

Process of Monitoring and Evaluation

The earlier section (3.3) emphasized the importance of participation and this holds true in the monitoring and evaluation phases. Monitoring and evaluation is a collaborative process of learning and demands responsibility on the part of all team members.

CEPF maintains a set of broad principles when addressing monitoring and evaluation.

1. **Participation:** *opening up the design process to include those most directly affected, and gaining agreement to carry out monitoring and evaluation together.*
2. **Negotiation:** *reach agreement on what will be monitored and evaluated, how data will be collected, who will do the collection and analysis, how frequently this will be done and in what format, how findings will be disseminated among those involved, and finally, what actions will be taken as a result.*
3. **Learning:** *this becomes the basis for subsequent improvements and corrective action.*
4. **Flexibility:** *this is critical given the variety of stakeholders involved, the changing external environment, and the need to make performance improvements along the way*

Monitoring and evaluation has conventionally been a variety of *ad-hoc* processes often done by external groups. These have tended to be mainly quantitative and rarely have included the various stakeholders involved. CEPF monitoring and evaluation emphasizes a participatory approach, which also contributes to an active learning system.

CEPF Participatory Monitoring and Evaluation

| | |
|-------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Methods for planning process | <ul style="list-style-type: none"> • Logical Framework • Environmental, economic, institutional analysis • Baselines |
| What is the role of the “primary stakeholders” | <ul style="list-style-type: none"> • Design and adapt methodology • Collect and analyze data • Share findings and link them to actions |
| How is success measured | <ul style="list-style-type: none"> • Internally defined • Includes qualitative indicators • Makes judgments |
| Approach | <ul style="list-style-type: none"> • Adaptive / Flexible |

Project preparation: At this stage, a project should include performance indicators and milestones that are important to future monitoring and evaluation efforts. These are elaborated in a Logical Framework design, as described earlier. In addition to this, performance measures are broken down over time in the monitoring and evaluation plan to allow for easier supervision during implementation. At this level, the introduction of

monitoring and evaluation principles is considered formative, since it creates the condition for future evaluation. CEPF will use the *Letter of Inquiry* and *Project Proposal Application*¹ for this stage. All approved designs will be made available on www.cepf.net for the purposes of transparency and learning.

Project Implementation: The monitoring and evaluation process takes the form of ongoing monitoring at implementation and includes performance tracking, performance improvement planning, risk assessments, and the updating of original designs. Monitoring and evaluation during project implementation is still considered formative, as its purpose is to support ongoing project improvement. CEPF will use the *Project Performance Monitoring Report*² during implementation, which will be required on at least a semi-annual basis from all grantees. This report revisits the original design, checks planned versus actual project performance via the monitoring and evaluation plan, and reviews the implementation schedule to confirm project duration. These reports will also be made available on www.cepf.net.

Project completion: The evaluation process after project completion re-visits the original design and reports on the impact the project has had on its intended beneficiaries. It looks at planned versus actual performance to evaluate the results of the project; delivery of outputs, achievement of impact, and any valuable lessons to be learned for future projects. At this stage, evaluation is considered summative. CEPF will require all grantees to submit a *Final Project Completion Report*³ at the end of their project and these will be posted on www.cepf.net.

The following table summarizes how monitoring and evaluation are incorporated into the CEPF PCM Approach:

Monitoring and Evaluation through the Project Cycle

| Type of Monitoring and Evaluation | Phase of Project Cycle | Monitoring and Evaluation Tools | Monitoring and Evaluation Products | |
|-----------------------------------|------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|
| | | | Documents | Process Results |
| Formative Learning “During” | Project Preparation | <ul style="list-style-type: none"> • Economic, financial, institutional analysis • Baselines • Logical Framework • Monitoring and evaluation plans | <ul style="list-style-type: none"> • Logical Framework • Project proposal application (1 & 2) | Improved: <ul style="list-style-type: none"> • Design • Transparency • Participation |
| | Project Implementation | <ul style="list-style-type: none"> • Supervision events • Performance reviews • Implementation | <ul style="list-style-type: none"> • Monitoring and evaluation reports • Implementation schedules • Financial progress | Improved: <ul style="list-style-type: none"> • Execution • Performance • Transparency • Participation |

¹ The application templates are found in sections 4.4.1 and 4.4.2 of the Operational Manual.

² The project performance monitoring report template is found in Section 4.5.2 of the Operational Manual.

³ The final project completion report template is found in Section 4.5.4 of the Operational Manual.

| | | | | |
|-----------------------------------|--------------------|---------------------------------------------|-----------------------------------|--------------------------------------------------------------------------------------|
| | | plans • Monitoring and evaluation plans | report | |
| Summative Learning “After” | Project Completion | • Ex-post evaluation • Impact assessment | • Final project completion report | Improved learning: • Project designs • Policies • Strategies • Portfolio |

Much of the information required during the project cycle will come through the various templates to be used by grantees throughout implementation of their project. During implementation, emphasis is on key questions around the issues of project rationale and project effectiveness. Our aim in requiring periodic reporting on project performance throughout implementation is to continually check these as outlined below:

Continued Project Rationale:

- | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Does the project:</p> <ul style="list-style-type: none"> • Continue to reflect development priorities? • Continue to be linked to the overall portfolio and strategy? • Contribute to the Goal? • Remain relevant given the Objectives? |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Project Efficiency:

- | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> • Is implementation managed properly? • Are inputs managed appropriately and cost-effectively? • Is implementation on time and at cost? • Are the outputs being delivered? • Is there a better way? • Can it be improved? |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

The final stage of the cycle allows for evaluating project impact as well as drawing any lessons learned from the project experience. During this stage, we again pose a series of questions:

Project Effectiveness (Impact):

- | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> • Have the outputs been produced? • What has happened as a result? • What are the impacts on stated priorities? • Are there any unplanned impacts? • Why were planned impacts not achieved? • What are the long-term effects on program/strategy? |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Lessons Learned:

- | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> • What lessons can be learned in terms of project relevance? • What performance lessons can be learned in terms of achieving objectives? • What resource use lessons can be learned? • What elements might be replicated in future projects? |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

CEPF will track project information during the design, implementation, and evaluation stages for all projects supported and, as expressed earlier, will do so using the online grant-making mechanism. One tremendous advantage of this system is that it will continually expand the database of information for the CEPF program as a whole. It will be possible to view information on each individual project, but perhaps more importantly, it will allow for the creation of programmatic summaries and evaluations based on the individual project information that is active within the system.

The system, therefore, enables CEPF to maintain a constant understanding of how the program as a whole and at the ecosystem portfolio level is functioning: what overall impacts are being achieved, what strategic directions need adjustment, and what further support may be needed. The result will be continued programmatic direction, efficiency, effectiveness, overall impact, and the dissemination of results and important lessons being learned in the field.