

CHAPTER 18

Reporting and Communicating MEAL Findings

Transforming Data and Evidence into Clear, Ethical and Action-Oriented Communication

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Learning Objectives

By the end of this chapter, participants will be able to:

- Explain the purpose of MEAL reporting
- Identify different reporting audiences
- Prepare internal, donor and community reports
- Write clear indicator-performance narratives
- Report achievements and underperformance objectively
- Explain performance variance
- Present disaggregated data
- Develop evidence-based recommendations
- Use data visualization appropriately
- Apply ethical standards to photographs and quotations
- Report limitations transparently
- Develop action-oriented conclusions

Reporting in MEAL

DEFINITION

Reporting is the systematic process of:

- Organizing evidence
- Interpreting findings
- Communicating results
- Explaining performance
- Identifying challenges
- Recommending action
- Supporting accountability and learning

Reporting Is More Than Presenting Data

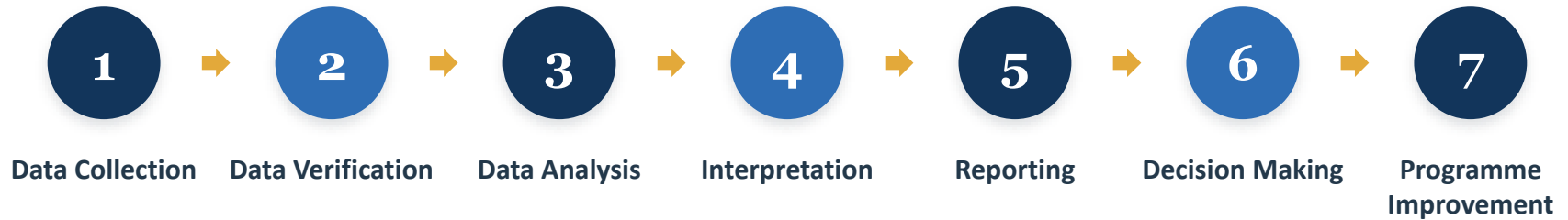
KEY QUESTIONS

**A good MEAL
report should
answer:**

- What was planned?
- What was achieved?
- Who benefited?
- What changed?
- Why did results occur?
- What challenges were experienced?
- What should happen next?

Reporting in the MEAL Cycle

Reporting connects analysis to decisions within the MEAL cycle:



Why MEAL Reporting Matters

MEAL reports support:

■ Management decisions

■ Donor accountability

■ Community accountability

■ Programme improvement

■ Compliance

■ Coordination

■ Resource allocation

■ Organizational learning

Characteristics of a Good MEAL Report

A strong report is:

■ Accurate

■ Clear

■ Concise

■ Relevant

■ Evidence-based

■ Timely

■ Balanced

■ Ethical

■ Action-oriented

■ Appropriate for the audience

Common Reporting Weaknesses

Frequent problems that reduce report quality:

- Reporting activities instead of results
- Presenting figures without interpretation
- Hiding underperformance
- Repeating the same information
- Using unsupported claims
- Ignoring disaggregated data
- Providing vague recommendations
- Overloading reports with tables
- Submitting reports late

01

SECTION

Purpose and Audiences of Reporting

Purpose of Reporting

Reports may be prepared to:

■ **Demonstrate progress**

■ **Explain performance**

■ **Support decisions**

■ **Fulfil donor requirements**

■ **Communicate with communities**

■ **Document lessons**

■ **Identify risks**

■ **Recommend corrective actions**

Different Reporting Audiences

MEAL findings may be communicated to:

■ Project teams

■ Senior management

■ Donors

■ Government authorities

■ Partners

■ Communities

■ Board members

■ Technical specialists

■ Researchers

■ The public

Know Your Audience

BEFORE WRITING

**Determine who
you are writing
for:**

- Who will read the report?
- What decisions will they make?
- What information do they need?
- How much detail is appropriate?
- What language should be used?
- What format is most useful?
- What confidentiality restrictions apply?

Audience Information Needs

Audience	Main Information Need
Project Team	Operational progress and corrective actions
Senior Management	Strategic performance, risks and decisions
Donor	Results, compliance and use of resources
Community	Services, achievements and responses
Government	Coordination, coverage and policy alignment
Partner	Responsibilities, performance and follow-up

Reporting Products

Common MEAL reporting products include:

■ Monthly monitoring reports

■ Quarterly progress reports

■ Annual reports

■ Donor reports

■ Evaluation reports

■ Community feedback reports

■ Dashboards

■ Learning briefs

■ Management presentations

■ Situation reports

Matching Report Type to Purpose

Purpose	Suitable Product
Operational follow-up	Monthly management report
Donor accountability	Progress report
Community communication	Community feedback report
Strategic decision	Management presentation
Learning	Learning brief
Evaluation findings	Evaluation report
Rapid emergency update	Situation report

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SECTION

Internal Management Reports

Internal Management Reports

PURPOSE

**Internal reports
help managers
understand:**

- Implementation progress
- Indicator performance
- Budget utilization
- Operational challenges
- Risks
- Delayed actions
- Decisions required
- Corrective measures

Typical Internal Report Structure

A standard internal report follows this structure:

- 1 Executive summary
- 2 Progress against plan
- 3 Indicator performance
- 4 Key achievements
- 5 Challenges and risks
- 6 Community feedback
- 7 Corrective actions
- 8 Decisions required
- 9 Priorities for the next period

Management Reporting Focus

Management reports should emphasize:

- Exceptions
- Underperformance
- High-risk issues
- Delays
- Budget concerns
- Required decisions
- Actions and deadlines

Management usually does not need every raw data table.

Management Dashboard Content

A management dashboard may show:

■ Overall project status

■ Target versus achievement

■ Budget utilization

■ Key risks

■ Complaints status

■ Activities delayed

■ Corrective actions

■ Decisions required

Action-Oriented Management Reporting

Turn a vague statement into a clear, action-oriented one:

Instead of writing

“Beneficiary registration was delayed.”

Write

“Beneficiary registration was delayed by two weeks because local validation committees were not established on time. The project team will complete committee formation and registration by 15 August.”

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SECTION

Donor Progress Reports

Donor Progress Reports

Donor reports demonstrate:

■ Progress against agreed results

■ Achievement of indicators

■ Implementation quality

■ Use of funds

■ Compliance

■ Challenges and mitigation

■ Lessons

■ Planned next steps

Common Donor Report Sections

- Project overview
- Executive summary
- Results by outcome and output
- Indicator-performance table
- Activity implementation
- Beneficiary reach
- Challenges and mitigation
- Risk updates
- Lessons learned
- Financial performance
- Next reporting-period priorities

Follow the Donor Template

BEFORE DRAFTING

Prepare against donor requirements:

- Review the reporting template
- Confirm reporting dates
- Review indicator definitions
- Check word limits
- Confirm required annexes
- Review financial-reporting requirements
- Confirm submission and approval procedures

Results-Based Donor Reporting

Donor reports should focus on:

- Outputs delivered
- Outcomes achieved
- Changes observed
- Beneficiary reach
- Quality of services
- Sustainability
- Evidence supporting claims

Avoid reporting only the number of activities completed.

Activity Reporting vs Results Reporting

Activity Reporting

“Four livelihood trainings were conducted.”

Results Reporting

“Four livelihood trainings reached 120 participants, of whom 72% demonstrated improved business-planning knowledge in the post-training assessment.”

Balanced Donor Reporting

A credible donor report presents:

- Achievements
- Underperformance
- Challenges
- Risks
- Corrective actions
- Lessons
- Realistic next steps

Reporting only positive results reduces credibility.

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SECTION

Community Feedback Reports

Community Feedback Reports

WHAT THEY COMMUNICATE

Community reports communicate:

- What the project promised
- What was delivered
- Who was reached
- What feedback was received
- What actions were taken
- What challenges remain
- What will happen next

Principles of Community Reporting

Community reports should be:

■ Simple

■ Accessible

■ Timely

■ Honest

■ Visual

■ Available in local languages

■ Sensitive to literacy levels

■ Open to questions and feedback

Community Reporting Channels

Use channels that reach the community directly:

■ Community meetings

■ Public notice boards

■ Posters

■ Radio

■ SMS

■ Local-language leaflets

■ Community scorecards

■ Feedback sessions

■ Social media

■ Community representatives

Closing the Accountability Loop

EXPLAIN CLEARLY

Community reporting should explain:

- What the organization heard
- What action was taken
- What could not be changed
- Why some requests were not accepted
- When further action will occur
- How communities can continue providing feedback

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SECTION

Evaluation Reports

Purpose of Evaluation Reports

Evaluation reports provide an independent or systematic assessment of:

■ **Relevance**

■ **Coherence**

■ **Effectiveness**

■ **Efficiency**

■ **Impact**

■ **Sustainability**

■ **Lessons**

■ **Recommendations**

Typical Evaluation Report Structure

1

Executive summary

2

Background

3

Evaluation purpose

4

Methodology

5

Limitations

6

Findings

7

Conclusions

8

Recommendations

9

Management response

10

Annexes

Separating Findings, Conclusions and Recommendations

Finding

What the evidence shows.

Conclusion

What the finding means.

Recommendation

What should be done.

Evaluation Reporting Example

Finding

Only 43% of targeted households adopted the promoted water-treatment method.

Conclusion

The intervention was less effective than expected because households lacked access to treatment supplies.

Recommendation

Integrate reliable supply mechanisms and monitor household access quarterly.

Evaluation Executive Summary

The executive summary should include:

- Evaluation purpose
- Scope and methodology
- Major findings
- Key conclusions
- Priority recommendations
- Important limitations

It should be understandable without reading the full report.

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SECTION

Indicator-Performance Narratives

What Is an Indicator-Performance Narrative?

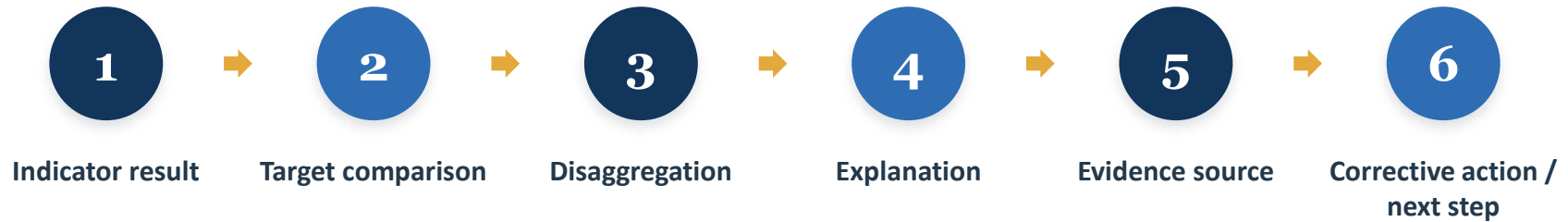
IT EXPLAINS

An indicator-performance narrative explains:

- What was achieved
- How performance compares with the target
- Who was reached
- Why performance occurred
- What evidence supports the result
- What action is required

Indicator Narrative Structure

A strong narrative includes six elements:



Example Indicator Narrative

Indicator: Number of children enrolled in accelerated education

1,000
TARGET

850
ACHIEVEMENT

85%
PERFORMANCE

48%
GIRLS' SHARE

Narrative

The project enrolled 850 children, representing 85% of the quarterly target. Girls accounted for 48% of enrolment. Underperformance was mainly caused by delayed classroom rehabilitation in two locations. Enrolment campaigns will continue after rehabilitation is completed.

Writing Clearly About Performance

Use clear, specific statements such as:

- The indicator achieved 92% of the target.
- Performance exceeded the target by 15%.
- Achievement remained below plan.
- Progress improved compared with the previous quarter.
- Results varied significantly by location.
- Women and persons with disabilities were underrepresented.

Avoid Vague Performance Language

Avoid vague, unsupported phrases:

- Good progress was made.
- Many beneficiaries were reached.
- Activities were successful.
- The project performed well.
- Significant improvement was observed.

Provide figures and evidence.

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SECTION

Reporting Achievements and Underperformance

Reporting Achievements

WHEN REPORTING ACHIEVEMENTS

**Show significance,
not just numbers:**

- Compare results with targets
- Explain the significance
- Identify who benefited
- Describe quality
- Provide evidence
- Avoid exaggeration
- Link achievement to project outcomes

Reporting Underperformance

Underperformance should be reported:

■ **Honestly**

■ **Objectively**

■ **Promptly**

■ **With evidence**

■ **With root-cause analysis**

■ **With corrective actions**

■ **Without blaming individuals**

Underperformance Narrative Example

12 / 18

WATER POINTS COMPLETED

67%

OF TARGET ACHIEVED

6

SITES RESCHEDULED

The project completed 12 of the planned 18 water points, achieving 67% of the target. Delays resulted from prolonged procurement and restricted road access during the rainy season. The six remaining sites have been rescheduled for the next quarter, with weekly contractor monitoring introduced.

Reporting Overachievement

Overachievement should also be explained. Possible causes:

- Higher demand
- Efficient implementation
- Target underestimated
- Additional resources
- Double counting
- Weak target setting
- Incorrect indicator interpretation

Overachievement is not automatically positive.

Achievement Categories

Performance	Suggested Interpretation
100% or more	Target achieved or exceeded
90–99%	Largely achieved
75–89%	Partially achieved
50–74%	Significantly below target
Below 50%	Critical underperformance

Thresholds should follow organizational or donor standards.

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SECTION

Explaining Variance

What Is Variance?

DEFINITION

Variance is the difference between:

- Planned and actual results
- Budget and expenditure
- Expected and actual timing
- Targeted and reached groups
- Different locations or population groups

Variance Calculation

Two complementary ways to express variance:

Numerical Variance

Actual – Target

Example:

Actual: 850

Target: 1,000

Variance: –150

Percentage Achievement

Actual ÷ Target × 100

Example:

Actual: 850

Target: 1,000

Achievement: 85%

Variance Analysis Questions

ASK

Interrogate every variance:

- How large is the variance?
- Is it positive or negative?
- What caused it?
- Is the cause internal or external?
- Which groups or locations are affected?
- Is corrective action required?
- Will the target still be achieved?

Internal Causes of Variance

Causes within the organization's control:

■ Delayed recruitment

■ Weak planning

■ Procurement delays

■ Insufficient supervision

■ Poor data quality

■ Limited staff capacity

■ Weak partner performance

■ Budget constraints

External Causes of Variance

Causes outside the organization's control:

■ **Conflict**

■ **Flooding or drought**

■ **Government restrictions**

■ **Market changes**

■ **Disease outbreaks**

■ **Population movement**

■ **Security constraints**

■ **Supply shortages**

Strong Variance Explanation

A strong explanation includes:

1 Size of the variance

3 Root cause

5 Corrective action

7 Responsible person

2 Immediate cause

4 Effect on results

6 Revised timeline

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SECTION

Data Disaggregation

Why Disaggregate Data?

IT REVEALS

**Disaggregation
helps identify:**

- Who is benefiting
- Who is excluded
- Differences in outcomes
- Inequality
- Protection risks
- Barriers to participation
- Required programme adjustments

Common Disaggregation Categories

Disaggregate data by:

■ Sex

■ Age

■ Disability

■ Location

■ Displacement status

■ Vulnerability category

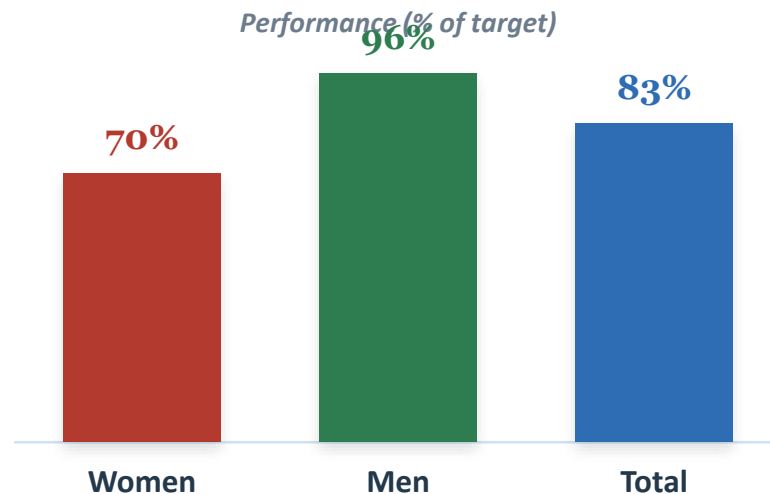
■ Livelihood group

■ Education level

■ Programme modality

Disaggregated Reporting Example

Group	Target	Achievement	Performance
Women	500	350	70%
Men	500	480	96%
Total	1,000	830	83%



The total hides the lower achievement among women.

Interpreting Disaggregated Findings

ASK

Look beneath the totals:

- Which groups have lower participation?
- Which groups achieve weaker outcomes?
- Are services equally accessible?
- Are there protection concerns?
- Are targeting criteria inclusive?
- What changes are required?

Protecting Privacy in Disaggregated Reporting

Avoid publishing information that could identify individuals. Use:

- Aggregated categories
- Minimum reporting thresholds
- Anonymous identifiers
- Suppressed small numbers
- Secure annexes
- Restricted access

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SECTION

Evidence-Based Recommendations

What Is an Evidence-Based Recommendation?

IT

An evidence-based recommendation:

- Responds to a documented finding
- Addresses a root cause
- Is realistic
- Identifies required action
- Is relevant to the responsible stakeholder
- Can be monitored

Characteristics of Strong Recommendations

Recommendations should be:

■ **Specific**

■ **Actionable**

■ **Prioritized**

■ **Feasible**

■ **Time-bound**

■ **Evidence-based**

■ **Assigned to a responsible party**

■ **Proportionate to the problem**

Weak vs Strong Recommendation

Weak

“Improve community engagement.”

Strong

“By the end of Quarter 3, the project team should establish monthly women-only consultation sessions in all six project locations and monitor participation through the community-engagement register.”

Recommendation Structure

A clear recommendation answers five questions:

- 1 Who should act?
- 2 What should be done?
- 3 Why is it needed?
- 4 When should it be completed?
- 5 How will progress be measured?

Prioritizing Recommendations

Prioritize based on:

■ Urgency

■ Risk

■ Potential impact

■ Feasibility

■ Cost

■ Stakeholder responsibility

■ Legal or donor requirements

■ Time required

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SECTION

Data Visualization in Reports

Purpose of Data Visualization

IT HELPS READERS

**Visualizations
help readers to:**

- Understand patterns
- Compare performance
- Identify trends
- Detect gaps
- Interpret large datasets
- Make decisions quickly

Choosing the Correct Visual

Information Need	Recommended Visual
Compare categories	Bar chart
Show trend over time	Line chart
Show composition	Stacked bar or pie chart
Show geographic variation	Map
Show target and actual	Scorecard or bar chart
Show status	Traffic-light table

Principles of Good Visualization

Design every visual with care:

■ Use accurate scales

■ Keep visuals simple

■ Label clearly

■ Include units

■ Show data sources

■ Use consistent colours

■ Avoid unnecessary 3D effects

■ Highlight the key message

Avoid Misleading Graphs

Avoid presentation choices that distort the message:

- Truncated axes without explanation
- Inconsistent scales
- Decorative 3D charts
- Selective time periods
- Missing labels
- Excessive colours
- Charts without data sources
- Visuals that hide underperformance

Visuals Need Interpretation

Do not insert a chart without explaining:

- What the chart shows
- The most important pattern
- Why the pattern matters
- What action is required

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SECTION

Ethical Use of Photographs and Quotations

Ethical Use of Photographs

BEFORE USING PHOTOGRAPHS

**Protect the dignity
and safety of
people:**

- Obtain informed consent
- Explain the intended use
- Protect identity where necessary
- Avoid harmful or degrading images
- Consider safeguarding risks
- Store photographs securely
- Respect withdrawal of consent

Principles for Ethical Images

Photographs should promote:

■ Dignity

■ Respect

■ Accuracy

■ Context

■ Safety

■ Non-discrimination

Avoid portraying affected people as helpless or without agency.

Consent for Photographs

CONSENT SHOULD EXPLAIN

Informed consent covers:

- Who is collecting the image
- Why it is being collected
- Where it may be published
- Who may see it
- How long it may be retained
- The right to refuse
- The right to withdraw where possible

Photographs of Children

When using photographs of children:

- Obtain appropriate caregiver consent
- Seek child assent where appropriate
- Avoid identifying sensitive locations
- Do not expose protection cases
- Follow safeguarding procedures
- Avoid names and personal details unless justified

Ethical Use of Quotations

Quotations should be:

■ Accurate

■ Relevant

■ Consent-based

■ Contextually appropriate

■ De-identified where necessary

■ Respectful

■ Free from unnecessary personal details

Avoiding Harm Through Quotations

Do not use quotations that may:

- Identify survivors
- Expose sensitive health information
- Reveal protection cases
- Create stigma
- Increase security risk
- Misrepresent the speaker
- Be taken out of context

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SECTION

Reporting Limitations

Why Report Limitations?

IT

Reporting limitations:

- Strengthens credibility
- Prevents overinterpretation
- Helps readers judge evidence quality
- Supports future improvement
- Promotes transparency

Common Reporting Limitations

Report limitations honestly, such as:

■ Small sample size

■ Missing data

■ Low response rate

■ Limited geographic coverage

■ Selection bias

■ Recall bias

■ Access restrictions

■ Translation limitations

■ Data-quality concerns

■ Limited time or resources

Writing a Limitation Statement

A limitation statement should explain:

- 1 What the limitation was
- 2 Why it occurred
- 3 How it affected the findings
- 4 What mitigation was applied

Example Limitation Statement

LIMITATION STATEMENT

Data collection could not be completed in two remote locations because of flooding. The findings may therefore underrepresent households in those areas. Telephone interviews were conducted with available community representatives, but the results should not be generalized to all affected households.

Avoiding Misuse of Limitations

Limitations should not be used to:

- Hide weak planning
- Excuse poor data quality
- Dismiss valid findings
- Avoid corrective action
- Make unsupported conclusions

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SECTION

Action-Oriented Conclusions

What Is a Conclusion?

A conclusion explains:

- What the findings mean
- Why the findings matter
- What overall judgment can be made
- What implications exist for the project

A conclusion should not simply repeat the findings.

Characteristics of a Strong Conclusion

A strong conclusion is:

■ Evidence-based

■ Balanced

■ Clear

■ Direct

■ Relevant to the report purpose

■ Linked to the evaluation or monitoring questions

■ Connected to future action

Developing Action-Oriented Conclusions

HELP DECISION MAKERS
SEE

**A conclusion
should help
decision makers
understand:**

- What is working
- What is not working
- What risks exist
- What requires immediate attention
- What should continue
- What should change

Conclusion Example

ACTION-ORIENTED CONCLUSION

The project is progressing toward its output targets, but lower participation among women and delayed service delivery in remote locations are reducing equitable coverage. Unless transport and scheduling barriers are addressed, the project is unlikely to achieve its inclusion commitments.

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SECTION

Quality Assurance of Reports

Report Quality Review

Before submission, check:

■ Data accuracy

■ Indicator definitions

■ Calculations

■ Internal consistency

■ Evidence sources

■ Disaggregation

■ Ethical compliance

■ Grammar and readability

■ Recommendations

■ Required donor format

Report Review Roles

Role	Review Responsibility
MEAL Officer	Data, indicators and analysis
Programme Manager	Implementation and context
Finance Team	Financial information
Safeguarding Focal Person	Sensitive content
Senior Management	Strategic messages
Communications Team	Language, visuals and branding

Reporting Checklist

Before finalizing, confirm:

- Are all figures verified?
- Do tables match the narrative?
- Are achievements and gaps balanced?
- Are claims supported by evidence?
- Are limitations stated?
- Are recommendations actionable?
- Is confidential information protected?
- Is the report submitted on time?



APPLYING THE
LEARNING

Practical Exercise

Practical Exercise

Prepare a Quarterly MEAL Report and Management Presentation

Participants will:

- Review sample monitoring data
- Calculate indicator performance
- Explain variance
- Prepare findings and recommendations
- Develop a concise report
- Prepare a management presentation

Exercise Scenario

An education project has the following quarterly results:

Indicator	Target	Achievement
Children enrolled	1,000	850
Girls enrolled	500	360
Teachers trained	60	65
Classrooms rehabilitated	20	12
Complaints resolved on time	90%	62%

ADDITIONAL INFORMATION

- Rehabilitation was delayed by procurement challenges.
- Distance and household responsibilities affected girls' enrolment.
- Teacher-training demand exceeded expectations.
- Complaint-response roles were unclear.

Exercise Step 1 — Analyze Performance

STEP 1

Analyze the performance data:

- Calculate percentage achievement
- Identify indicators below target
- Identify overachievement
- Compare female and total enrolment
- Identify management concerns
- Review possible data limitations

Exercise Step 2 — Write Indicator Narratives

STEP 2

**For each indicator,
explain:**

- Target
- Achievement
- Percentage performance
- Disaggregation
- Cause of variance
- Required action
- Next-period expectation

Exercise Step 3 — Prepare the Quarterly Report

The report should include:

1 Executive summary

3 Key achievements

5 Community feedback

7 Recommendations

2 Indicator-performance table

4 Underperformance and variance

6 Challenges and risks

8 Priorities for the next quarter

Exercise Step 4 — Develop Recommendations

STEP 4

Recommendations should address:

- Girls' enrolment barriers
- Classroom rehabilitation delays
- Complaint-response performance
- Continued teacher-training demand
- Management follow-up responsibilities

Exercise Step 5 — Prepare a Management Presentation

Prepare five slides:

- 1 Overall project status
- 2 Indicator performance
- 3 Key achievements
- 4 Critical challenges and risks
- 5 Decisions and actions required

Exercise Output

Each group should produce:

■ A two-page quarterly MEAL report

■ Indicator-performance narrative

■ Variance-analysis table

■ Three priority recommendations

■ Five-slide management presentation

■ Action tracker

Peer Review Questions

Review each other's work against these questions:

- Are the data accurate?
- Are the conclusions supported?
- Is underperformance explained honestly?
- Are disaggregated findings presented?
- Are recommendations specific?
- Are the visuals clear?
- Are limitations reported?
- Can management act on the report?



CONSOLIDATING THE
LEARNING

Chapter Review

Common Reporting Mistakes

- Too much description
- Limited interpretation
- Unsupported success claims
- Hiding underperformance
- Weak variance explanations
- No disaggregation
- Vague recommendations
- Unclear conclusions
- Unethical use of images
- No action follow-up

Good Reporting Practice

Effective reporting should be:

■ Audience-focused

■ Results-based

■ Evidence-driven

■ Transparent

■ Ethical

■ Visual

■ Concise

■ Action-oriented

■ Timely

Chapter Summary

- Reports should respond to audience needs.
- Internal reports should support management decisions.
- Donor reports should demonstrate results and compliance.
- Community reports strengthen accountability.
- Indicator narratives should explain performance and variance.
- Underperformance should be reported objectively.
- Disaggregation reveals inclusion and equity gaps.
- Recommendations must be evidence-based and actionable.
- Photographs and quotations must be used ethically.
- Limitations strengthen reporting credibility.
- Conclusions should lead to decisions and action.

Knowledge Check

- 1 What is the purpose of MEAL reporting?
- 2 How do audience needs affect report design?
- 3 What makes an indicator narrative effective?
- 4 How should underperformance be reported?
- 5 Why is variance analysis important?
- 6 Why should data be disaggregated?
- 7 What makes a recommendation actionable?
- 8 What ethical issues apply to photographs and quotations?
- 9 Why should limitations be reported?
- 10 What makes a conclusion action-oriented?

Action Plan

Select one current project report and assess:

- Is it audience-focused?
- Does it report results rather than activities?
- Are achievements and gaps balanced?
- Is performance disaggregated?
- Are variance explanations clear?
- Are recommendations actionable?
- Are limitations reported?
- Does the report identify management decisions?

Identify three improvements.

KEY MESSAGE

A good report does not only describe what happened.

It explains:

- What changed
- Why it changed
- Who was affected
- What the evidence means
- What should happen next

THANK YOU

Questions and Discussion

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