Cooperating Technical Agencies with the Council proposes a change in approaches, methods and organization to foster the positioning of STIs. This entails a synergy of activities that include licensing IP, running joint R&D projects, establishment of Technology Transfer Offices (TTOS),

student and staff engagement in technology transfer, promotion of social innovation, creation of start-ups and spin offs, formulation of action plans and quality assurance among others. The Scinnovent Centre, has furthered its agenda in bridging the gap between research and practice, by developing a framework for enhancing commercialization and strengthening linkages with the private sector.

Currently, a joint set of Key Performance Indicators to guide in the Monitoring, Evaluation and allow for learning amongst the Science Granting Council activities is lacking. The SGCI therefore embarked on a research project to identify and come up with an M&E Framework with asset of common Indicator compendium to bridge this gap while at the same time allowing the Science, Technology and Innovation institutions room to come up with Country specific indicators aligned to their individual development agenda. This work was funded by the Canadian International Development Research Centre (IDRC), in collaboration with NACOSTI and the Ministry of Education (MINEDUC) Rwanda. It entails a self-assessment tool, action plan, and community of practice and resource center and will be available in online, offline and print versions

The MEL framework provides guidance and tools for strengthening management and programming at SGC and will thus be used in monitoring, evaluation and learning. The development of the framework has relied heavily on member Country Specific development blue prints, continental development blue prints namely the STISA 2024, the African Union Agenda 2063 and the UN SDGs, among other key documents coupled with insights from consultations with key stakeholders.

The monitoring, evaluation and learning framework will serve the following five key functions:

- Assessment of progress and performance towards achievement of SGC's objectives. The objectives of the Science Granting councils are; to fund research in Science, Technology and Innovation, foster International cooperation in STI, Coordinate Linkages, Capacity building, Governance and Policy advice and Formulation
- Contribution to improved decision making and management by provision of timely data and insights and integration of lessons learnt.
- Demonstration of SGC's results, outcomes and impact

- Promoting organizational learning and continuous improvement of SGC's work.
- Demonstration of accountability to SGC stakeholders for results and resources deployment

3.0 KEY CONCEPTS IN MONITORING, EVALUATION AND LEARNING

Good planning, monitoring and evaluation establishes clear links between past, present and future initiatives and development results. The process will help SGC to better understand and account for the extent to which efforts are going in the right direction, whether progress can be acclaimed, whether internal stakeholders are making the changes hoped for, and how future efforts might be improved. The concepts of discussion below include: planning, monitoring and evaluation.

3.1 Planning

The process of identifying and understanding a set of issues or problems and planning a series of actions to deal with it. In relation to SGC interventions this includes conducting a situation analysis on Science Technology and Innovation amongst the Member Countries the countries, identifying program and project goals and strategies, collaborating with partner organizations and stakeholders and developing a plan for monitoring and evaluation.

3.2 Monitoring:

Monitoring is a continuous function that uses the systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing development initiative with indications of the extent of progress and achievement of objectives and progress in the use of allocated resources. It focuses on answering the questions of how much have we done and how efficiently did we do the work. This process should involve all stakeholders particularly the beneficiaries or target groups.

Essential features of a Monitoring system:

- Clarifies program objectives
- Links activities and their resources to objectives
- Translate objectives into performance indicators and sets targets
- Routinely collects data on these indicators, compares actual results with targets
- Reports progress to managers and alert them to problems

Types of Monitoring in an M&E system

Monitoring is the systematic and routine collection of data during project implementation for the purpose of establishing whether an intervention is moving towards the set objectives or project goals. In this case, data is collected throughout the life cycle of the project. The data collection tools are usually embedded into the project activities in order to ensure that the process is seamless. There are several types of monitoring in MEL and they include *process monitoring, technical monitoring, assumption monitoring, financial monitoring* and *impact monitoring*. This will ensure that SGC programmes are effective and efficient.

3.2.1 Process Monitoring Or Physical Progress Monitoring

In process monitoring, routine data is collected and analyzed in order to establish whether the project tasks and activities are leading towards the intended project results. It authenticates the progress of the project towards the intended results. This kind of monitoring measures the inputs, activities and outputs. In other words, process monitoring answers the questions "what has been done so far, where, when and how has it been done?" Most of the data collected during project implementation usually serves this kind of monitoring. The SGC MEL framework has captured key performance indicators under the six key objects in the SGC in sub Saharan Africa. The activities were identified and Key performance indicators. These will enable the linkage of the funded STI activities and thematic areas.

3.3.3 Assumption monitoring

Any project has its working assumptions which have to be clearly outlined in the project log frame. These assumptions are those factors which might determine project success or failure, but which the project has no control over. Assumption monitoring involves measuring these factors which are external to the project. It is important to carry out assumption monitoring as it may help to explain success or failure of a project.

3.3.4 Financial Monitoring

Just like the name suggests, financial monitoring simply refers to monitoring project/ program expenditure and comparing them with the budgets prepared at the planning stage. The use of

funds at the disposal of a program/project is crucial for ensuring there are no excesses or wastages. Financial monitoring is also important for accountability and reporting purposes, as well as for measuring financial efficiency (the maximization of outputs with minimal inputs).

3.3.5 Impact Monitoring

Impact monitoring is a type of monitoring which continually assesses the impact of project activities to the target population. Indeed, impacts are usually the long term effects of a project. However, for projects with a long life span or programs (programs have no defined timelines) there emerges a need for measuring impact change in order to show whether the general conditions of the intended beneficiaries are improving or otherwise. In this case, the manager monitors impact through the pre-determined set of impact indicators. Monitoring both the positive and negative impacts, intended and un-intended impacts of the project/program becomes imperative.

3.3 Evaluation:

Evaluation is the regular periodic and objective assessment of an ongoing or completed project, program, policy, intervention or initiative, including its design, implementation, and results. The aim is to determine the relevance and fulfillment of objectives, efficiency, effectiveness, impact, and sustainability. It focuses on answering the questions such as how much benefit did our target groups or beneficiaries get from our work and how satisfied are they with our services (products). The process should be participatory in order to get target groups or beneficiaries approval.

An evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision making process for both individual organizations and their partners.

3.3.1 Essential features of an Evaluation system:

- Analyze why intended results were not achieved
- Assesses specific causal contributions of activities to results
- Examines implementation process
- Explores unintended results
- Provides lessons, highlights significant accomplishment or program potential, and opportunities.

- Recommendations for improvement

3.4 Learning

Learning forms an important aspect in MEL Framework, in that it provides avenue for re-planning and taking corrective measures in good time. For successful organizational Learning the following steps are recommended:

- ***Action*** **-** There is an enormous amount that can be learned from our own actions. Understanding develops naturally from experience and does not necessarily have to involve formal teaching.
  Guiding questions: What significant things happened? Describe the event. Who was involved, what did they do? What picture emerges? How did I/we feel?
- ***Reflection*** **-** This involves re-examining and thinking back to an event. The experience first has to be made conscious, then evaluated, analyzed and understood. Asking thorough and searching questions aids reflection. Conscious reflection is best achieved in discussion with others.
  Guiding questions: Why did it happen, what caused it? What helped? What hindered? What did we expect? What assumptions did we make? What really struck us?
- ***Learning*** **-** Reflection alone will not necessarily have an impact on how we do things in the future. We need to analyze and evaluate our reflections, draw conclusions and use the learning to improve future actions.
  Guiding questions: What would we have done differently? What did we learn? What was confirmed? What new questions have emerged?
- ***Planning*** **-** This is the link between past learning and future actions. When we plan, we should draw together all previous experiences and try to predict what needs to be done in order to achieve our goals.
  Guiding questions: What does this mean for practice? What do we want to do or to happen? What are we going to do differently? What do we have to let go of or stop doing? How will we not repeat the same mistake?

4.0 PRINCIPLES OF MEL FRAMEWORK

1. *Mainstreaming*: MEL is mainstreamed and integrated into all SGC programs and interventions across the member countries and at every level and by all partners and stakeholders. For each intervention routine indicators and reporting formats has been developed (See Annex) and or defined to guide tracking and reporting on progress.

2. *Integration*: MEL will be integrated into existing programs and interventions to enhance decentralized data processing to inform on institutional and project level decision making and planning. All systems will be strengthened and linked to the institutional database for use by all programs, partners and stakeholders.

3. *Decentralization:* Data storage, retrieval and analysis will be possible at all levels of SGC programs. Data will be stored and utilized at the point of collection; however each program and intervention will be required to transmit the same data to the national database for storage, analysis and reporting. Simple analytical tools will be developed and or improved to facilitate local level use for planning and improve implementation.

4. *Simplicity:* There is need to develop and or modify data tools to facilitate the process of data collection, data storage, analysis and reporting at the community and program levels. The data collection will remain manual (paper based) but efforts will be made so that each program has a database computer for data entry and storage by an M&E field champion (Focal person). Specific tools were developed to collect and store data in the framework.

5. Action-oriented*:* The data collected will be used for programmatic and technical decision making. There would be a direct link between data collection, analysis and reporting for decision making and planning at all levels within SGC. This will be based on regular project, inter-project and stakeholder level regular reviews (learning forum) every quarter and every year (annual).

6. *Accountability and transparency*: Implementation of MEL will be open and participatory for stakeholders and participants at all levels. Those in charge of data collection, analysis and reporting will take responsibility for their actions and decisions arising thereof. All stakeholders and participants will have to agree to this key principle in order to promote the principle of accountability and transparency. The MEL will provide a TOR (Moue) for this purpose.

5.0 INSTITUTIONAL STAKEHOLDERS, INFORMATION NEEDS AND MEL RESPONSIBILITIES

Institutional stakeholders are all the entities affected by SGC's work or whose work affects SGC's work. Stakeholders are important parts of the wider SGC's functional system. Their roles vary depending on each institution's mandate. Stakeholders can be either external (non-SGC staff or Board) or Internal (SGC staff and Board). Each stakeholder has specific MEL needs and responsibilities in relation to SGC and it is important for SGC staff and partners to know their MEL needs and responsibilities. The table below contains the current stakeholders and their projected MEL needs and responsibilities.

Table1. SGCI MEL Needs

Stakeholders	M&E needs	M&E Responsibilities
External		
The Funders	To receive periodic qualitative and quantitative project data. To understand project implementation challenges and adjustments.	Review reports and provide timely feedback. Enhance communication and Support SGC's organizational development efforts.
Collaborating Technical Agencies	To capture constant challenges arising from programme implementation. To use past lessons in design and implementation of new projects.	A coalition of like-minded organizations and individuals Review reports and provide timely feedback. Harmonize activities with SGC's mandate.

Secretariat	To receive periodic qualitative and quantitative project data. To understand project implementation challenges and adjustments.	Review reports and provide timely feedback. Support Organizational development efforts and provide inputs.
Internal		
SGC Programmed Officers	To capture constant challenges arising from programme implementation. To set up efficient reporting systems. To analyze data captured and use findings/lessons in designing and implementing new projects.	Carry out consistent research and monitoring activities. Prepare progress reports (Monthly, Quarterly and annual) Prepare independent donor reports according to donor requirements Submit work-plans and budgets on time. Schedule and implement MEL activities with beneficiaries/partners.

SGC Communications department	To know the efficiency and practicality of communication tools and methods used. To measure the impact of communication products and publications on citizens. To evaluate type and magnitude of citizen response as a result of their communication interventions.	Create effective work plans and forecast future communication strategies and tools given the dynamic socio-political context of work. Develop and administer further tools of capturing qualitative and quantitative data resulting from various responses to communication products. Analyze data and capture lessons to be used in the re-design of existing projects and designing of new projects.
SGC Finance department	To understand the implementation cycle of projects and their and budget implications. To be able efficiently and realistically allocate budgets based on clear outputs and indicators. To be able to prepare project financial forecasts and plan for the future.	To familiarize with all project grants and understand their cycles and budgets. To track actual spending and keep updated records of expense. To ensure adherence and fidelity to timely reporting based on the available templates. To conduct constant financial health checks and issue early warnings to the Executive Director.
SGC Administration	To standardize the reporting structure and	Continuously track and monitor activity

department	harmonize communication.	implementation to ensure fidelity to timelines and tasks. Incorporate MEL in the HR policy manual and ensure staff compliance. Conduct internal trainings to all staff on HR policy and activity harmonization to enhance programming and collective financial planning. Ensure compliance in reporting – emphasizing on quality irrespective of donor timelines.
Council Committee	To know the benchmarks and indicators of projects and understand their implementation cycle.	Review/update the MEL plan, Ensure compliance and fidelity to the MEL framework. Provide support in participatory MEL and for the design of impact assessments Provide oversight on the implementation of MEL within the organization. Ensure fidelity to work plan and targets Prepare timely progress reports. Ensure harmonization of roles. Ensure compliance in reporting and ensure quality of both narrative and budget lines. Communicate timely and effectively to all programme staff.

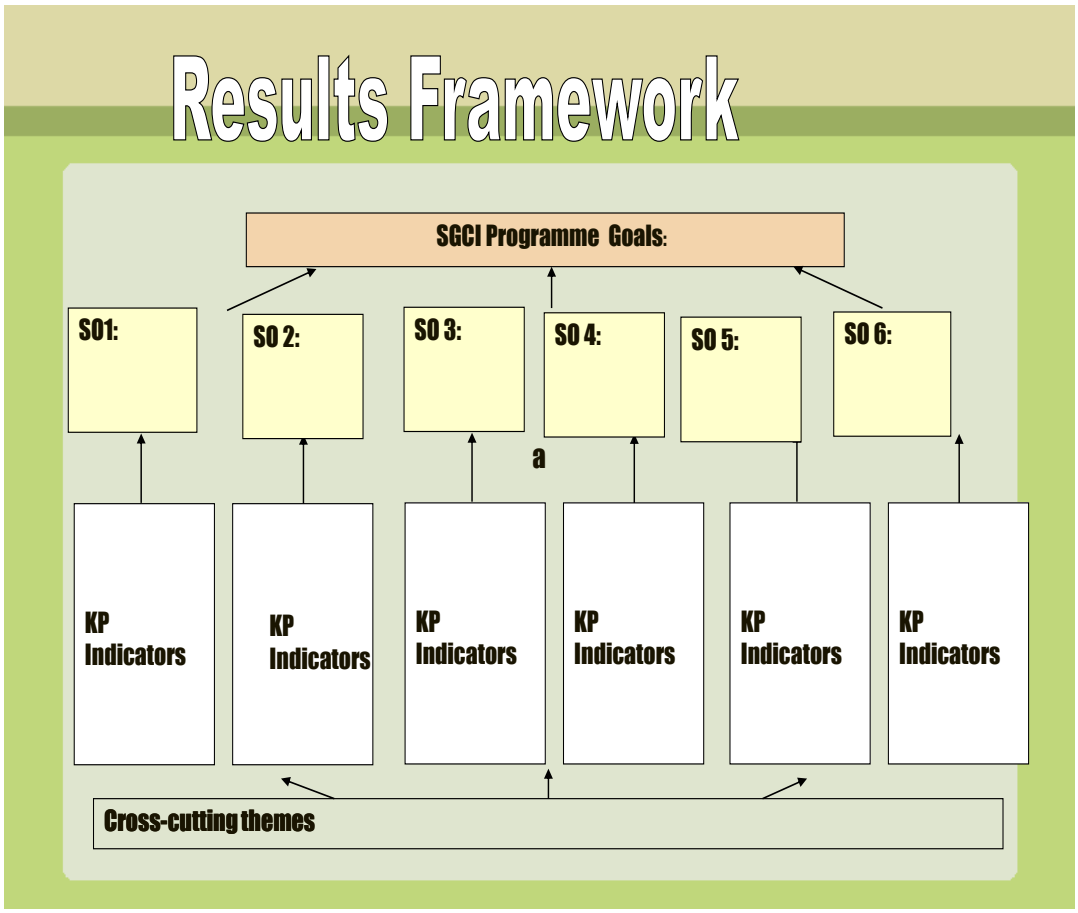
Executive Committee	To know the benchmarks and indicators of projects and understand their implementation cycle.	Review the organizational strategic direction and factor MEL lessons in programme design and conception. Facilitate a positive environment and transform MEL into an organizational culture. Communicate SGC's MEL practice to partners and donors. Enforce the implementation of MEL lessons in projects. Use the MEL reports to better understand SGC's impact in implementing its mission. Promote effective communication of the MEL lessons to partners and potential funders. Ensure organizational fidelity to the MEL framework.

6.0 THE SCIENCE TECHNOLOGY & INNOVATION MONITORING PROCESSES

The MEL framework has been structured in to three sets of KPIs which are interlinked. The first set of KPIs cover the Country specific development targets under thematic areas. The second set of KPIs cover performance of the SGCs under the six key objectives. These two sets are interlinked in results tracking which covers thematic innovation areas of funding. The third set of indicators are the cross cutting Knowledge management indicators.

Figure 1. Below outlines the information flow in the results framework.

Fig 1. SGCI Results framework Information flow



6.1 Country Specific Key Performance Indicators

The Country specific Key Performance Indicators are measurable values that demonstrates how effectively the SGCI member Countries[1] are achieving key development objectives under the Science Technology and Innovation thematic areas in line with their specific in country development agenda. The indicators are linked to the African Union STISA 2024 blue print and the UN Sustainable development goals. The STI fields covered include; Agriculture, Food security, Health, Energy, Manufacturing and industry, ICT and Natural resource Management

6.2 SGCI Performance Monitoring KPIs

The SGCI programming Key Performance Indicators are measurable values that demonstrates how effectively the SGCI councils in sub-Sahara Africa are achieving programme milestones under the six key objectives linked to grant awarding for Science Technology and Innovation thematic areas. The objectives of the Science Granting councils are; Fund research in Science, Technology and Innovation; Foster International cooperation in STI; Coordinate Linkages; Capacity building; Governance and Policy advice and Formulation

[1]The Science Technology & Innovation Council Members are in Kenya , Malawi, Mozambique, Ethiopia, Namibia, Ghana, Zambia, Uganda, Tanzania, Rwanda, Botswana, Senegal, Zimbabwe, Burkina Faso, and Cote d'Ivoire

OBJECTIVE 1: FUNDING RESEARCH							
ACTIVITIES	**OUTPUTS**	**KPIs**	**DATA SOURCE**	**COLLECTION METHOD**	**RESPONSIBILITY FOR COLLECTION**	**FREQUENCY OF FOLLOW-UP**	**REPORTS FREQUENCY**
Activity 1. Resources Mobilized to fund Programmes aligned to national Priorities	Output 1.1 Report on Resources mobilized as disaggregated by different funders	Amount of Resources Mobilized to fund programmes aligned to national priorities	SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly
Activity 2: Making calls for competitive grants	Output 2.1 Grant call reports	% change number of grant calls	SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly
		Total Amount of the calls	SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly
		New Donors	SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly
Activity 3: Peer review and selection of research fund applicants	Output 3.1 Number of research applicants report	% of peer reviewed research fund applications	SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly
		Documented Criteria for selecting review panel					
		Off-line review panel in place					
		Number of selected research fund applications	SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly
Activity 4: Disbursing grants and contracting	Output 4.1 Number of grants contracts reports	Duration it takes to disburse the grants	SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly
		Duration it takes to disburse the grants					

Activity 5: Strengthening of grant management systems	Output 5.1 Grant Management systems upgrading report	Number of Periodic upgrading of grant management systems	SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly
	Output 5.2 Grant Management systems review report	Number of reviews of the grant management system	SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly
	Output 5.2 Post grant Disbursement Monitoring Report	Number of Grant Monitoring Activities Under taken					
Activity 6: Funding and Co-Funding of programs aligned to the national priorities and improving the funding streams	Output 6.1 Funding Report as disaggregated by thematic areas and Sectors	Amount of Funds Disbursed to programmes aligned to national priorities disaggregated by thematic areas and Sectors	SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly
	Output 6.2 Co-funding reports as disaggregated by thematic areas and Sectors	Amount of co-funding Disbursed to programmes aligned to national priorities disaggregated by thematic areas and Sectors	SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly
		% of increased co-funded projects	SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly
	Output 6.3 Number of fund mapping reports	% increased of funding streams	SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly
Activity 7: A special fund Created to cater for the category of younger researcher	Output 7.1 Report on Graduate and PHD Student beneficiaries from the fund	Number of young researches beneficiaries from the fund disaggregated by levels and gender{PHD and Graduate levels}	SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly
	Output 7.2 Fund Kitty Report	Increase in research fund in the kitty	SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly

s based on country's/international definition of youth							
Activity 8: Establishing an STI research kitty / fund for gender and social inclusion	Output 8.1 Report on Research fund kitty indicating research beneficiaries per group	Number of beneficiaries from the fund disaggregated by women, youth and PLWD research grants	SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly
		% Increase in research fund in the kitty	SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly
		% Increase in number of special groups research beneficiaries	SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly
OBJECTIVE 2: SCIENTIFIC COOPERATION							
ACTIVITIES	**OUTPUTS**	**KPIs**	**Data Source**	**Collection Method**	**Responsibility for Collection**	**Frequency of follow-up**	**Frequency**
Activity 1: Creating opportunity and setting agenda for bilateral and multilateral Cooperation	Output 1.1 Report on Number of bilateral and multilateral opportunities created	Number of bilateral and multilateral opportunities created	SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly
Activity 2: Negotiating MoUs between bilateral and	Output 2.1 Report on number of MoUs signed Bilateral and Multilaterally	% increase in number of MoUs Signed for bilateral and multilateral opportunities	SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly
		Number of MoU with bilateral and	SGC Member	Secondary	SGC MEL	Quarterly	Quarterly

multilateral partners and signing agreements		multilateral opportunities Signed	Country data base	Data	Framework Focal Person		
Activity 3: Participating in joint regional research projects	Output 3.1 Report on Joint Research Projects	% increase of number of joint research projects per year	SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly
		% number of participant in joint research per year	SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly
		increased volume of funding towards joint projects per year	SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly
Activity 4: Promoting knowledge-exchange and uptake between STI/SGCs Countries	Output 4.0 Annual Report on Knowledge exchange activities	% increase in knowledge-exchange per year	SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly
		Number of uptakes per year	SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly
Activity 5: Participating in regional Scientific Technology and Innovation Exhibition	Output 5.0 Annual Report on STI Exhibitions	Number of STI exhibitions per year	SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly
		Number of participants in STI exhibitions per year	SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly
		Number of young researchers in STI exhibition per year	SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly
		Number of women participants in STI exhibitions per year	SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly
		Number of special category of	SGC Member	Secondary	SGC MEL	Quarterly	Quarterly

		participants in STI exhibitions per year	Country data base	Data	Framework Focal Person		
Activity 6: Creating platform for young researchers to promote knowledge-exchange and uptake	Output 6.0 Annual Report on Number of Younger researchers involved in platform	Number of younger researcher involved every year	SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly
		Volume of funds allocated to young researcher every year	SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly
Activity 7: Creating gender sensitive and socially inclusive platforms on Scientific Cooperation	Output put 7.Report on Social Inclusion in Research Funding	Number of women researcher involved every year	SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly
		Volume of funds allocated to women researcher every year	SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly
		Number of special group of researcher involved every year	SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly
		Volume of funds allocated to special group of researcher every year	SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly
OBJECTIVE 3 : COORDINATION AND LINKAGES							
ACTIVITIES	**OUTPUTS**	**KPIS**	**DATA SOURCE**	**COLLECTION METHOD**	**RESPONSIBILITY FOR COLLECTION**	**FREQUENCY OF FOLLOW-UP**	**REPORTS**
Activity 1: Priority setting for researcher	Output;1.1 Report on Number of Priority areas	Number of priorities areas identified and agreed upon per year	SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly

s at country level							
Activity 2: Promoting quality assurance in STI projects	Output 2.1 Report on Quality Assurance and Compliance Protocols	Number of licenses issued	SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly
		Number of research permits issued	SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly
		% projects reviewed for compliance	SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly
Activity 3: In country and regional exchange programmed	Output 3.0 Annual Report on exchange Programmes	Number of exchange programmes per year	SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly
		Number of participants in exchange programmes	SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly
Activity 4: Collaboration between STI/SGCs countries and Creation of opportunities for women, youth and PLWDs	Output;4.0 Annual Report on Collaboration initiatives	Number of collaborative initiative on STI per year	SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly
		% increase in women engaged in research and STI	SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly
		% increase in special category engaged in research and STI	SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly
OBJECTIVE 4: CAPACITY BUILIDING							
ACTIVIT	**OUTPUTS**	**KPIS**	**DATA**	**COLLECTI**	**RESPONSIBILITY**	**FREQUENC**	**REPORT**

Y			SOURCE	ON METHOD	FOR COLLECTION	Y OF FOLLOW-UP	S
Activity 1: Improving monitoring and evaluation of projects	Output 1.0 M&E Reports	% increase in reports	SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly
		Number of evaluation reports	SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly
			SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly
			SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly
Activity 2: Strengthening design and monitoring research capacity	Output 2.0 M&E Training Reports	Number of staffs trained on monitoring and Evaluation research projects.	SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly
		Number of reports produced on research grantees per year	SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly
Activity 3: Improving staff capacity to manage research grants	Output 3.0 Training Reports	% increase of staff trained to manage research grants	SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly
		Number of trained staff to manage research grants	SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly
Activity 4: Improving staff capacity in manageme	Output 4.0 Training Reports	Number of staff trained in management of research and granting process	SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly

nt of research granting process and procedures							
Activity 5: Enhancing expertise on STI policy advise	Output 5.0 Policy papers published	% increase of staff trained using research findings to inform policy	SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly
		Number of policies formulated using research findings	SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly
Activity 6: Initiate gender mainstreaming and social inclusion in research and STI	Output 5.0 Gender Mainstreaming Report	% increase of women involved in research and STI	SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly
		Number of women involved in research and STI per year	SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly
		% increase of special category group involved in research and STI	SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly
		number of special category group involved in research and STI per year	SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly
OBJECTIVE 5: GOVERNANCE							
ACTIVITIES	**OUTPUTS**	**KPIS**	**DATA SOURCE**	**COLLECTION METHOD**	**RESPONSIBILITY FOR COLLECTION**	**FREQUENCY OF FOLLOW-UP**	**REPORTS**
Activity 1: Setting regulation on technologies	Output 1.0 SGCs standards and Regulations report	Number of service charters displayed	SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly
		Reduction in time taken to get a	SGC Member	Secondary	SGC MEL	Quarterly	Quarterly

		service	Country data base	Data	Framework Focal Person		
		Number of training for staff	SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly
		% of staff turnover of staff	SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly
Activity 2: Improving Grant making systems and Procedures	Output 2.0 Policy Document on Grant Making	Number of policies on grant making reviewed	SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly
		Number of grant making procedures developed and adopted	SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly
Activity 3: Enhancing research management capacities	Output 3.0 Training Report	Number of leadership training	SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly
		% of staff at various cadres trained on movement of research grants	SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly
Activity 4: Strengthening of organization Capacity for STI policy making	Output 4.0 Training Report	Number of staffs trained on STI policy making	SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly
		Number of policies on STI adopted per country per year	SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly
OBJECTIVE 6 : POLICY ADVISE							
ACTIVIT	**OUTPUTS**	**KPIS**	**DATA**	**COLLECTI**	**RESPONSIBILITY**	**FREQUENCY**	**REPOR**

Y			SOURCE	ON METHOD	FOR COLLECTION	OF FOLLOW-UP	TS
Activity 1: Improving human resource capacity to implement the national STI policy	Output 1.0 Training Report	Number of staff trained on policy	SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly
		Number of training each year	SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly
		% of different cadre of staff	SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly
		% number of policy developed or reviewed	SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly
Activity 2: Improved Grant making systems and Procedures	Output 2.0 Policy Document	Number of reviewed procedures	SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly
		Number of policies on funding developed	SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly
		% increase of feedback from grant applicants	SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly
Activity 3: Advising policy maker on STI policy	Output 3.0 Report on Policy adoption	Number of policy adopted or passed	SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly
		Number of stakeholders meeting on policy	SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly
		Number of policy briefs developed	SGC Member Country data base	Secondary Data	SGC MEL Framework Focal Person	Quarterly	Quarterly

6.3 Cross Cutting Knowledge Management Indicators

To effectively capture processes there is need to increase communication opportunities to engage with the private sector. Inorder to do that there are activi ties that build the relationshipbetween these entities, for example increase in market/industry-focused materials that enlightens the private sector and other such players to identify what their role could be, and how they can engage and benefit from that engagement under the different SGC strategies. This is also necessitated by the fact that most SGCs still lack detailed strategies.

The MEL Framework has adopted the principle that these generic activities will be custom-adjusted for every SGC .The Knowledge management indicators are cross cutting and are therefore used to link, national level KPIs with the SGC programming interventions. The Country specific objectives are derived from STISA 2024, and are linked to the UN sustainable development goals, though every Nation is at a different pace of implementation vis-a-vis SGC progress.

The behavioral change indicators address three crucial areas that do not have specific KPIs:

i) Enhanced communication; Internally between SGCs and with external; partners such as universities, research institutes, and private sector,
ii) The Social and Behavior Change Indicators - these proxy indicators for increased coordination, cooperation, and linkages to support in knowledge management.
iii) Indicators for advocacy activities that promote better governance of the grant-making process. These will also address change in perception about science and science funding

Activity	**Output indicators**	**Outcome**
Localization workshop with stakeholders among SGCs held	# of SGCs holding Strategy development workshops	Synergized communication among science based institutions and SGCs
	# of participants at Strategy domestication workshops	
	# of Domesticated/ localized SBCC and KM strategies	
Identify research scientists to be trained	# of scientists trained	% increase in number of scientists adhering to the research excellence guidelines
Develop schedule of training	# of Training schedules developed	
Conduct training for scientists in ….	# of trainings conducted # of individuals trained	% increase in number of research results that are translated into commercial ventures / policies
Develop in-country training tools responding to identified Gap analysis	# of in-country training tools developed # research project complying with research guidelines # of research projects that conform to GTA guidelines # of SGCs trained to conduct PESTEL analysis # number of SGCs conducting PESTEL analysis	

Develop lists of private sector and industry partners	# of Private Sector partners identified # of identified private sector partner contacted # of private sector interactions held	% increase in Private Sector funds supporting scientific research % increase in scholarships supported by Private Sector % increase in Private Sector stakeholders participating in scientific research forums
Develop PPP engagement strategy	# of SGCs developing a PPP strategy	% increase in PPP MOU signed by various SGCs
Develop PPP tools (write-ups, pamphlets, videos)	# of PPP materials produced	% increase in PPP communication materials available
Host private sector resource mobilization functions	# of SGCs hosting PPP events # of private sector and industry partners attending sessions # of MOUs developed with private sector partner # of Researchers receiving private sector stipends # of research institutions and universities receiving support from Private sector	% increase in private sector funding for research and innovation % increase in ring-fenced funding for STI

	# of internships availed in industry # of researchers taking up research internships in industry # of collaborative PP science exhibitions held # of persons attending collaborative science exhibitions	
Host multisector Research Priority Symposium with Government, Private and Academia	# of SGCs hosting multisector research prioritization symposia # of participants # Research priority reports developed # of dialogue sessions with policy makers # of scheduled engagement with private sector, universities and research institutes # Policy position papers developed # of Policy Advocacy meetings held. # of media houses and practitioners involved # of media reports connecting research to human and economic development published # of science friendly legislation presented in parliaments	% increase in the number of Research conducted responding to identified social and economic priorities % increase in uptake of local research in developing policy positions for government % increase in government investment in research % reduction in commitment gap to research by SGC nations % rise in data use to inform research projects

	# of SGCs supported to conduct Knowledge, Attitude and Belief Surveys # of SGC with Knowledge Management Strategies # of SGCs sharing their MEL reports online # of SGCs that set up a Community of Practice	
Develop gender mainstreaming plans	# of reports presented on progress of gender mainstreaming # of publications promoting Women in Science publications produced	% increase of women engaged in science research % increase of women in leadership positions in research institutions
Develop inter-country collaboration plans	# of cross-country collaborative visits # of cross-country collaborative researches # of cross-country research publications	% increase in inter-country collaboration plans by SGCs
Training on Data for Decision Making	# DDM strategies developed # of DDM sensitization meetings # of SGCs with data bases for Scientists, Research findings etc.	% increase in SGCs actively using DDM for organizational growth.
Training in manuscript publication writing	# of articles published & of local journals established by SGCs	% increase of scientists publishing quality peer reviewed articles

		% increase of local scientific journals
Develop KM databases	# of SGCs with KM databases	% increase of SGCs with active KM database % increase of SGCs carrying out online grant management
Hold annual conferences	# of conferences and workshops held	% increase of SGCs holding regional / international conferences and workshops for knowledge dissemination
Develop forums for community of practice	# of communities of practice established by each SGC	% increase of SGCs with active discussion forums and communities of practice

7. 0 DATA MANAGEMENT&REPORTING FRAMEWORK

A reporting system is a mandatory necessity in a well-functioning organizational team. Reporting is important because it allows the information cycle to be complete. An incomplete information cycle provides no feedback and makes it impossible for managers to manage unexpected challenges. Lack of a functional reporting system in an organization creates disharmony and conflict in the implementation and monitoring of programmes. It also leads to non-application and misapplication of interventions since wrong feedback or none of it only works to produce wrong strategies or none. Reporting helps to consolidate feedback and promote consistent information management and flow. It keeps everyone in the 'loop' and creates a comfortable working environment for all staff and stakeholders in an organization. There are two major areas or reporting; Internal reporting and External reporting.

a.) Internal reporting:

Internal reporting is based within the organization. It is implemented and effected by all the staff of the organization at various levels. There is need to have clear guidelines on internal reports to enable easy and quick harmonization of both qualitative and quantitative content. Internal reporting is mandatory and happens on regular intervals. Internal reports must be reviewed regularly, analyzed and lessons taken to feed into the succeeding planning phases.

b.) External reporting:

External reporting targets external partners, beneficiaries and donors. They are usually consistent with the organizational guidelines, except for specific partners or donors with specific requirements. However it is good practice to harmonize all external reporting to take a similar format. External reports are usually simple and summarized and easily communicated. SGC's reporting system is in the process of being reviewed and consolidated. The following recommendations for SGC focus on outputs, outcomes and impacts while tracking change indicators. It seeks to inform on the efficiency, effectiveness and quality of programming by documenting best practices, case studies, most significant change, lessons learnt and community stories. The reporting therefore relies on benchmarks and baseline values that help to inform on the progress being made. The reporting captures community perceptions, attitudes, behaviors and

practices about the program during implementation and at the end of the program life span. It answers such question as to how well are we managing our projects and programs. The reports must be disseminated to all stakeholders during designated forums and using multiple channels.

Essential features of the proposed Reporting system:

- Tracks program progress through indicator tracking as compared to baseline values
- Provides both quantitative and qualitative aspects of the program outcomes
- Documents beneficiary perceptions, attitudes, behaviors and practices with regard to the program interventions.
- Documents lessons learnt, challenges and provide informed recommendations based on documented evidence.
- Promotes evidence based decision making and planning by providing updated statistical and qualitative data and information.
- Report dissemination to all stakeholders using multi-channel approach such as program reports, newsletters, journals, sector forums, stakeholder's forums and others (online systems like Face book, Twitter & LinkedIn).

7.1. Dissemination and Reporting of Routine Data

Dissemination, reporting and communication of data are crucial for the information cycle to be complete. At SGC, all reports must be communicated in a manner and format that is consumable by its target recipient. The reports will be compiled for various levels of programming targeting various interest groups. There will be four types of reports generated at different times during the implementation process:

7.1.1Project level reporting.

The first report would be the project level report that will be generated monthly for sharing at the community level (project sector level) stakeholders. The report would show monthly progress status of respective interventions or activities. This will be shared during monthly meetings with local sector level stakeholders. This progress report will also be shared with program level supervisor.

7.1.2 Program level reporting.

The program level reports are generated on quarterly basis for sharing with district or county sector level stakeholders. The reports will show both quantitative and qualitative aspects and will be guided by the KPIs. This report will also be shared with National level staff for tracking of performance. According to requirements of different donors this reports will be shared as appropriate.

7.1.3 Bi-annual and annual reporting.

The bi-annual & annual reports will be made for sharing with funding partners and National level stakeholders including the Board of Advisors/Management. The report shall be based on National level key performance indicators. The reports will be published for sharing with general public and disseminated by email and hard copies availed at office for filling and reference.

7.1.4 Online reporting.

Online reporting is designed to target online users and is in the form of an e-Newsletter or e-Journals. The newsletter will be done bi-monthly, posted online and shared with major stakeholders including donors and line ministries. The report will focus on best practices, case studies, community stories and performance with regard to National level KPI.

8.0 SGCI ONLINE MEL SYSTEM

8.1Introduction of the MEL Web Application

This is an integrated web based system that enables for an effective monitoring and evaluation as well as training.

8.1.1 System users

The System consists of four main categories of users:

i. Website Visitors
ii. Administrator
iii. Coordinator
iv. End User

Once system is in use, users and master data information (partners/locations/Geo locations) are directly managed, revised, by the ONLINE MEL SYSTEM administrator to ensure they cater for the current project implementation. Specific roles and responsibilities are outlined below

8.1.2 Website Visitors

The system accesses information about the organization via a URL. A visitor is able to read blogs, press releases, subscribe to newsletters and download documents. They are also able to communicate with the organization via a web form.

8.1.3 Administrator

The administrator acts as the super user of the system. The functions of the administrator are as follows:

- Registering and authenticating country coordinators
- Monitoring the system logs to ensure that the system is running effectively.
- Maintaining the database and scheduling system backups
- View posts in forums to ensure that inappropriate data is not inserted.
- Flagging and deleting users that are not using the system as required.
- Monitoring how the training module is working.
- Ensuring that the SMS and email module is working effectively.
- Coming up with English and French Dictionary of appropriate words and phrases which should be given high priority and inappropriate ones which should be prohibited in the system.
- Communicating with the country coordinators and other system users concerning system upgrades and alterations
- Generate insights, perform and apply machine learning algorithms in data from the database of the system for prediction purposes

8.1.4 Coordinators

They are in charge of coordinating the activities of a SGC country office. They have the following roles:

- Access the system after being registered and authenticated by the administrator
- Populate the database with data concerning his country/organization
- Coordinate the creation and usage of training programs in his/her country or organization.
- Monitor the progress of training programs
- Communicate with end users through email, SMS as well as forums and direct messages via the web portal
- Schedule webinars and share the details with the end users
- Enable and disable the use of SMS as well as other settings in various sections.
- Coordinate the various forums to ensure that only appropriate content is share.
- Share various news and activities taking place in the various forums with blogs and social media websites such as face book, twitter etc. to ensure visibility of the activities of the SGC.
- Generate and view reports in his/her county

8.1.5 End User

They are members of a SGC country.

- They are able to register themselves and be authenticated via SMS, email or both and join SGCs.
- They are able to join training programs, be examined and receive certificates.
- They are able interact with coordinators via the through email, SMS and communication channels that are integrated in the system.
- They are able to join relevant groups that are related to their activities and interact with likeminded system users.
- They are able to communicate with other members of the SGC group via a social chat platform integrated in the system.
- They are able to join webinars that are scheduled by the coordinators to enable interaction through voice and video in addition to chat, email and SMS.

8.1.6 System Architecture

The MEL online system architecture consists of the following

- Main Website
- Administrator Portal
- Coordinator Portal
- End user Portal
- Extra Features

8.1.7 System Design & Development

The system design and development consisted of the following;

- Database Design
- Interface Design
- Hardware Tools
- Software Tool

8.1.8 Operational Procedures for The MEL Online System

Functional Area	Specific Activity	Process	Frequency	Names of Focal Persons
1. User Management	Creating the users of the system both at the SGCI country office and at the secretariat level	The supervisor of the user that is requesting access to the system indicating type of access (coordinator or viewer) writes to the administrator copying the Scinnovent Centre. The administrator to enter the user after approval and informing the user when done. The supervisor should request that access to MEL Online system be removed once the staff member no longer need access or has left the unit.	At the beginning of implementation of the system and with ad hoc updates.	Administrator: MEL Focal Point at the SGC country office{Coordinator}:
2. Programme Properties-Country Specific KPIs	Entering of the Country Specific KPIs data into MEL and deactivating	The Scinnovent Centre, SGCI Secretariat and the MEL consultant to review. When the Scinnovent Centre agreed will ask the administrator to effect changes. Upon approval the	Undertaken at the beginning of MEL Online system implementation, with ad hoc updates (normally when	Administrator: MEL Focal Point at the SGC country office:

	DATA no longer in use	administrator will enter the data in the system and inform the Scinnovent Centre/Secretariat when done. If there is an existing demography that's no longer in use, the administrator will deactivate the demography	assessments has taken place).	
3. Programme Properties- Country Specific MEL Plan& Framework	Entering of the data into MEL Framework and deactivating DATA no longer in use	The Scinnovent Centre, SGCI Secretariat and the MEL consultant to review. When the Scinnovent Centre agreed will ask the administrator to effect changes. Upon approval the administrator will enter the data in the system and inform the Scinnovent Centre/Secretariat when done. If there is an existing demography that's no longer in use, the administrator will deactivate the demography	Ad hoc	Administrator: MEL Focal Point at the SGC country office:
4. Programme	Entering of the	The Scinnovent Centre, SGCI	Ad hoc	Administrator and the

Properties-SGCI Programme Monitoring	data into the SGCI Programme Monitoring Templates and deactivating DATA no longer in use	Secretariat and the MEL consultant to review. When the Scinnovent Centre agreed will ask the administrator to effect changes. Upon approval the administrator will enter the data in the system and inform the Scinnovent Centre/Secretariat when done. If there is an existing demography that's no longer in use, the administrator will deactivate the demography		Coordinators
5.Data Management	Data uploaded at the beginning of MEL Online system implementation and repeated in a monthly sequence	When the data is approved, the Supper administrator enters the data with the approval of the SGCI secretariat focal person.	Monthly	Administrator: MEL Focal Point at the SGC country office:

6.Tools	Tools have been intergrated in the system to facilitate capturing of data	The Coordinator or the MEL Focal person at the Country level will be responsible for data entry once such data has been approved.	Monthly	Coordinator: MEL Focal Point at the SGC country office
7.Dashboard Reports	Dash board reports to be generated automatically by the system	The Administrator ,Coordinator and the viewer can access the reports, but the viewer cannot down load	Ad hoc basis	Administrator: MEL Focal Point at the SGC country office:
8.Messages	Interactive Messaging between the different SGCI secretariat focal persons	The administrator and the coordinator to coordinate management of messaging within the system	Ad hoc basis	Administrator and the Country based Coordinators
9.Training	Online training to be carried out by the SGCI secretariat	Once a course is approved by the SGCI secretariat, the administrator uploads the course and the user gets a notification email	Ad hoc basis or based on the training schedule to be determined	The administrator ,the SGCI secretariat in collaboration with the SGCI country coordinators

10.Remote Monitoring	Remotely capturing innovation monitoring data	Data from a remote site is uploaded in to the system and archived for use by the SGCI secretariat	Ad hoc basis or when planned	The administrator and SGCI country member coordinators
11.SGCI Project Monitoring reports based on the 6 objectives	Reports capturing the data entered based on the tools for monitoring the SGCI programmes based on the six objectives	Once data has been entered based on the specific tools, itscaptured in the system which can perform basic cumulative statistics based on the user preference	Ad hoc basis or as planned	The administrator and SGCI country member coordinators

9.0 MEL BUDGETING

The budget to implement MEL should be drawn from the specific Councils office project cost. Each council will cater for the MEL budget which must form part of programming. Each program and or project must include MEL activity as outlined in their work plans. That is to say that each program and or project must plan for project monitoring, project evaluation and reporting as outlined in this document. This will entail program data capturing and entry at national level committee. Other key MEL activities will include assessments and review meetings with stakeholders, and the national annual review forum for key partners.For specific costing, M&E items should be picked from the Science Granting Councils Programme Monitoring activities

10.0 THE MEL SYSTEM ANNEXES

10.1 Country Specific KPIs

10.2 Country Specific MEL Framework

10.3 SGCI Programme Monitoring Indicators

10.4 Reporting Templates on {Funding research, scientific cooperation, coordinating Linkages, Capacity building, Governance, Policy advice}

10.5 Assessment Tool